BY ORDER OF

THE NATIONAL COMMANDER

ARNOLD AIR SOCIETY MANUAL 1

1 SEPTEMBER 2012

Operations

POLICIES AND PROCEDURES

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

Notice: This publication is available digitally on the Arnold Air Society WWW site at: http://www.arnold-air.org. If you lack access, contact the Arnold Air Society-Silver Wings (AAS-SW) Executive Management Center.

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Supercedes AASMAN-1, 1 September 2011.	Pages: 199
	Distribution: see AASMAN-1, para 6.15.1

This manual establishes the policies and procedures that guide the operation of the Arnold Air Society (AAS). All AAS units and activities are subject to the provisions of the manual and are further governed by all other pertinent official publications of the USAF, AFROTC, and AFCW.

SUMMARY OF REVISIONS

The Arnold Air Society Vision Statement was updated in order to show the way forward through the year 2017. Area Parliamentarian duties were added to reflect the importance in this position at the Area level, to formalize the position as the business chair at ARCON's and to encourage members to learn the business operation tools required to serve at the national level. NATCON attendance requirements were updated; formal probation was added for any squadron not attending NATCON without Area Commander approval and proxy ballot submission. The National Archives HQ was disbanded and all archived items moved to the care of the EMC. A joint relations workshop requirement was added for all candidate classes in order to educate candidates on Silver Wings. NATCON bids are no longer authorized without written agreement from a SW unit to co-command the NATCON HQ. Minor formatting and grammatical changes are also present. Arnold Air Society continues to work in a digital environment and manual changes will reflect.

1.1. **Definition of Mission.** The Arnold Air Society (AAS) has adopted as its mission three interrelated objectives which enhance the Air Force Reserve Officer Training Corps (AFROTC) and United States Air Force Academy (USAFA) commissioning programs and project the USAF image on campus and in the community.

1.2. **Objectives and Functions.**

   1.2.1. **First:**

      1.2.1.1. **Objective:** create a more efficient relationship among Air Force officer candidates, in particular within the AFROTC.

      1.2.1.2. **Function:** provides opportunities for greater interaction among collegiate level Air Force officer candidates and encourages increased communication with Air Force officers and leaders in national defense, government, and industry.

   1.2.2. **Second:**

      1.2.2.1. **Objective:** aid in the development of effective Air Force officers.

      1.2.2.2. **Function:** provides expanded opportunities for Air Force officer candidates to exercise leadership, management, organizational, and public relations skills.

   1.2.3. **Third:**

      1.2.3.1. **Objective:** further the purpose, traditions, and concepts of the United States Air Force.

      1.2.3.2. **Function:** provides opportunities for officer candidates to participate in campus and community service activities, demonstrating the close relationship between civilian and military institutions.

1.3. **Type of Organization.** By the nature of the functions stated in AASMAN-1, para 1.22, the Society is primarily a professional, honorary service organization advocating the support of aerospace power.

   1.3.1. **Professional.** AAS is "professional" because of the established intent of its members to become officers in the USAF. AAS strives to instill an attitude of unselfish dedication to and responsibility for fulfillment of the mission of the USAF, AFROTC, and AAS.

   1.3.2. **Honorary.** AAS is "honorary" because of the high standards required of all cadets admitted to membership.

   1.3.3. **Service.** AAS is a "service" organization because of the contributions and assistance provided to the community, campus, and officer commissioning programs.

1.4. **Vision Statement.** "Develop proactive leaders, Remain loyal to the ideals of the Arnold Air Society; Foster a synergistic society through selfless service of our dedicated members."

Chapter 2—Membership

Section 2A—Scope, Classes, and Induction of Membership

2.1. **Scope and Classes of Membership.** AAS is an organization comprised of cadets in the USAF officer candidate education and training programs at the USAFA and other university-level institutions throughout the United States. Members are selected based on personal merit. Four classes of membership exist: active, inactive, associate, and honorary.

2.2. **Active Membership.**

2.2.1. **Requirements and Recruitment.** Maintaining membership is vital to the success of a squadron. Recruiting prospective members into AAS is the responsibility of all squadron members who must encourage all cadets to join AAS and non-cadets to become cadets. Distribute a recruiting letter to all prospective members inviting them to attend squadron activities and learn what AAS is and what to expect as a candidate. All corps members in good standing with the USAFA or AFROTC are eligible for AAS membership and must be recruited.

2.2.2. **Selection.** Squadrons may enact membership selection regulations at their discretion (as long as the policies comply with AASMAN-1, Attachment 2), with the following exceptions:

2.2.2.1. Sex, race, creed, or national origin may not be included in the determining factors.

2.2.2.2. Membership may not be denied to an active member transferring from another squadron.

2.2.3. **Retention of Active Membership.** Once initiated into the Society, individuals may retain active membership with full privileges until commissioning, so long as they remain members in good standing. However, no member of the AAS who is disenrolled from AFROTC or the USAFA may be a member of the Society, unless they are reinstated in one of the programs. Members on an authorized leave of absence from or other form of delay in their commissioning program may retain AAS membership in good standing.

2.2.4. **Good Standing.** To achieve good standing in AAS, the member must have paid all applicable AAS dues and be under no form of disciplinary action. This status also applies to squadrons who are required to complete the fall dues renewal process by 31 October each year. See also AASMAN-1, paras 2.7.1, 10.7.3, 11.5.8, and 14.2.

2.2.5. **Probation.** Any active member of the AAS who is placed on academic probation, either by the university, USAFA, or AFROTC detachment, must restrict his or her AAS activities to those jointly approved by the AAS unit commander, professor of aerospace studies (PAS), and commandant of cadets (COC).

2.2.6. **Dismissal.** Any member who is not fulfilling his or her obligation to the squadron, as determined by the squadron members, may be dismissed from active membership and will be informed by the squadron commander that he or she may no longer wear any AAS insignia. Notify area HQ and the AAS Executive Management Center of this action within 10 days of the

dismissal. Send a copy of the notification to the wing HQ, if applicable. Notification must include a description of the grounds for dismissal.

2.2.7. **Eligibility for Office.** With the exception of AAS Executive Management Center positions, all official AAS staff positions must be filled by active members of the Society. Any member of the AAS who has been judged guilty as a result of impeachment proceedings (see AASMAN-1, para 4.7) or has been dismissed from an office within the Society must be denied the privilege of holding office again.

2.2.8. **Grade of Active Members.** AAS members begin their AAS membership as AAS cadet/second lieutenants. Increases in grade are authorized based on positions held. Members retain the grade of the highest position held after completing one full term of office in that job or leaving the post under honorable circumstances. A "full term" and "honorable circumstances" are determined by the unit or command level involved. AAS grade is not contingent upon and does not correlate with AFROTC or USAFA grade. One's AAS grade is referred to as "cadet colonel, AAS", etc. Shoulder boards may not be worn to denote AAS grade.

2.2.9. **Special Extension of Membership.** Any active member who is commissioned between 1 January and the date of the National Conclave (NATCON) may retain his or her full authority and responsibility until the conclusion of the NATCON, if the member so desires. Approval of additional individual retention of active membership for limited periods after commissioning for the purpose of completing Society projects is at the discretion of the National Commander. However, no person whose membership is extended by the National Commander may hold any office other than project officer.

2.2.10. **Air Force Magazine.** Each active member of AAS receives a one-year subscription to Air Force Magazine, the official magazine of the AFA, with each year's AFA cadet membership. Air Force Magazine is sent to the address listed on the member's AAS Form 5 (see AASMAN-1, para 14.15.4). Members who change their address during the term of their subscription must inform the AFA using the address below. To make the change, follow the instructions contained in the Index Page of the magazine.

> AIR FORCE ASSOCIATION
> 1501 LEE HIGHWAY
> ARLINGTON VA 22209-1198
> ATTN: ADDRESS CHANGES

2.3. **Other Membership Classes.**

2.3.1. **Inactive.** AAS squadrons may include provisions for inactive membership in squadron by-laws. Active members may become inactive according to the provisions of the squadron bylaws. Inactive members must continue to pay AAS national dues in order to retain the right to regain active membership. An inactive member who fails to pay AAS national dues is no longer a member of the Society and, to regain active membership, must pay a reinstatement fee. In cases where extenuating circumstances exist, the Executive Director may grant exceptions to the reinstatement fee. However, at a minimum, a member wishing to return to active status must

pay a processing fee equal to the current initiation fee. Inactive members who wish to retain their AFA cadet membership must continue to pay AAS national dues and AFA dues. Inactive members are not entitled to wear the AAS fourragere or rank pin, but may wear the AAS Membership Ribbon.

2.3.2. **Associate.** Members of Silver Wings (SW) become associate members of AAS upon payment of national SW dues.

2.3.3. **Honorary.** The highest tribute which a unit of AAS can extend to a person not eligible for active membership in the Society is the title of honorary member. (Former members of the AAS who disenrolled from AFROTC or USAFA under honorable circumstances are considered as members of the AAS Alumni Association. See also AASMAN-1, para 8.3. Former members of AAS who left the Society, AFROTC, or USAFA under other than honorable circumstances, are ineligible for alumni or honorary recognition.) Honorary membership is a life award. Honorary membership in a squadron may be conferred only by unanimous approval of the active members of the squadron. Honorary membership in an area may be conferred only by unanimous approval of the area HQ staff or the squadrons in the area. Honorary membership at the national level may be conferred only by unanimous approval of the personnel of the National HQ staff, the voting membership of the Board of Directors, or the NATCON. Honorary members are initiated using the same procedures used for active members. Initiation of honorary members must be reported to the AAS Executive Management Center. See also AASMAN-1, paras 2.2.3, 2.6.2, and 16.21.

2.4. **Transfer of Membership.** An active or inactive member of any AAS squadron may transfer their membership to another unit with appropriate privileges, provided he or she is a member in good standing at the losing unit. The gaining unit must immediately notify the AAS Executive Management Center upon completion of the transfer; the AAS Executive Management Center will verify the status of the transferee. See also AASMAN-1, para 2.7.3.

2.5. **Candidate Training Program.** See AASMAN-1, Attachment 2, for all provisions of the AAS candidate program.

Section 2B—Membership Reporting and Accounting

2.6. **New Members.**

2.6.1. **Initiation Report.** Use AASF 1 to report each squadron initiation. Carefully follow the instructions on the form regarding distribution and submission of correct fees and dues. Use only current forms. Provide an additional copy to area HQ, if applicable.

2.6.1.1. The report is due at the AAS Executive Management Center NLT three weeks after initiation.

2.6.1.2. Each report must be accompanied by a completed AASF 5 (see AASMAN-1, para 14.15.4) and full payment of the initiation fees and annual dues for each active initiate listed.

2.6.1.3. The AASF 1 must be typed. Take special care to spell all names correctly. Membership certificates are prepared from the form. If necessary, additional blank sheets of paper may be used to continue the list of initiates.

2.6.2. **Reporting Honorary Initiates.** Squadrons must report initiation of honorary members on AASF 1 or by letter. Other command levels report by letter. Address the letter to the AAS Executive Management Center and be sure to include the date of initiation. There are no dues for honorary members, but a fee must be remitted with the report to offset the cost of the certificate, packing, and postage. The fee is subject to annual adjustment and is posted on the current AASF 1. Units must also furnish new honorary members with fourrageres. See also AASMAN-1, para 16.21.

2.6.3. **Advance Initiation Reporting.** Units preferring to have membership equipment (certificate and ribbon) available for presentation at the initiation ceremony must submit the AASF 1, AASF 5s, and required remittance to the AAS Executive Management Center in advance of the initiation. When this service is desired, send a letter with the forms and remittance to ensure priority attention. Submit an AASF 3 and required remittance to order either fourragere or rank pin

2.6.4. . At least three weeks advance notice is necessary for CONUS squadrons. Off-shore squadrons must provide four weeks advance notice. The AAS Executive Management Center will try to supply membership equipment by the date specified, but does not guarantee delivery.

2.7. **Membership Renewal.** Use the following procedures:

2.7.1. **Renewal Rosters.** During September, the AAS Executive Management Center will distribute to each squadron a computer printout of all recorded members of the unit. The roster displays the full name of members presently know to be active, their recorded mailing address, and the projected graduation date reported by the member. The squadron information management officer will make corrections to the roster in red by lining out the names of members who do not renew. For each member who renews, complete an AASF 5. Send the corrected roster, completed AASF 5s, and remittance to the AAS Executive Management Center NLT 31 October. See also AASMAN-1, paras 4.6.4.5.1 and 14.15.4.

2.7.2. **Spring Initiates.** Members who are initiated in the spring also renew their membership in the fall of the initiation year and during each subsequent fall. It is important the graduation dates shown on the AASF 5 submitted with initiation reports are accurate and updated, if necessary. The AASF 5 is the input medium for the computer program serving both AAS and AFA.

2.7.3. **Transfer Members.** A squadron which has lost a member by transfer to another school must line out the entry on the roster and note the school to which the member transferred. The gaining unit must add the name of the transferred member and identify the school the member transferred from. Gaining units must also prepare AASF 5s for transfer members and send the form(s) with dues and the corrected roster to the AAS Executive Management Center. See also AASMAN-1, para 2.4.

2.7.4. **Membership Reporting Deadline.** The deadline for submitting membership renewal reports is 31 October. However, to facilitate processing at the AAS Executive Management Center, information management officers must submit reports as early as possible. The Executive Director will advise the National Commander and appropriate area commanders whose squadrons fail to renew by the deadline. See also AASMAN-1, para 14.2.

2.7.5. **Membership Accounting.** Active members reported IAW the provisions of this section are accounted for on an annual basis. Membership will not be granted for lesser periods of time. Include graduated, eliminated, or resigning members in the account of active membership for the academic year during which active membership ceased.

2.7.6. **Membership Records Retention.**

2.7.6.1. Squadrons must retain copies of initiation reports for a minimum of four years. See also AASMAN-1, para 18.14.5.

2.7.6.2. The AAS Executive Management Center will retain the Report of Initiation for a minimum of four years. After the four-year point, forward the reports to National Archives HQ.

Chapter 3—AAS Relationship With Other
Organizations

3.1. **Conflict With AFROTC/USAFA/Host Institution Procedures.** Occasionally, higher HQ directives may conflict with AFROTC, USAFA, or host institution procedures. Unit commanders who encounter this situation will confer with the local PAS or his/her representative to resolve the problem. In cases where the conflict is not resolved, the AAS unit commander will advise the AAS HQ which issued the directive in question of the situation, withhold action on the orders, and await further instructions. Commanders will keep all intermediate HQs informed of any actions taken; provide copies of official policy letters or other pertinent material as necessary.

3.2. **Cadet Corps Positions.** AFROTC or AFCW positions held by a member of AAS do not relieve that person of his/her duties and responsibilities to the Society. An AAS squadron commander normally serves as a member of the AFROTC cadet corps commander's personal staff. In this capacity, the AAS commander receives command guidance from the corps commander on matters pertinent to the corps and is subject to the corps commander's authority in all corps training activities.

3.3. **Advisors.** AAS advisors are USAF personnel or others who act in an advisory capacity. The advisors are assigned through the cooperation of the USAF commissioning programs. No advisor or other USAF officer may act in a directive capacity over AAS activities. USAFA AAS advisors may act in the PAS or Unit advisor capacity, including but not limited to running for higher headquartes.

3.4. **AFROTC/AAS Liaison Officer.** The AFROTC Commander assigns a member of the HQ AFROTC staff to serve as the AFROTC/AAS Liaison Officer. The officer is a coordinator for USAF support of AAS. AAS will invite this officer to attend all meetings of the Board of Directors and National Conclaves in his/her capacity as advisor to and liaison for AAS.

3.5. **Air Force Association (AFA).** The AAS is formally affiliated with the AFA, a national, independent, non-profit aerospace power organization. Although the AAS-AFA affiliation is a close one, it is the stated policy of both organizations that each shall remain at all times an independent entity. The address of the AFA is listed in AASMAN-1, para 2.2.10.

3.5.1. **Terms of Affiliation.** Under the AAS-AFA affiliation, the AFA provides services for the AAS Executive Management Center. This Includes reproduction, distribution assistance, and professional services available in the AFA and on the Air Force Magazine staff. The AAS National Commander is an ex-officio member of the AFA Board of Directors and the AFA Chairman of the Board is an ex-officio member of both the AAS/SW Board of Directors and the AAS/SW Board of Trustees. See also AASMAN-1, paras 5.5.1.3, 6.9, 7.1.1, and 15.15.1.

3.5.2. **Cadet Membership In AFA.** Under the provisions of the AAS-AFA affiliation, active and inactive members of AAS become cadet members of the Air Force Association at a reduced rate. This rate is included in normal AAS dues. AFA cadet members have no voice in the meetings of the AFA, but are always welcome to attend. As AFA cadet members, AAS members receive a subscription to Air Force Magazine, the official monthly publication of the AFA and may participate in the many privileges of AFA membership.

3.5.3. **Contact with Local AFA Chapters.** The AAS-AFA affiliation allows for working agreements to be established between local AAS and AFA units. The Society urges local AAS commanders to cooperate in all ways possible with the AFA and to invite AFA members to participate in the activities of the AAS. Local AFA officials can be contacted through the listing provided in each issue of Air Force Magazine. Unit management of this contact is delegated to vice/deputy commanders.

3.6. **Silver Wings.** Silver Wings is a national, co-ed, professional organization dedicated to creating proactive, knowledgeable, and effective civic leaders through community service and education about national defense. The nature of its objectives lead to the support of the mission of AAS. Members of SW become associate members of AAS upon payment of national SW dues. AAS unit commanders are urged to cooperate fully with SW and support SW missions. AASMAN-1, Chapter 17, contains information on SW. See also SWM.

3.6.1. **AAS/SW Affiliation Policy.** With the exception of SW associate membership privileges, it is the policy of the AAS to consider SW a separate organization and to impose no national requirements upon SW, unless jointly agreed upon by the Boards of Directors or the National Conclaves of the AAS and SW. SW units have the option of including AAS representation on SW membership selection boards.

3.6.2. **SW Formation.** The Society urges local AAS commanders to assist in the formation of a SW chapter on their campus if none exists. The formation of SW's has been demonstrated to be of considerable aid to AAS in fulfillment of its mission and enhances the AFROTC image on campus and in the community.

3.6.3. **Unit Sponsorship.** Only SW units may be sponsored as official auxiliaries of an AAS squadron.

3.6.4. **Information.** Further information on SW may be obtained through the AAS Executive Management Center or SW National HQ.

3.7. **Financial Assistance through Affiliation with Outside Organizations.** Affiliations involving financial assistance to an AAS unit from an outside agency (except the host educational institution) may be accepted only by the Executive Director, subject to the approval of the Board of Directors. See also AASMAN-1, para 7.12.

3.8. **Affiliation with Student Body Organizations.** AAS units are authorized to affiliate with the student governments of their schools when such affiliation is required or advisable for the effective fulfillment of the mission. Other formal affiliations not covered herein require the approval of the immediate higher AAS HQ. The approving authority must supply AAS National HQ with an information copy of any correspondence documenting approval of the affiliation.

3.9. **Additional Liaison Relationships.** The AAS policies regarding other organizations and programs which support aerospace power or contribute to aerospace education are shown below.

3.9.1. **Civil Air Patrol (CAP).** The AAS shall do all in its power to further and promote the mission of CAP, the civilian auxiliary of the USAF, including support of the Joint CAP-AFROTC Cadet

Initiative Test Program. This program is a flight orientation effort where AFROTC and USAFA Cadets receive eight hours of flight time in CAP aircraft and become senior members of CAP. AFROTC and USAFA Cadets who become members of CAP through this program will have opportunities to participate in numerous aerospace activities.

3.9.2. **Explorers.** AAS units are encouraged to cooperate with or sponsor Explorer Posts of the Boy Scouts of America. AAS units are particularly encouraged to sponsor Explorer Posts specializing in aerospace subjects.

3.9.3. **Civil Defense.** AAS units should cooperate with units of the Civil Defense program since this activity is one way to increase knowledge of national security.

3.9.4. **Air Force Junior ROTC (AFJROTC).** AAS recognizes the potential developed by the AFJROTC program at schools across the nation. The number of detachments is established by law for each state according to population and the desire of host schools. Support of this program is encouraged since members of this program are potential members of the AFROTC, USAFA, and AAS.

3.9.5. **POW/MIA Awareness.** The Society will support the efforts of recognized organizations which have the goal of honoring the sacrifices made by American prisoners of war (POW) and combatants who are missing in action (MIA). While POW/MIA projects are not mandatory and should in no instance take precedence over projects in support of the mandatory AAS/SW JNP, the AAS will hold POW/ MIA projects on the same day established by the United States Congress and DoD. It is on this Congressionally declared day that all POW/MIA activities will occur. This day will change each year, but is usually during the third week in September. If Congress elects to not declare a "POW/MIA Day" or an individual unit determines it can not conduct a POW/MIA observance on the declared day, the unit may select a single alternate day on which to do so.

3.9.6. **Military of World Wars (MOWW).** The Society acknowledges that the MOWW is an organization whose efforts reflect the dedication to serving those who serve well beyond their active duty years. The Military Order is a patriotic nonpartisan organization, which holds that it is "nobler to serve than to be served." The Order provides an opportunity for Officers of all of the Federal Uniformed Services to unite in a strong program to promote National Security, Patriotism, Good Citizenship and Service to Country. AAS members/units are encouraged to interact and participate in MOWW events, and have members of the MOWW attend and participate in unit events.

3.9.7. **Other Aerospace Organizations.** This listing is not all-inclusive. All AAS units are encouraged to cooperate with other aerospace organizations of local or national scope.

3.10. **Projects.**

3.10.1. **Joint National Project (JNP).** The Society will primarily focus on the JNP each year and every AAS unit will endeavor to involve its affiliated SW unit and local AFA chapter in its JNP activities. Proposed themes for the JNP should be judged on the criteria shown below. The potential topic should:

3.10.1.1. Have national appeal.

3.10.1.2. Be broad enough so every unit can participate, regardless of size or location.

3.10.1.3. Be flexible enough so projects other than fund-raisers and informational campaigns can be planned.

3.10.1.4. Be narrow enough so a distinct need is met.

3.10.2. **Other Projects.** Area and squadron resources surplus to the JNP should be directed toward the regional and community concerns determined by each unit. All area-level projects are specifically prohibited (with the exception of area-level projects that support the JNP).

3.11. General Rules for Hours

3.11.1. **Members**. Hours only count for active Arnold Air Society members. If a service project is done in conjunction with ROTC members or with Silver Wings,   the only hours counted are those completed by actual AAS members. Hours for planning a project must not be counted towards the project. Only hours spent actually performing the project are to be recorded.

3.11.2. **Double Counting**. AAS members must not use AAS hours for warrior or honor flights within the corps. If AAS members must complete community service hours for an outside organization, they must not claim the hours as community service hours and AAS hours.

3.11.3. **Categorization**. The proper category will be determined by the squadron operations officer. If a squadron operations officer cannot resolve a classification issue it will be sent to the Area Director of Operations. If the Area Director of Operations cannot resolve a classification issue it will be directed to the National Director of Operations. The National Director of Operations will make the final decision.

3.11.4. **Counting**. Each hour of service done by individual members counts as one hour and should be recorded as such. All hours should be rounded to the nearest half-hour with the rule that any time after 15 minutes counts as at least one half-hour.

3.12. Hours Categorization

3.12.1. **Joint National Project Hours**. Joint National Project (JNP) hours are the primary focus of our organization and as such this category includes any service or fundraising hours that are collected in support of the JNP. These hours will only be claimed under JNP and should not be claimed again under any other category.

3.12.2. **Inter-ROTC/ USAFA Hours**. Inter-ROTC/USAFA hours are those done in support of the local ROTC detachment or the USAFA sponsored by the AAS squadron. Examples of Inter-ROTC/USAFA events are holding tutoring sessions or shining shoes for cadets in the corps. This category is a type of service, but is recorded separately to monitor how much AAS is supporting the local detachment. Joint activities planned by AAS and involving the local detachment are encouraged, but the only hours reported should be those performed by AAS active members.

3.12.3. **Service Hours**. Service hours are all hours of service done to assist outside organizations including the host school and the local community. The AAS squadron should not be paid for any service. Free food or giveaways from the event do not count as payment. POW/MIA ceremonies and tributes have long   been part of the AAS tradition and are highly encouraged. POW/MIA hours will be counted as service hours.

3.12.4. **Fundraising Hours**. Fundraising hours are any hours that are directed   toward raising money for the local AAS squadron. If hours are put toward helping another organization raise money or raising money for people outside the local AAS squadron, these hours should not be counted as fundraising, but as service.

3.12.5. **Professional Development Hours**. Professional Development hours will be calculated by the squadron operations officers as well as the Area Directors of Operations. These hours are events or projects that will help in the professional development of the AAS members. Examples of professional development hours include but are not limited to: attending lectures, practicing briefings together, or having a professional or military leader talk to the squadron about their experiences.

3.12.6. **Social Hours**. Social hours include events that boost squadron morale or squadron cohesion that do not fit in one of the previous categories. As a general rule, if it provides no benefit to the community, it likely falls under this category. These events must be open to all active AAS members and at least 50% of the active squadron members must be present at the activity in order for the event to be counted.

**Chapter 4—Organization Structure and
General Policy**

4.1. **Basic Concept and Structure.** In keeping with its function as an extra-curricular, leadership training program, AAS is organized along military lines. The basic structure of the Society is prescribed by the AAS Constitution (see AASMAN-1, Attachment 1).

> 4.1.1. **Arnold Air Society Manual (AASMAN-1).** AASMAN-1 is the basic manual for AAS and prescribes national policy and procedures which govern all AAS units. It is published and amended at the direction of the Board of Directors or the National Conclave. Distribution of and changes to AASMAN-1 are the responsibility of the AAS Executive Management Center under the direction of the Board of Directors. This process is governed by the provisions of AASMAN-1, paras 6.15 and 6.16. Authorized changes to AASMAN-1 are distributed the same way as original copies.

Organizational Command Levels. **There are three major organizational levels of AAS: national, area, and squadron. The AAS chain of command is depicted in AASMAN-1, Figure 4.1. AAS Organizational Chart National**
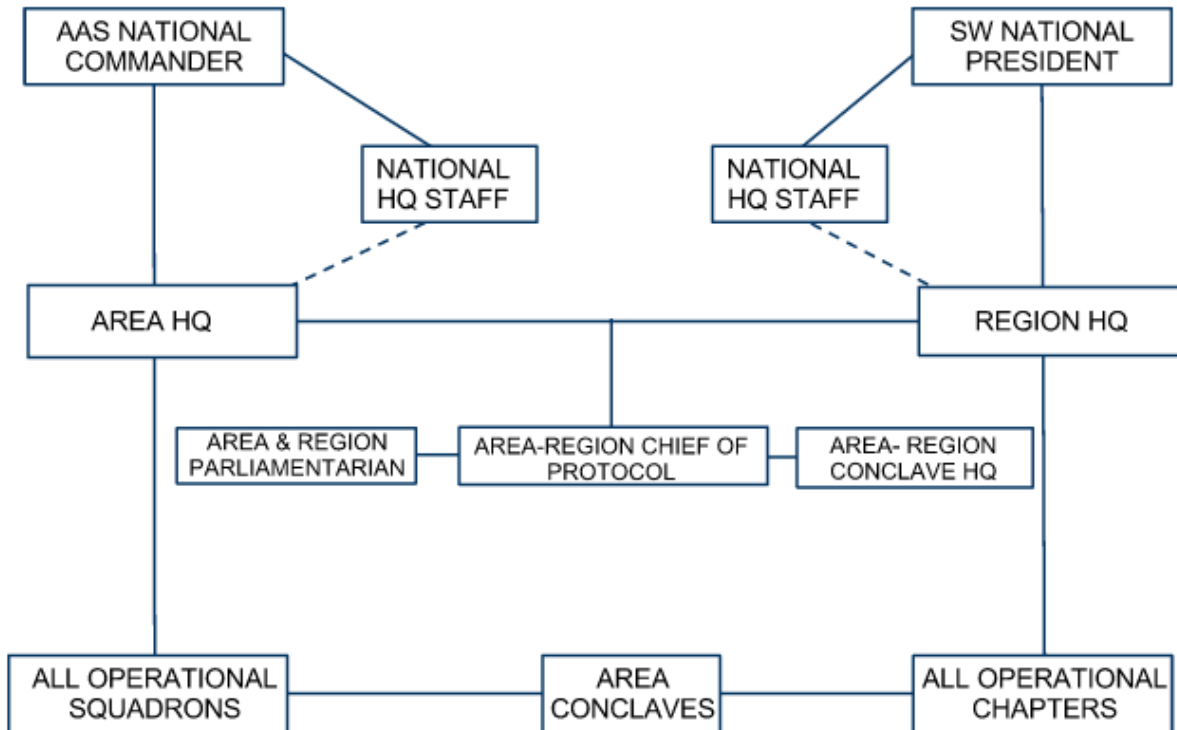
Figure 4.2 AAS Organizational Chart Area/Region

AAS ORGANIZATIONAL CHART
Squadron/ Chapter Level
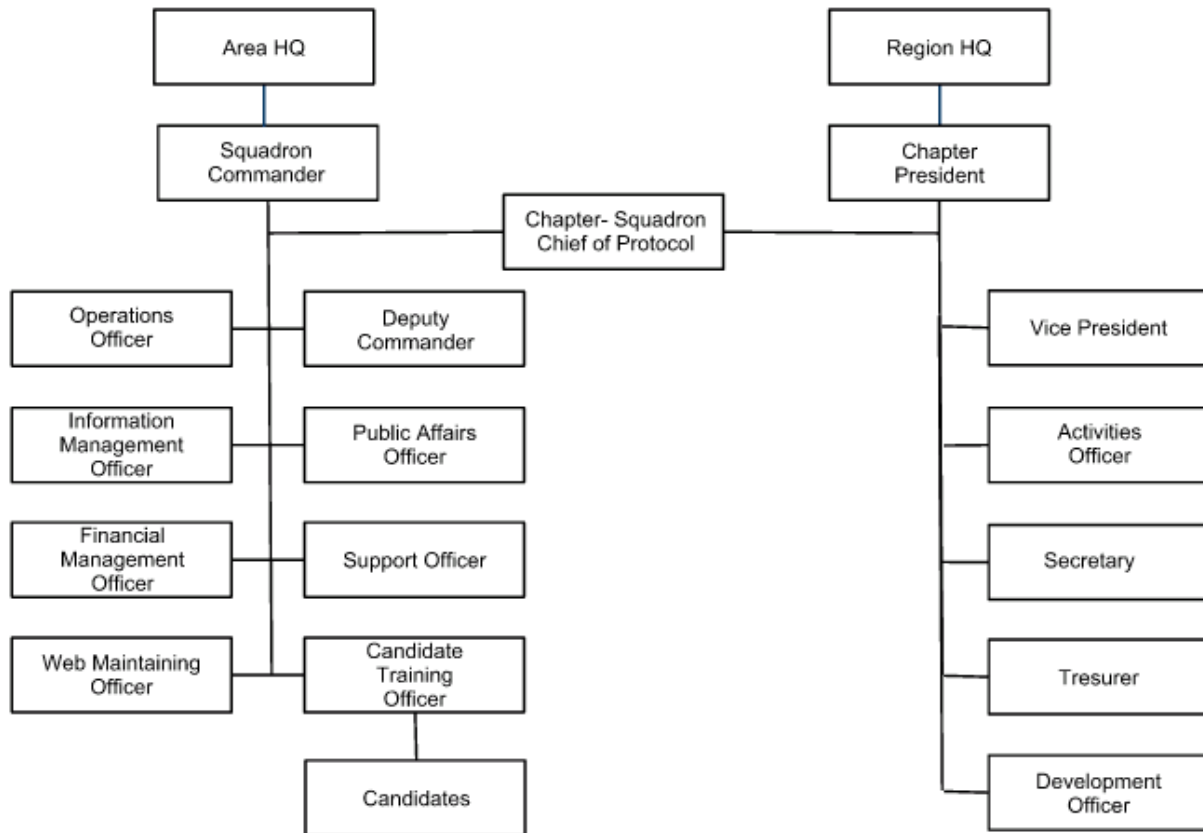
4.1.2. Figure 4..

4.2. **National Organization.** The national organization includes National HQ, the National Business Chairman, the National Parliamentarian, the Board of Directors, NATCON HQ, and all permanent special headquarters and standing committees established on a national level. The National Business Chairman and Parliamentarian are independent staff officers at the disposal of and policy advisors to the National Commander. The AAS Executive Management Center and all permanent special headquarters are administrative divisions of the Society, not command levels. The commanders of these headquarters refer to the National Commander for both policy and administrative guidance.

4.3. **Legislative Bodies.** The basic guidance for all levels of command is determined by the legislative bodies of the units concerned. At the squadron level, this legislative body is the active membership. At area, and national levels, the legislative body is the conclave, an assembly of voting delegates from each member unit. These bodies determine policy and regulations to govern the units and members under their jurisdiction. Measures passed by legislative bodies must be in accordance with the spirit and guidance of the National Constitution. All legislative bodies of lesser jurisdiction than the NATCON are subject to the bylaws of their unit and the legislation and policy of higher legislative bodies. Any legislative body may delegate authority.

4.4. **Oath of Office.** Any officer on a National, Area, and Squadron lelvel is required to take the following oath of office before assuming their position:

4.4.1. I, [state your name]/ Having been appointed the [insert official title]/ Do solemnly swear/ That I will support and uphold/ The Constitution of the United States/ And the Arnold Air Society/ That I will bear true faith and allegiance to the same/ That I take this obligation freely, without any mental reservation or purpose of evasion/ And that I will faithfully serve in the position I am about to enter/ So help me God.

4.5. **General Policies.**

4.5.1. **Fiscal Year.** The fiscal year of AAS begins on 1 September and ends on 31 August.

4.5.2. **Contracts.** No person may enter into any contract or agreement which binds a unit of AAS without the permission of the commander of the unit. The term "unit" includes squadrons and all elected HQs. Contracts, in the form of credit cards or any other open credit agreement, written in the name of AAS or unit or HQ thereof, are expressly forbidden. This provision does not apply to those agreements (e.g. utilities, conclave hotels) which are for specific purposes and are made with non-bank, commercial activities. Any contract or agreement which may involve national operating or reserve funds can be executed or approved only by the Executive Director. See AASMAN-1, paras 4.5.4.3, 9.12, 10.14.1, 11.1.5, and 15.13.

4.5.3. **Bids.** Units must solicit competitive bids before any AAS contract is awarded. See AASMAN-1, para 15.13.

4.5.4. **Travel.**

4.5.4.1. **Government Transportation.** Whenever possible, AAS will utilize government transportation, provided such use is IAW USAF policy. See also AASMAN-1, para 10.7.1.

4.5.4.2. **Commercial Transportation.** No member, representative, or employee of AAS is authorized other than coach class commercial air transport at the expense of the Society unless absolutely necessary for the successful accomplishment of a project essential to the fulfillment of the mission of AAS. The commander of the unit authorizing the allocation makes any decisions on the necessities of this transport. See also AASMAN-1, para 10.7.1.

4.5.4.3. **Rental Vehicles.** With the exception of NATCON HQ and the various ARCON HQs, agreements between any AAS member, unit, or HQ and a rental vehicle company for the purpose of an AAS member operating the rental vehicle are prohibited. This does not apply to commercial lease agreements or other arrangements where the carrier incurs liability. See also AASMAN-1, paras 4.5.2 and 15.13.

4.5.5. **Telephone.** Chargeable telephone calls may only be made at the direction of the unit commander.

4.6. **Normal Staff Duties.** The following subparagraphs explain the normal duties of commanders and staff members for all levels of command. In the event of vacancy in the office of commander, the officers accede to command in the order listed.

4.6.1. **Commanders and Officers-in-Charge (OIC) (Office symbol CC).**

4.6.1.1. Any commander or OIC may delegate authority to his or her subordinates.

4.6.1.2. All commanders have the responsibility and authority to execute any legislation lawfully enacted by the legislative body of their unit or higher HQs.

4.6.1.3. The commander or OIC will carry out any action deemed necessary to further the mission of AAS and the operation of their unit, providing the action does not conflict with the Constitution, bylaws, or other legislation.

4.6.1.4. Matters of administrative procedure are left to the commander's discretion.

4.6.1.5. Matters of fundamental policy are customarily referred to the unit legislative body for action.

4.6.2. **Deputy or Vice Commander (CD or CV).**

4.6.2.1. At squadron level, the position is called deputy commander; at area level and higher, the position is called vice commander.

4.6.2.2. The deputy/vice commander assists the commander in the execution of all duties listed in AASMAN-1, para 4.6.1.

4.6.2.3. The deputy/vice commander is responsible for staff coordination.

4.6.2.4. The deputy/vice commander will conduct the duties of the AFROTC Affairs Committee IAW AASMAN-1, para 8.6.

4.6.2.5. The deputy/vice commander will implement and monitor the national protocol program IAW AASMAN-1, Chapter 17.

4.6.2.6. Responsibility for initiating and managing contacts with the AFA falls under the deputy/vice commander IAW AASMAN-1, para 3.5.3.

4.6.3. **Operations Officer or Director of Operations (DO).**

4.6.3.1. At squadron level, the position is called operations officer; at area level and higher, the position is called director of operations.

4.6.3.2. The DO is directly responsible for all unit projects and/or project chairmen, at the discretion of the commander.

4.6.3.3. In the absence of the area chief of protocol, the DO is in charge of protocol at all unit functions and will include protocol instruction in the unit training programs.

4.6.4. **Information Management Officer or Director of Information Management (IM).**

4.6.4.1. At squadron level, the position is called information management officer; at area level and higher, the position is called director of information management.

4.6.4.2. Maintains minutes of all meetings and a current file on all active and alumni members. See also AASMAN-1, para 18.18.

4.6.4.3. Prepares and distributes the written communications required to conduct the mission, except those communications specifically assigned to other staff officers.

4.6.4.4. Maintains files for all correspondence of the unit.

4.6.4.5. Manages membership accounting, reporting, and renewal, unless the duty is specifically assigned to another unit staff officer.

> 4.6.4.5.1. AASMAN-1, para 2.6, contains instructions for completing AASF 1, Report of Initiation. AASMAN-1, para 2.7, contains instructions for membership reporting.

> 4.6.4.5.2. AASMAN-1, para 14.15, contains instructions for completing other AAS forms.

> 4.6.4.5.3. AASMAN-1, Chapter 18, contains guidance on correspondence and other administrative materials.

4.6.5. **Director of Financial Management or Financial Management Officer (FM).**

4.6.5.1. At squadron level, the position is called financial management officer; at area level and higher, the position is called director of financial management.

4.6.5.2. Manages the collection of dues, payment of bills, and the preparation of financial reports.

4.6.5.3. The finances of AAS and the preparation of budgets according to the Planning Programming Budgeting System (PPBS) are detailed in AASMAN-1, Chapter 15.

4.6.6. **Public Affairs Officer or Director of Public Affairs (PA).**

4.6.6.1. At squadron level, the position is called public affairs officer; at area level and higher, the position is called director of public affairs.

4.6.6.2. Manages publications and public relations, including issuing press releases to local and hometown news media. See the detachment staff public affairs officer for guidance in the use of AFROTC Form 28 for hometown news releases.

4.6.6.3. Newsletters are generally published at the area level and are strongly encouraged at the squadron level. Unit public affairs officers must be chosen based on their background skills in this area.

4.6.6.4. PAs are responsible for recording unit history, with regular submissions to AAS National Archives, and their Area PA. See also para 12.16.

4.6.7. **Chapter-Squadron Chief Of Protocol (CSCOP)**.

4.6.7.1. An AAS Squadron and SW Chapter jointly sponsor the office of Chapter-Squadron Chief of Protocol. The CSCOP is the Chapter-Squadron representative during his/her term of office. The CSCOP serves on the squadron staff and on the chapter staff as an ex-officio member and

holds the rank of AAS Cadet Captain (AAS C/Capt). If the CSCOP is a member of SW, he/she serves on the chapter staff and on the squadron staff as an ex-officio member. If no Silver Wings chapter exists, the CSCOP is still titled Chapter-Squadron Chief of Protocol. Each CSCOP should attend the executive meetings of the other organization for the completion of the office and good relations between the organizations.

4.6.7.2. On the squadron level, the CSCOP attends AFA and SW meetings, remains informed of all AFA and SW activities, and makes timely reports to the AAS unit commander. At other command levels, this officer is the official liaison between AAS, AFA, and SW commanders on equivalent command levels.

4.6.7.3. The CSCOP position is mandatory for units having both an AAS Squadron and SW Chapter. The position is recommended for those units who may not have a SW chapter.

4.6.8. **Director of Training or Candidate Training Officer (DT).**

4.6.8.1. At the squadron level, the position is called candidate training officer; at area level and higher, the position is called director of training.

4.6.8.2. This officer is responsible for candidate training programs and the recruiting of potential AFROTC and AAS members.

4.6.9. **Director of Support or Support Officer (DS).**

4.6.9.1. Serves as the unit chaplain, available to discuss questions about religious programs and activities. The chaplain may give an invocation at the beginning of any formal AAS event.

4.6.9.2. Plans all transportation requirements for activities at the appropriate command level.

4.6.9.3. Organizes and coordinates the selection of individual and unit awards at the appropriate command level.

4.6.9.4. Conducts staff assistance visits and holds motivational events, all with the intent of bolstering unit morale.

4.6.9.5. Serves as the Quality Air Force (QAF) officer at the respective command level, continuously seeking ways to improve staff operations.

4.6.9.6. Tracks and maintains alumni records at the unit and is the liaison with AASAA.

4.7. **Impeachment.** Impeachment is the formal accusation an AAS commander's conduct has been improper, has neglected his/her duty, or has failed to carry out the objectives of AAS. In the Society, impeachment includes the process of judging guilt or innocence. Judgment of guilt in impeachment cases requires a two-thirds vote of the legislative body of the unit concerned and results in an officer being relieved of his/her position. This vote may be taken by e-mail or during a legislative session. See also AASMAN-1, para 2.2.7.

4.8. **Resignation.** Any elected or appointed officer within the Society may submit his/her resignation to the electing or appointing authority for any reason. The officer is not bound to disclose the reason for

the resignation. Resignation does not bar the officer from holding the same or other office at a later date if appointed or elected to said office.

4.9. **Multiple Offices Held by a Member.** No AAS member may hold office at more than one command or administrative level simultaneously without the permission of the National Commander. Exceptions: command level chaplains may serve as squadron chaplains; national and area conclave staff officers may hold other positions.
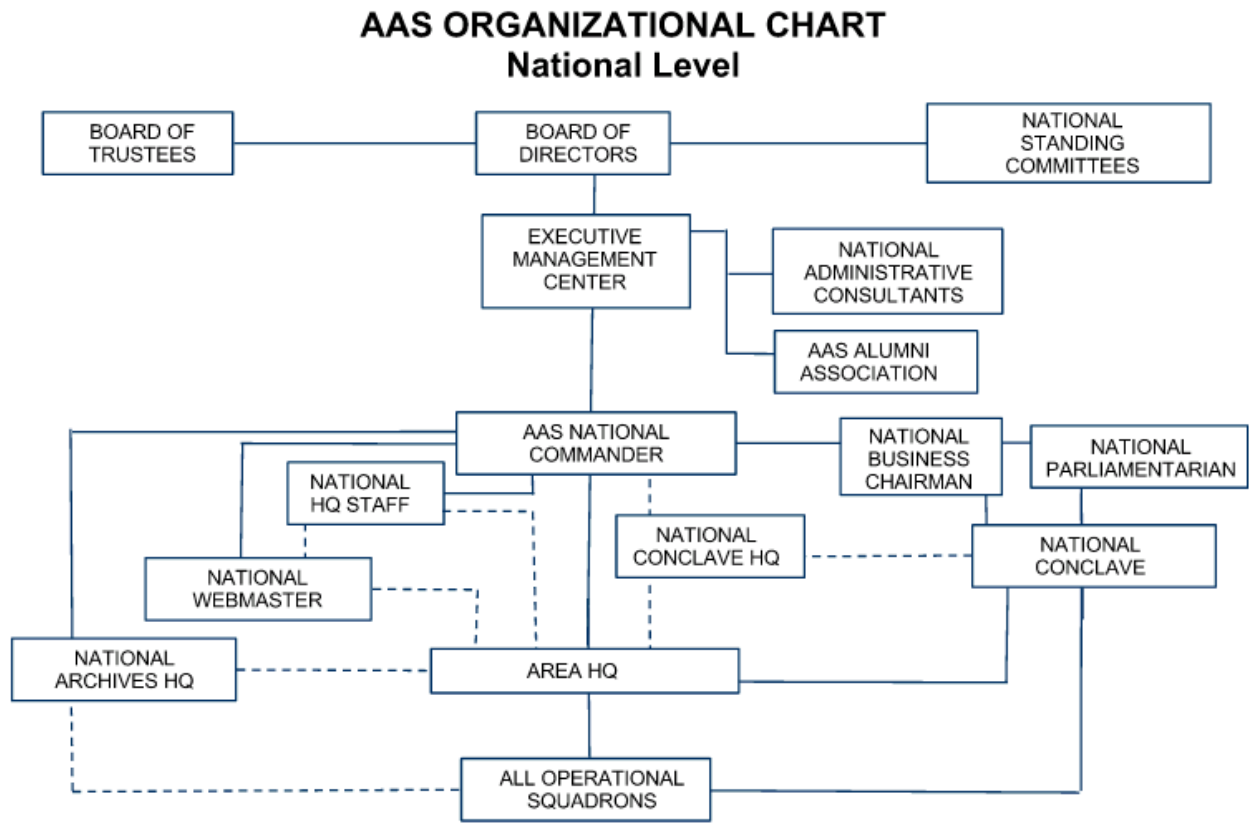
Figure 4.1. AAS Organizational Chart National

AAS ORGANIZATIONAL CHART
Area-Region Level
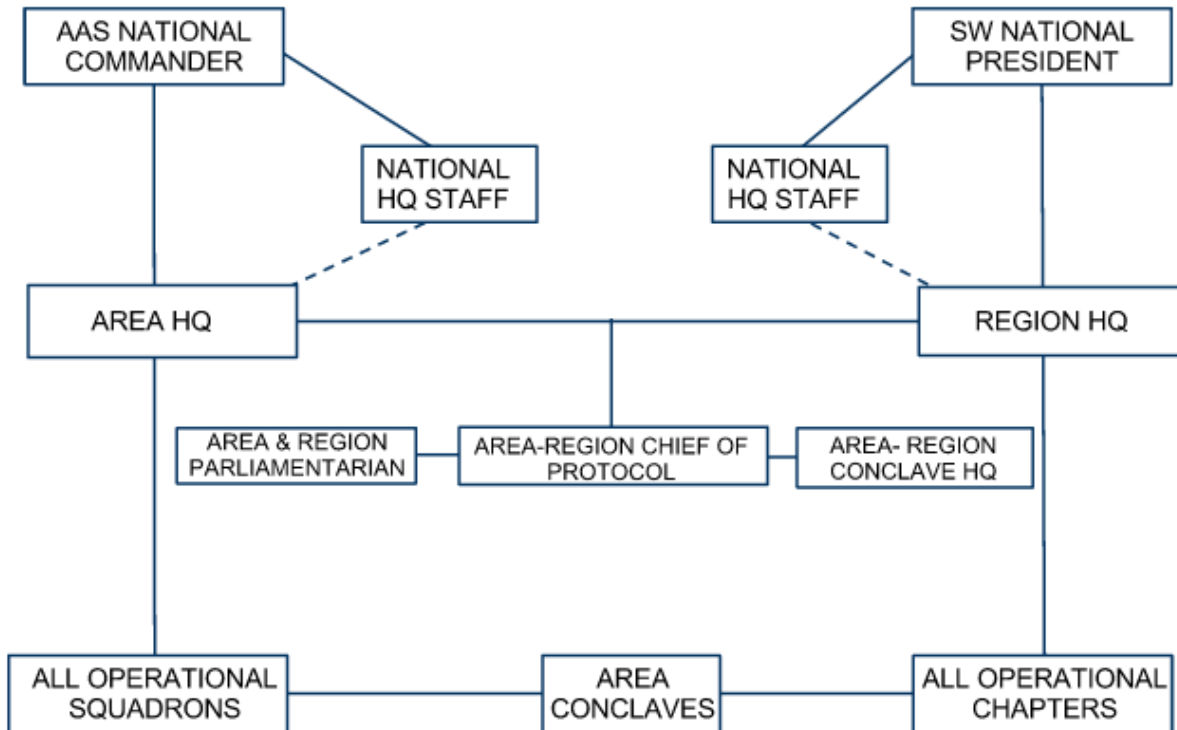
Figure 4.2 AAS Organizational Chart Area/Region
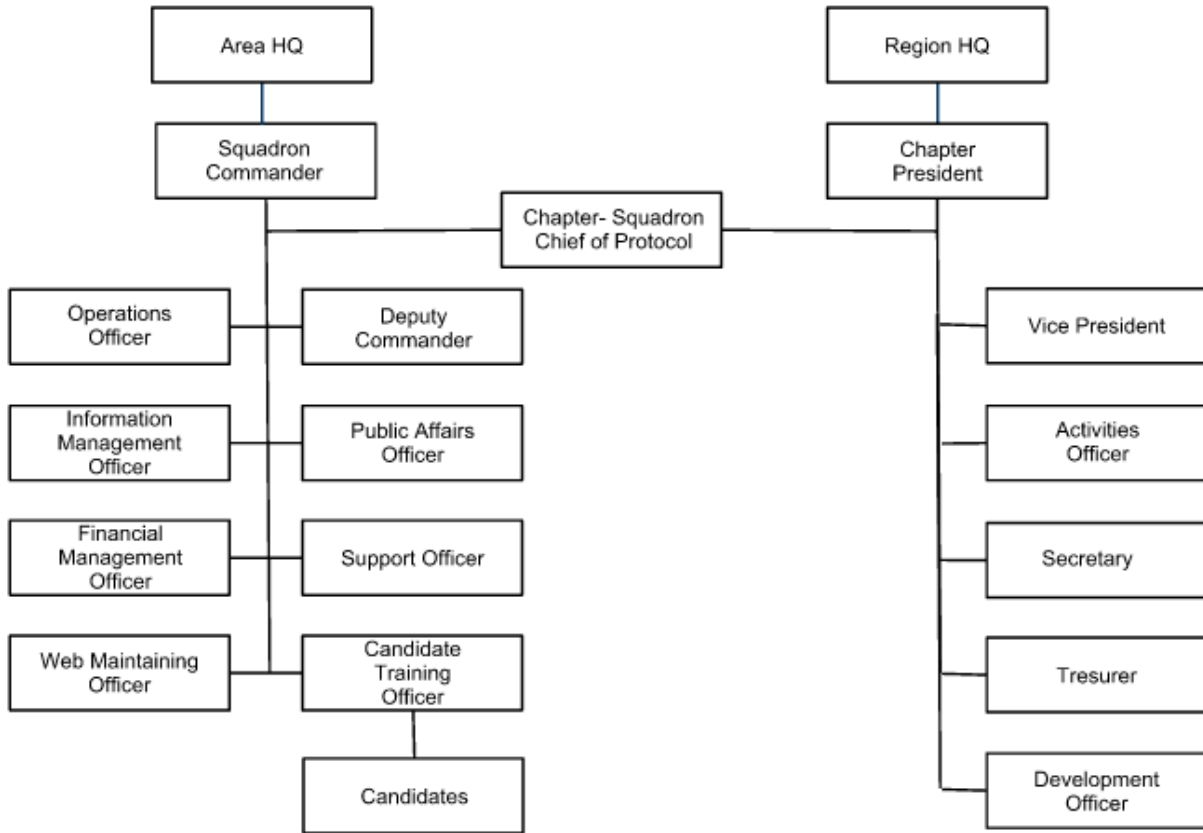
Figure 4.3 AAS Organizational Chart Squadron/Chapter

5.1. **Guidelines.** There is one National HQ chosen by the National Conclave which may be hosted by the same squadron for a maximum of two consecutive years. Bids for National HQ will be for a period of one year; an incumbent squadron must rebid if it desires to host National HQ for a second year. The National HQ and NATCON HQ may not be hosted by the same squadron during the same academic year.

5.2. **Selection.** The following procedures are prescribed for the selection of AAS National HQ. Any squadron in good standing is eligible to bid for National HQ.

   5.2.1. **Intent to Bid.** Any squadron intending to bid for National HQ must advise the Executive Director, National HQ, and the National Business Chairman NLT 15 Jan of the year in which it proposes to assume command. Any squadron intending to bid for National HQ, but failing to submit a letter of intent by 15 Jan, is disqualified, provided another unit has met all bidding criteria. In the event no squadron submits a letter of intent by 15 Jan, bids for National HQ will be taken from the floor at the first AAS business session at NATCON. If no bids meet these requirements, the National Commander must notify the Society bids will be taken from the floor at NATCON.

   5.2.2. **Timing and Format of Bid.** Bids are considered during the National Conclave at which the new National HQ will assume command. Each bid must be in the form of a NATCON resolution and must state the host squadron, names of prospective officers and positions, and the name of the host PAS. For resolution preparation, see AASMAN-1, para 11.4 and Figure 11.1. All bids must have the written endorsement of the president of the host university and the host PAS.

   5.2.3. **Procedures at NATCON.** Bid presentations will be made at the first AAS business session as the first order of business after roll call and then immediately tabled until a later business session. Bids may then be taken from the table for discussion and decision. Each bid presentation may not be longer than 30 minutes, including a five-minute question-and-answer period. The bid presentation may only be conducted by active members of the Society, but other interested personnel may be available to answer questions. Should only one unit meet the criteria specified in AASMAN-1, paras 5.2.1 and 5.2.2, the National Conclave will take a "Yes" or "No" vote for decision on the single valid bid. Only if the general assembly disapproves the bid may the floor be opened to any units desiring to bid for National HQ.

   5.2.4. **National Commander Candidate Eligibility.** The proposed National Commander's commissioning date may not precede the rotation date of the National HQ.

   5.2.5. **Change of Command.** The incoming National Commander assumes command of the Society at the end of the final business session of the National Conclave.

   5.2.6. **Corps Duties.** The corps duties of the National Commander are subject to the provisions of AASMAN-1, Attachment 8.

5.3. **Headquarters Staff.** AAS is commanded by an AAS C/Brigadier General. The suggested National Staff is:

Vice Commander (CV)	AAS C/Colonel
Director of Operations (DO)	AAS C/Lt Colonel
Director of Information Management (IM)	AAS C/Lt Colonel
Director of Financial Management (FM)	AAS C/Lt Colonel
Director of Public Affairs (PA)	AAS C/Lt Colonel
Director of Training (DT)	AAS C/Lt Colonel
Director of Support (DS)	AAS C/Lt Colonel

5.4. **Dismissal.** The National Commander may dismiss any member of his or her staff or the staffs of special projects and standing committees. The dismissal will be reported to the Board of Directors as soon as possible. The National Commander will fill vacancies in staff positions on the national level. See also AASMAN-1, paras 5.5.1.7 and 5.5.1.8.

5.4.1. **Dismissal by Other Officers.** Any officer in charge of a project or standing committee may dismiss any subordinate who is not satisfactorily performing their duties. The OIC will make official notification of dismissal to the National Commander.

5.4.2. **Dismissal of Subordinates by Higher Authority.** If an individual was appointed by a higher authority, the officer-in-charge must obtain the approval of that authority prior to dismissing the individual. If the appointment was made by the Board of Directors, the National Commander may approve dismissal.

5.5. **Additional Duties.** In addition to the general duties of officers listed in AASMAN-1, para 4.6, National HQ officers are responsible for the duties listed.

5.5.1. **Commander (CC).**

5.5.1.1. Where necessary, interim policy decisions are published by the Board of Directors, subject to the approval of NATCON. It is the policy of the Board of Directors to delegate the necessary authority for interim policy decisions to the National Commander. The National Commander may make and execute these decisions and may only be overruled by the Board of Directors or the NATCON general assembly. See also AASMAN-1, para 7.3.

5.5.1.2. The National Commander is responsible for compiling and editing all proposed manuals and manual changes not assigned to another HQ or agency. All proposed manuals and manual changes must be presented to the Board of Directors for approval, if required. See also AASMAN-1, paras 4.1.1, 6.15, and 6.16.

5.5.1.3. An ex-officio position without vote as a member of the Air Force Association Board of Directors is reserved for the AAS National Commander. The position may also be filled by the senior permanent member of the AAS Executive Management Center staff.

5.5.1.4. Twice each year, the National Commander will issue to the Board of Directors an interim report on the state of the Society. See AASMAN-1, para 7.7, for instructions.

5.5.1.5. The National Commander, in conjunction with the Board of Directors, may issue a list of national-level, special interest items for review by the area commanders during their inspections. These items will be discussed at the fall meeting of the Board of Directors. This list must include an emphasis for all units to endeavor to involve their local AFA chapters in their work on the Joint National Project IAW AASMAN-1, para 3.10.

5.5.1.6. The National Commander has the authority to use the disciplinary power provided in this manual for the purpose of enforcing all lawful regulations and directives. Regarding delinquent administrative requirements, the following system will be used (see also AASMAN-1, para 15.4.3.1):

5.5.1.6.1. After one academic week, excluding national holidays and weekends, from the postmarked due date, National HQ will send a letter listing the report(s) which are delinquent to the units and command levels involved. The letter will indicate the amount of any fines imposed at that time.

5.5.1.6.2. After two academic weeks, excluding national holidays and weekends, from the time the letter was sent to the units concerned, with no response from the unit(s), the provisions of AASMAN-1, para 7.4, apply.

5.5.1.6.3. The National Director of Information Management will supervise the use of this system.

5.5.1.6.4. All decisions made under this system may be appealed to the Board of Directors or NATCON general assembly. A majority vote in favor of the appellant is required to overrule a decision of the National Commander.

5.5.1.7. The National Commander may relieve the commander of any national level HQ or any appointed national officers for failure to perform required duties. See also AASMAN-1, para 7.4.

5.5.1.8. The National Commander will appoint replacements for any national level HQ commanders or appointed national officers as soon as possible after the effective date of any vacancy is known.

5.5.1.9. Any officer relieved under the provisions of AASMAN-1, para 5.5.1.7, may make a written appeal to the Board of Directors through the National Commander within seven days after being relieved.

5.5.1.10. The National Commander will participate in the National Business Chairman and National Parliamentarian selection process, as outlined in AASMAN-1, paras 8.11 and 8.12.

5.5.1.11. Handling squadron name change requests IAW AASMAN-1, para 14.10.

5.5.1.12. Appointing committee chairman IAW AASMAN-1, para 11.2.3.

5.5.1.13. Managing the national system for investigating grievances stemming from unsatisfactory support (IAW AASMAN-1, para 18.12).

5.5.1.14. Serving on the AAS Rules, Ways, and Means Committee IAW AASMAN-1, para 11.3, and the Joint Rules, Ways, and Means Committee IAW AASMAN-1, para 11.2.1.2.

5.5.2. **Vice Commander (CV).**

5.5.2.1. Serves as chairman of the National Committee on AFROTC Affairs. See AASMAN-1, para 8.6.

5.5.2.2. In the absence of SW representation on the national staff, the vice commander is responsible for national level AAS/SW liaison relations.

5.5.2.3. Implements and monitors the National Chief of Protocol program in conjunction with the SW National Vice President.

5.5.2.4. Runs the area investigation program specified in AASMAN-1, para 12.8.3.

5.5.3. **Director of Information Management (IM).**

5.5.3.1. Will assist in recording the minutes at NATCON for all joint and AAS business sessions and Board of Directors meetings, as prescribed in AASMAN-1, paras 7.5.10 and 11.8.

5.5.3.2. Will work with the National Business Chairman in producing the minutes of the fall joint and AAS Board of Directors meetings. See AASMAN-1, para 8.11.12.

5.5.3.3. Handling squadron name change requests IAW AASMAN-1, para 14.10.

5.5.3.4. Handling award resolutions IAW AASMAN-1, para 16.1.

5.5.3.5. Supervising the administrative requirements system IAW AASMAN-1, para 5.5.1.6.

5.5.3.6. Will produce an executive summary of the minutes of the fall joint and AAS Board of Directors meetings IAW AASMAN-1, para 7.5.11.

5.5.3.7. Will provide guidance to area directors of information management on the creation and design of area forms and will oversee the standardization of forms on a nation-wide basis IAW AASMAN-1, para 18.16.

5.5.4. **Director of Financial Management (FM).**

5.5.4.1. With the approval of the National Commander, the National Director of Financial Management may issue checks for expenses up to the limits authorized and allocated in the National HQ budget. See also AASMAN-1, para 15.4.3.

5.5.4.2. The finances of the AAS and preparation of budgets IAW the Planning Programming Budgeting System (PPBS), are outlined in AASMAN-1, Chapter 15.

5.5.4.3. The National Director of Financial Management may review area conclave budgets and, with the consent of the National Commander and Executive Director, make the budgetary changes deemed necessary to insure the financial viability of the conclave HQ. See also AASMAN-1, para 10.18.1.

5.5.4.4. The National Director of Financial Management may, with the consent of the National Finance Committee and National Commander, determine the allocation of available funds for approved AAS programs. See also AASMAN-1, para 8.7.

5.5.4.5. Responsible for insuring all outgoing area HQs transfer remaining funds to new area HQs. See also AASMAN-1, paras 12.11.1 and 15.3.2.

5.5.4.6. Serves on the Arnold Air Society and Silver Wings Board of Trustees as an ex-officio member. See AASMAN-1, para 15.15, for duties and responsibilities.

5.5.5. **Director of Public Affairs (PA).**

5.5.5.1. Provides editorials on all major AAS functions and any other comments or articles from the national staff for the Arnold Air Letter.

5.5.5.2. Oversees all publications functions of the Society.

5.5.5.2.1. **Publishing Responsibilities.** The National Director of Public Affairs is responsible for the Arnold Air Letter and other publications assigned by the National Commander or the Executive Director.

5.5.5.2.2. **Publishing Contracts.** May negotiate with private firms for any publishing service which can not be obtained through other AAS facilities, the AFA, or the USAF. All publication services must be performed under a written contract. Unless directed by the National Commander, no contract may be written for publication services until competitive bids have been solicited. See also AASMAN-1, para 4.5.2.

5.5.5.2.3. **Arnold Air Letter.** This publication is the official national newsletter of the Society and is published on dates established by the AAS National Commander and the Executive Director.

5.5.5.2.3.1. **Editorial Policy.** The National Director of Public Affairs will insure the Arnold Air Letter reflects the policies of the National Commander, Board of Directors, and NATCON general assembly. All draft copy must be routed through the Executive Director prior to publication.

5.5.5.2.3.2. **Contents.** The Arnold Air Letter will contain summaries of all major national events. It may also contain any information of interest to the general membership of the Society. Each issue may also contain editorials by both national staffs, the Executive Director, and the National Chief of Protocol. The fall issue must contain information about the upcoming NATCON.

5.5.5.2.3.3. **Deadlines.** The National Director of Public Affairs must propose a production schedule at the fall Board of Directors meeting for approval by the AAS National Commander. Only the National Commander may change the production schedule after it has been approved. The production schedule must include a final deadline for submissions, review dates, publishing dates, and mailing dates.

5.5.5.2.3.4. **Reporting Procedures.** The National Director of Public Affairs uses area reports as the primary source of information for the Arnold Air Letter. Area PAs should ensure timely reporting of activities within their area to be included in the Arnold Air Letter.

5.5.5.2.3.5. **Letters to the Editor.** These letters are encouraged and must be sent to the editor in care of the National HQ.

5.5.5.2.3.6. **Distribution.** The Arnold Air Letter is distributed under the supervision of National HQ. Each squadron will receive a number of copies of the Arnold Air Letter equal to a percentage of active members chosen by the National Director of Public Affairs and the Executive Management Center. This percentage will be the same for all squadrons. The squadron public affairs officer must ensure all AAS members have the opportunity to read the Arnold Air Letter by distributing the publication in an effective manner. Area directors of public affairs and unit public affairs officers may request copies for special distribution (provide a brief explanation of planned usage along with the request to National HQ).

5.5.5.2.3.7. **Industrial Sponsorship.** The Executive Director is responsible for negotiating industrial sponsorship of the Arnold Air Letter. Advertisements obtained by National Headquarters or other agency must be approved by the Executive Director prior to publication. The provisions of this paragraph must be agreed upon in writing by any industrial sponsor.

5.5.6. **Director of Training (DT).**

5.5.6.1. The National Director of Training will have responsibility for the National Test. At a minimum they are required to review, update or change, and post the test and answers 30 September every year. The National Commander and Executive Director must confirm the test and answers before the test is officially changed.

5.6. **National Staff Assistants.** The National Staff Officers may appoint members of their squadron as assistants. These assistants will aid the staff member with their duties. Each National Staff Officer may promote their assistant to the rank of AAS C/Captain subject to the approval of the National Commander.

5.7. **HQ Advisor.** See AASMAN-1, Attachment 8.

5.8. **Impeachment.** Impeachment of the National Commander is a function of all AAS units. Upon receiving petitions from no fewer than 25 squadrons or three area commanders, the Executive Director will conduct a e-mail vote for the impeachment decision (unless these petitions are presented directly to the NATCON in session). Squadrons and area commanders will reply by e-mail vote NLT 15 days after receipt of the ballot. If impeachment is heard at the NATCON, all voting members of the NATCON may vote on the issue, subject to loss of vote procedures outlined in AASMAN-1, para 11.5.5.

5.9. **Installation Management.** National HQ must maintain the necessary working space and equipment to allow the satisfactory execution of its duties. This equipment may be provided by the school, detachment, or the HQ itself. This includes office, meeting, and conference space and the use of office equipment sufficient to handle nationwide correspondence. The staff will transfer all equipment and unused supplies purchased with AAS funds to the succeeding National HQ, except when the cost of shipping exceeds the value of the item(s) concerned.

5.10. **Mailing/E-mail List.** To insure all necessary agencies remain informed of current AAS policies and directives, the mailing list in AASMAN-1, para 6.15.1 (one copy to each on the list), will be used for distributing information.

Chapter 6—Executive Management Center

6.1. **Description.** The AAS Executive Management Center has two full-time employees authorized. These employees are the Society's Executive Director and an Executive Secretary. The location of the Center may be changed by a two-thirds vote of the Board of Directors. An alternate location may be established by the Executive Director for an interim period, pending consideration of a permanent change by the Board of Directors.

6.2. **Staff.**

   6.2.1. **Chief Civilian Employee.** This individual is known as the Executive Director and manages the AAS Executive Management Center.

   6.2.2. **Executive Secretary.** Responsible for functions assigned by the Executive Director.

   6.2.3. **National Administrative Consultants.** Appointed without compensation and responsible for the functions assigned by the Executive Director.

   6.2.4. **Other Civilian Employees.** Positions may be created by the Board of Directors as the need arises. The Executive Director may hire part-time clerical assistance when necessary.

6.3. **Recruitment.** See also AASMAN-2, para 2.3.

   6.3.1. **Candidates.** The incumbent Executive Director will identify prospective successor(s) who meet the job qualifications and will be acceptable to the AAS, AFA, and USAF. In the absence of an incumbent, the Chairman of the Board of Trustees will confer with the National Administrative Consultants, the National Commanders of AAS and SW, the AFA President, and the AFROTC Commandant to develop a slate of prospective candidates. Written applications for all other civilian positions will be presented to the Executive Director.

   6.3.2. **Qualifications.** Qualifications for the position of Executive Director are inherent in the procedures established for identifying prospective Executive Director candidates.

   6.3.3. **Selection.** The Board of Trustees will select an Executive Director from a slate of candidates, with the concurrence of the AAS National Commander, the SW National President, the President of the AFA, and the AFROTC Commander. See also AASMAN-2, para 2.1.

6.4. **Hiring.**

   6.4.1. **Executive Director.** An Executive Director candidate shall be confirmed by a two-thirds vote of the first NATCON general assembly which meets following the selection decision. See also AASMAN-2, para 2.1.

   6.4.2. **Other Personnel.** Other individuals will be hired by the Executive Director.

6.5. **Separation.**

   6.5.1. **Terms.** Definite terms for separation will be established in all contractual agreements between the AAS and its civilian employees.

6.5.2. **Notification.** At least six months notice is required before any separation of the Executive Director becomes effective.

6.5.3. **Dismissal of the Executive Director.** Dismissal proceedings for the Executive Director must be considered in the presence of the Executive Director at a special session or regularly scheduled meeting of the Board of Directors and the Board of Trustees. A two-thirds vote of each Board is required to dismiss the Executive Director. See also AASMAN-2, para 2.2.

6.6. **Executive Director's Duties.** The Executive Director directs the AAS Executive Management Center and is responsible to the Board of Directors, through the National Commander. The function of this office is to conduct the national administration of the AAS in the best interests of the organization. The Executive Director works with the National Commander and Board of Directors to take any action necessary to insure the efficient operation of the Society, with the primary responsibility of providing continuity in the administrative, financial, and external affairs of the Society.

6.6.1. **Organizational Analysis.** The Executive Director will periodically make an analysis of the structure and operation of the Society and will report the findings at the fall meeting of the Board of Directors and during the NATCON. The analysis must cover reports of inspections and investigations, studies and surveys, and summaries of the reports made by the area commanders on the condition of the units in their areas. See also AASMAN-1, para 7.5.4.1.

6.6.2. **National Policy.** The Executive Director makes recommendations on the formulation and assists in the implementation of national policy, as directed by the National Commander and Board of Directors.

6.6.3. **Area HQ Consultation.** The Executive Director is responsible for administrative visits to the area HQs, at the discretion of the National Commander. These visits are to provide assistance to the respective area commanders and be a source of information on new policies and procedures which may benefit the Society as a whole. These visits should coincide with the area conclaves.

6.6.4. **Other Duties.** The Executive Director will answer unit queries on policies and procedures; arrange transportation to and from meetings of the Society; assist the NATCON HQ; be the custodian of the seal of the Society; prepare membership certificates; make editorial contributions to the Arnold Air Letter; and evaluate for fiscal soundness any resolution falling under the guidelines of AASMAN-1, para 11.1.5.

6.7. **Fall National Packet.** Each year, the AAS Executive Management Center distributes a national packet which contains the following items: current usable national forms with prices for initiation and AAS equipment; a roster of AAS/SW units; a list of award winners at the previous NATCON; and a copy of the latest changes to AASMAN-1. Units may request additional copies of these items, as needed.

6.8. **Suspense Summaries and Membership Reports.** The AAS Executive Management Center will issue a suspense summary at least once during the academic year NLT 31 Jan. This summary will be distributed to all areas of the Society. The summary will indicate which squadrons are "not in good standing" because of failure to complete the fall dues renewal process and will indicate which units of the Society have not submitted the reports, dues, and other information required during the current academic year.

NLT 31 Jan each year, the AAS Executive Management Center will issue a membership report to be used by National HQ and NATCON HQ for planning purposes. See also AASMAN-1, Attachment 3.

6.9. **Installation Management.** The AFA has agreed to provide certain assistance in the maintenance of the AAS Executive Management Center, as covered by a written agreement. Civilian employees of the AAS Executive Management Center will be responsible for all equipment, supplies, and furnishings purchased with Society funds and maintained in the Center. (See also AASMAN-1, para 3.5.1.)

6.10. **Supply Stock.**

6.10.1. **Inventory.** The AAS Executive Management Center will maintain a stock of the following AAS equipment (other supplies may be stocked if the Executive Director deems it appropriate): membership certificates and ribbons; squadron charters; award ribbons; candidate pins; rank pins; fourrageres; decals; forms; manuals and other publications.

6.10.2. **Procurement.** The AAS Executive Management Center will, under the provisions of this manual, contract with various suppliers for all necessary equipment.

6.10.3. **Distribution.** AAS supplies are distributed directly to all command levels of the Society by the AAS Executive Management Center. There may be additional charges made for postage and handling of supply orders shipped from the AAS Executive Management Center.

6.10.3.1. **Basic Squadron Equipment.** Basic unit administrative supplies (i.e., AAS forms, AASMAN-1, etc.) will be supplied to all new units by the AAS Executive Management Center. Replacement squadron charters may be obtained at cost from the AAS Executive Management Center.

6.10.3.2. **Basic Membership Equipment.** Individual AAS membership certificates and ribbons for each active initiate will be supplied to a squadron by the AAS Executive Management Center, upon receipt of a completed AASF 1, AASF 5, and full remittance (see AASMAN-1, para 2.6). A certificate for each honorary initiate will also be supplied. Fourrageres and rank pins are not considered basic equipment and must be ordered on AASF 3.

6.11. **Annual Audit.** The AAS Executive Management Center will obtain for the Board of Trustees and National Director of Financial Management a CPA-certified, annual review of the AAS. The review must include expenditures made under the national budget of the previous fiscal year and a statement of the accounting firm's opinion of the financial status of the AAS. In addition, the National Comptroller, with the aid of the Executive Director, is required to submit to each regular meeting of the Board of Directors a detailed, cumulative report of the financial status of the Society (these reports need not be CPA-certified). See also AASMAN-1, para 7.5.4.2.

6.12. **National Financial Records and Fund Receipts.** The Executive Director is the custodian of the national financial records. This Center must acknowledge receipt of all funds to the sending agency.

6.13. **National Roster.** The AAS Executive Management Center will maintain a roster of all members of the AAS, including the member's full name, AFROTC detachment, month and year of graduation; the date the initiation fees and dues are received; and the initiation date of each member.

6.13.1. **Roster Changes.** Each squadron commander will notify the AAS Executive Management Center of the termination of membership of any squadron member; the AAS Executive Management Center will update their records upon this notification.

6.13.2. **Roster Distribution.** The Board of Directors must approve any release of the membership roster outside the AAS.

6.14. **News Releases.** Nationwide news releases, including articles in the Air Force Magazine, will be made by the AAS Executive Management Center. All information warranting the widest publication will be forwarded to the AAS Executive Management Center for release. All units of the Society are urged to make public releases for local media outlets.

6.15. **AAS Manuals.** AASMAN-1 will be made available to all members of the society through the Arnold Air Society website located at Arnold-air.org. Digital copies will be sent to the individuals listed in the ditribtuion parpagraph. See also AASMAN-1, paras 4.1.1, 6.16, and 7.5.9.

6.15.1. **Distribution.** Normal distribution of AASMAN-1 and changes to AASMAN-1 will be made IAW the following list:

National Commnader
National Webmaster
National Business Chairman
National HQ Advisor
Executive Director
Each National Administrative Consultant
SW National President
SW National Business Chairman
Each member of the Board of Trustees

6.15.2. **Publication Distribution Costs.** Initial distribution of AAS manuals or other publications is made at no cost to the units. Extra copies of AAS publications may be obtained from the AAS Executive Management Center at cost.

6.16. **AAS Manual Changes.**

6.16.1. **Authorized Changes.**

6.16.1.1. Incorporation of all directive legislation and policy statements concerning AAS operations passed by the National Conclave General Assembly or Board of Directors.

6.16.1.2. Correction of typographical or grammatical errors.

6.16.1.3. Modifications not in conflict with legislation which clarify meaning, eliminate redundancy, and reflect current policies or procedures.

6.16.1.4. Elimination of conflict with previous legislation, except where the conflict results from a manual change specifically directed by the National Conclave General Assembly or Board of Directors.

6.16.2. **Procedures.**

6.16.2.1. After any of the changes specified above are made by the National Conclave General Assembly or Board of Directors, the National Business Chairman will send them to the National Administrative Consultant for manual coordination (NAC/MC) NLT 30 days after the NATCON and fall Board of Directors meetings adjourn. See also AASMAN-1, para 8.11.13. (**NOTE:** this provision is waived if the National Administrative Consultant attended the subject meetings.)

6.16.2.2. The NAC/MC will incorporate the changes into AASMAN-1.

6.16.2.3. NLT 60 days after NATCON, the NAC/MC will submit all formatted AASMAN-1 changes to the AAS Executive Management Center and send copies to the National HQ and the National Business Chairman.

6.16.2.4. The AAS Executive Management Center will review the Manual changes in time for distribution at the fall Board of Directors meetings. See also AASMAN-1, para 4.1.1, 6.15, and 7.5.9.

6.16.2.5. Although this paragraph provides for Manual changes to be distributed only once each year, AAS recognizes the need to respond to contingencies. As such, AAS is prepared to distribute Manual changes of a more urgent nature when agreed to by the National Commander, Executive Director, and NAC/MC. The NAC/MC is the OPR for these changes.

6.16.2.6. The current version of AASMAN-1, with changes incorporated, is available on the AAS-SW National Website at: http://www.arnold-air.org.

Chapter 7—Board of Directors

7.1. **Description.** The AAS Board of Directors is composed of the area commanders and the National Commander who serves as chairperson. The Board customarily meets twice a year: in Washington DC each fall, in conjunction with the AFA National Convention; and each spring at NATCON.

> 7.1.1. **Members.** The area commanders serve as the voting members of the Board. The National Commander may vote only in the case of a tie. In joint session with Silver Wings, the National Commander's tie-breaking vote is only applicable to a vote in the AAS portion of the Board. The non-voting members are the National Staff members, the National Business Chairman, the National Parliamentarian, the NATCON HQ Commander, the SW National President, the Executive Director, the National Advisor, the AFROTC-AAS liaison officer, the chairpersons of the national standing committees, the National Archives HQ Commander, the National Webmaster, the National Chief of Protocol, the JAA National Director, the National Administrative Consultants, the Chairman of the Board of AFA, and all former AAS National Commanders.

> 7.1.2. **Other Attendees.** Members of the NATCON HQ staff, other AAS officers, and interested parties may attend meetings of the Board when necessary.

7.2. **Meetings.** In addition to the fall and spring meetings of the Board, the National Commander may call for a meeting of the Board whenever a situation requires Board action. Due to school schedules and economic considerations, this is not usually feasible. Therefore, the Board handles most business during regularly scheduled sessions.

> 7.2.1. **Presiding Officer.** The National Commander may chair the business sessions or appoint a presiding officer (e.g., national staff member, National Business Chairman) for meetings of the Board.

> 7.2.2. **Closed Meetings.** A closed meeting of the Board consists of the voting members of the Board, the Executive Director, the presiding officer, and any other persons the Board wishes present. A closed meeting may be called any time by a majority vote of the Board.

> 7.2.3. **Meetings of Incoming Board Members.** Nominees for national and area positions and those members having already been elected, but not sworn in, may attend sessions of the Board held at NATCON, but do not have voice or vote. New voting members of the Board assume office at the end of the final business session of NATCON. Outgoing members of the Board may attend meetings of the new Board, acting as advisors with voice, but no vote.

> 7.2.4. **Proxy Votes.** Areas not represented at Board meetings may provide a written delegation of their vote to another area. The area must give a copy of this proxy to the National Commander or National Business Chairman. If a Board member holding a proxy must leave a business session, he may redelegate the proxy to another area, unless specifically prohibited by the area which issued the proxy. Again, the area must notify the National Commander or National Business Chairman of these actions. Use the AAS Proxy Vote Form (AASF 9) for this official communication.

7.3. **Function and Authority.** The primary function of the Board is organization and policy direction of the Society. The Board derives its authority from the AAS Constitution and NATCON assembly, interprets the Constitution, and can not overrule either. The Board may enact legislation between NATCONs and decide on legislation which was not disposed of by the NATCON assembly. The Board may delegate specific authority to the National Commander or other officers, but decisions made by these members are subject to confirmation by the Board or NATCON assembly. See also AASMAN-1, para 5.5.1.1.

7.4. **National Discipline.** The power of the Board may be enforced through suspensions of officers and unit charters and the levying of fines. Units with suspended charters may appeal the suspension to the next NATCON, which may uphold or dismiss the suspension. Squadrons in an area whose HQ charter is suspended report directly to National HQ during the suspension period, unless otherwise directed. See also AASMAN-1, paras 5.5.1.6, 5.5.1.7, 7.11, and 15.4.3.1.

7.5. **Agendas.** The National Commander prepares the agenda for meetings of the Board and sends the proposal to the Executive Director, who coordinates the AAS, SW and other proposed agenda inputs. The agendas are adapted to the full schedule of meeting events and coordinated with the AFA and other agencies.

7.5.1. **Agenda Requests from Board Members.** Any member of the Board may ask the National Commander to include items in the agenda warranting Board action. The National Commander must honor all such requests.

7.5.2. **Agenda Requests from Non-Board Members.** Any member of the Society may ask the National Commander to include items in the agenda warranting Board action. The National Commander may honor these requests at his or her discretion.

7.5.3. **Agenda Changes.** The National Commander may change the agenda at any time during the Board sessions, subject to the approval of the Board, if necessary. Agenda items need not be considered in any fixed order, unless deemed appropriate by the Board or National Commander.

7.5.4. **Required Agenda Items:**

7.5.4.1. An organizational analysis of the Society given by the Executive Director (see AASMAN-1, para 6.6.1).

7.5.4.2. A cumulative financial report (see AASMAN-1, para 6.11).

7.5.4.3. A meeting of the NATCON Budget Committee and a report from the NATCON HQ Commander. The report must include the proposed agenda and budget (the budget having been reviewed by the NATCON Budget Committee). See also AASMAN-1, paras 7.5.6 and 8.9.

7.5.4.4. An interim report by the National Commander and each area commander (see AASMAN-1, paras 7.7 and 7.8).

7.5.4.5. Reports by standing committees and special HQs, as necessary (see AASMAN-1, para 7.6).

7.5.5. **National Budget.** The Board will adopt an annual budget for the expenditure of AAS funds. The Finance Committee may amend the budget in emergency situations. The National Director of Financial Management, assisted by the Executive Director, will prepare and submit the budget to the Board for approval. The budget will be established IAW the PPBS outlined in AASMAN-1, Chapter 15.

7.5.6. **NATCON Budget.** Following review and approval by the NATCON Budget Committee, the Executive Director or NATCON HQ Commander will submit an itemized budget of anticipated NATCON expenses to the Board of Directors for approval each fall. These budgets must include rooms and registration fees provided for AAS and SW national staffs, including the respective National Business Chairmen and Parliamentarians. Subsequent revisions of the budget are subject to the approval of the Board and Executive Director. See also AASMAN-1, paras 7.5.4.3, 7.6.4, and 8.9.

7.5.7. **Budgets for Special HQs and Projects.** All officers-in-charge of special projects and special HQ commanders will submit NLT 31 August a budget to the National Director of Financial Management and Executive Director depicting anticipated expenditures IAW the PPBS format (see AASMAN-1, para 15.7.)

7.5.8. **Resolutions.** Any Board member may submit a resolution to the Board for consideration. Send advance resolutions to the AAS Executive Management Center for publication. The AAS Executive Management Center will publish all resolutions and distribute them to all Board members prior to discussion (if proper facilities exist for this purpose).

7.5.9. **Preparation of National Manuals and Changes.** The AAS Executive Management Center will prepare and issue national AAS manuals and subsequent changes thereto, as deemed necessary by the Board or the NATCON general assembly. See also AASMAN-1, paras 6.15 and 6.16.

7.5.10. **Minutes.** The National Director of Information Management will publish and distribute to members of the Board minutes of the fall Board meetings NLT 30 days after adjournment. See also AASMAN-1, paras 5.5.3.1 and 11.8.

7.5.11. **Executive Summary.** The National Director of Information Management will publish and distribute to all agencies of the Society, including each area HQ and squadron, an executive summary of the minutes of the fall Board meetings NLT 15 days after adjournment. See also AASMAN-1, para 5.5.3.6.

7.6. **Committees.** The National Commander will establish such committees of the Board as he/she deems necessary. The following committees are currently authorized (see also AASMAN-1, paras 8.5 through 8.9 and 11.2):

7.6.1. **Rules, Ways, and Means Committee (RWMC).** The RWMC functions at the fall Executive Boards and NATCON and is described in AASMAN-1, para 11.3. In addition, there is a Joint RWMC (JRWMC) of the Joint Boards of Directors which also meets at NATCON and is described in AASMAN-1, para 11.2.1.2.

7.6.2. **Finance Committee.** The National Commander will appoint five area commanders to the Finance Committee during the fall Board meetings. The National Director of Financial Management is the chairman of this committee. See also AASMAN-1, paras 8.7 and 15.9.

7.6.3. **NATCON Budget Committee.** This committee reviews, amends, and approves the NATCON budget for presentation to the full Board for their required approval. The members are the National Commanders of AAS and SW, the National Business Chairmen of AAS and SW, the NATCON HQ Commander and Director of Financial Management, and an AAS area commander appointed by the AAS National Commander. The Executive Director and Administrative Consultants are official advisors to this committee. See also AASMAN-1, paras 7.5.6 and 8.9.

7.6.4. **Committee Chairpersons.** The chair for each committee at NATCON or the fall Board sessions will be an area commander, unless otherwise specified. See AASMAN-1, para 11.2.3.

7.7. **National Commander's Interim Report.** Twice each year, the National Commander will issue to the Board an interim report on the state of the Society. He/she may include any information he/she deems necessary. The first report is written and is issued NLT 30 days after the last area commander interim report is received; the second report is an oral one and is issued at NATCON each year. The National Commander must send information copies to the AAS Executive Management Center, AFROTC/CC, each AFROTC region commander, the National Administrative Consultants, and the AFROTC/AAS Liaison Officer. See also AASMAN-1, paras 5.5.1.4 and 7.5.4.4.

7.8. **Area Commanders' Interim Reports.**

7.8.1. **Written Reports.** Area commanders must submit to the National Commander an interim report which includes a project overview (similar to AASMAN-1, Figure 16., but without columns 2,3,4, and 7), a finance report (as in AASMAN-1, para 15.8), ARCON updates, and the area commander's goals for the area. Each report must summarize the activities sponsored by the area, what projects are planned, and what assistance is being given by the HQ to the squadrons in the area. The reports must discuss any problems encountered, outstanding squadron projects, and trends, including AFA, SW, and JNP. Area commanders shall also include data on the sizes of each cadet corps, AAS squadron active membership, AAS squadron candidate program, SW unit, and AFA chapter that the squadrons in the area work with. Area commanders may include other information at their discretion. This report is due NLT 20 days after the area's fall area conclave (but in no case will it be delivered later than 1 Feb). Address reports to the National Commander with information copies sent to the AAS Executive Management Center, AFROTC/CC, the respective AFROTC region commander, the National Administrative Consultants for AAS and SW, the AFROTC/AAS Liaison Officer, and National Archives HQ. These written reports should be sent in a Microsoft Word document format and transmitted via e-mail if at all possible. See also AASMAN-1, para 12.20.

7.8.2. **Oral Reports.** In addition to the written interim report due during the year, area commanders will present an oral report on the status of their areas to the Board of Directors during the fall Board session. This report must include the area commander's goals for the year, ARCON updates, a summary of activities to be sponsored by the area, what projects are planned,

and what assistance is being given by the HQ to the squadrons in the area. The report must also discuss any problems encountered (specifically with continuity), outstanding squadron projects, and trends (including AFA, SW, and the JNP). Area commanders may include other information at their discretion. Talking papers summarizing the oral presentation are due at the first fall Board session, with copies distributed to all Board members in attendance, including the Executive Director, AFROTC/AAS Liaison Officer, National Administrative Consultants, and the National Archives HQ.

7.9. **AFA Involvement.** During the fall Board meetings, members of the Board and other cadet members who have been officially invited to attend Board activities will receive lodging paid for by the AFA. In addition, some meals and social events may be available to attendees, courtesy of the AFA.

7.10. **Members' Expenses.** Travel expenses to and from the fall Board meetings will be borne by the individual or the area. All other expenses not covered in AASMAN-1, para 7.9, are also the responsibility of the attendee.

7.11. **Area HQs Not In Good Standing.** If the National Commander observes sub-standard performance by an area HQ, he or she will issue a warning giving the area HQ 30 days to correct any problems. If the area HQ does not achieve a satisfactory performance level in that time, the National Commander may remove the area HQ from good standing. Following this action, the area commander in question will not be allowed to vote during any business sessions until the National Commander reinstates the area HQ to good standing. Unlike charter suspension, this action does not deny the area commander control of his squadrons. See also AASMAN-1, paras 7.4 and 11.5.5.

7.12. **Contributions of Industrial Assistance.** Contributions of industrial assistance to the Society as a national organization may be accepted only by the Executive Director, subject to approval by the Board. Commitments by the AAS for contributions or industrial assistance may only be made by the Board. See also AASMAN-1, para 3.7.

7.13. **Appeal of Decisions.** Any active squadron in the Society that disapproves of actions taken by the Board may use the following appeal procedures:

7.13.1. **Written Appeal.** Any active squadron may submit a written appeal to its area HQ NLT 20 days after receipt of the executive summary or minutes of a Board meeting or briefing by the area commander. The written appeal must request a poll of the squadrons in the area. The area HQ must distribute the appeal and accompanying poll to its units NLT five days after receipt of the appeal.

7.13.2. **Response.** Squadrons must reply to the appeal and poll within 15 days after distribution by the area HQ.

7.13.3. **National Distribution.** If a majority of the squadrons in the area support the appeal, the area HQ will forward the appeal to the AAS Executive Management Center. Within five working days after receiving the appeal, the AAS Executive Management Center must distribute the appeal and an accompanying poll to all area HQs and squadrons.

7.13.4. **Overruling the Board.** If a majority of the squadrons in the country support the appeal, the Board action is overruled. Regardless, the AAS Executive Management Center will notify all AAS organizations of the results of the appeal within 40 working days after initially receiving the appeal from the area HQ in question.

Section 8A—Special Headquarters

8.1. **Special HQs.** Special HQs for national projects are established and changed by the Board of Directors. An AAS squadron may be assigned to host the HQ for any project not assigned to a committee. The special HQs listed in this chapter are hosted by the sponsoring squadrons. The commander of each HQ is chosen from the membership of the sponsoring squadron for a one-year term. Other positions within the squadron and AAS grade limitations are established by the special HQ commander, subject to review by the Board of Directors.

8.2. **National Archives.** The National Archives HQ was disbanded in 2012. The National Archives and all records will be maintained at the Executive Management Center.

> 8.2.1. **Archives Activities.** AAS archives consist of documents, records, and memorabilia pertaining to AAS. The national archives must be protected against loss or damage. Portions of the archives may be temporarily transported to locations outside the EMC for display. When displayed, archives must be properly secured or guarded. Contributions to the archives must be considered to be of national significance to AAS. Units having other items of some historical significance must maintain those items in a unit archive.

> 8.2.2. **Historical Compilation Activities.** The National Director of Public Affairs and the Executive Director will review all historical compilations of the National Archives and present this work to the Board at the fall session. These records must provide a factual account of AAS activities which is useful to outside agencies having an interest in the Society, provide insight into national AAS activities, and may be used as a recruiting tool.

> 8.2.2.1. The format must allow for serial compilation to display a record of the entire period covered. The Finance Committee recommends the amount to be allocated for this purpose, subject to Board approval.

> 8.2.2.2. The Board may defer publication for budgetary reasons or if the anticipated product does not meet the Board's standards.

> 8.2.2.3. See also AASMAN-1, para 12.18, for squadron history update procedures.

> 8.2.3. **Additional Duties.**

> 8.2.3.1. Submit an interim report to the AAS National Commander NLT 15 January each year.

> 8.2.3.2. Submit a budget of administrative, travel, and other expenses IAW AASMAN-1, para 15.7.

8.3. **The Joint Alumni Association of Arnold Air Society, Angel Flight and Silver Wings (JAA).** The Joint Alumni Association mission is to professionally and academically mentor active university members while creating extensive USAF and civilian aerospace and government networking opportunities for Alumni members. To fulfill this mission, JAA provides financial, manpower, and leadership benefits to the AAS, SW and Air Force Association (AFA). JAA serves as the liaison between current active members and the membership of the JAA. JAA builds a worldwide, active Alumni Association exclusively composed of former society members. The JAA Director is the chief executive officer for the JAA.

8.4. **Internet Communications.** Internet Communications concerns the development and administration of AAS national Internet assets. See Chapter 8, Section D.

Section 8B—National Standing Committees

8.5. **National Standing Committees.** National standing committees may be established by the NATCON general assembly, the Board of Directors, or the National Commander. The Board has the authority to disband obsolete committees. See also AASMAN-1, paras 7.6 and 11.2.

> 8.5.1. **Joint Relations Committee.** This committee is a standing committee of the Arnold Air Society, Silver Wings, and the Air Force Association which meets at the Fall Executive Board Meetings and NATCON. The mission of this committee is to strengthen the efforts of each independent organization by capitalizing on coordinated activities that promote the shared interests held by AAS, SW, and AFA. The committee consists of three Area Commanders, appointed by the AAS National Staff, three Region Executive Officers, appointed by the SW National Staff, and three AFA members, appointed by the AFA National Executive Board. The committee is co-chaired by the AAS National Vice Commander and the SW National Vice President. The NCOP is an ex-offiicio member of the Joint Relations Committee.

8.6. **National Committee on AFROTC Affairs.** This committee makes recommendations to improve the AFROTC program. The National Vice Commander is chairperson of this committee which consists of the area vice commanders (or their representative). See also AASMAN-1, para 11.2.1.3.

> 8.6.1. **Area Committees.** Each area will establish an AFROTC affairs committee composed of the squadron deputy commanders (or representative) with the area vice commander as chairman. These committees must meet at least once each year and collect recommendations and submit them to the National Vice Commander.

> 8.6.2. **Area Procedures.** Recommendations submitted at each committee meeting require approval of at least one-third of the committee members to be submitted to the National Vice Commander. If any recommendations are submitted between the area conclave and NATCON, the area/CV may approve or disapprove their addition to the area report to the National Vice Commander. NLT 10 days after the area conclave, the area vice commander must submit the area AFROTC Affairs Committee report to the National Vice Commander (send information copies to all other area vice commanders).

> 8.6.3. **National Procedures.** The National Vice Commander compiles each area AFROTC affairs committee report into a two-part report: **AAS Proposals** and **AAS Endorsements to Proposals**

Already Being Considered by Other Agencies. The AAS Proposals section includes the topics of administration, AFROTC operations, AAS operations, uniform wear, and other areas not specifically addressed elsewhere in the report. The National AFROTC Affairs Committee will meet at NATCON to amend and ratify the National Vice Commander's report. Additions to the report may be made with majority approval of the committee; deletions from the report may be made with a three-fourths vote of the committee. The ratified report will be submitted to the Board of Directors NLT the last Board business session of NATCON. When submitted, the Board will approve, amend, or reject the report, as required. Upon approval, the outgoing National Vice Commander will submit the report to the AFROTC/DO and provide a courtesy copy to the Executive Director. National HQ shall distribute copies of the approved report to all squadrons and area HQs. As soon as a reply is received from AFROTC HQ, National HQ will distribute copies of the reply to all squadrons and area HQs by the most economical means available.

8.7. **National Finance Committee.**

8.7.1. **Composition and Duties.** The National Finance Committee is a national standing committee composed of five area commanders selected by the Board of Directors at its fall meeting. The chairman of the committee is the National Director of Financial Management who will exercise control over the national budget in the following manner. Once the national budget is approved by the Board of Directors at the fall meeting, any changes to the budget will be made with the written consent of a majority of the members of this committee. In emergency situations, verbal consent may be obtained from the committee members, but this consent must be verified by letter. The National Commander and Executive Director act as advisors to this committee. See also AASMAN-1, para 5.5.4.4.

8.7.2. **Budgets.** Any area or other HQ which fails to submit a budget by the first business session of the fall meeting of the Board of Directors may be deemed ineligible for national monetary support, at the discretion of the National Finance Committee. Decisions of this committee may be appealed to the Board of Directors within seven days. See also AASMAN-1, para 15.9.

8.8. **National Awards Committee.** The National Awards Committee is a national standing committee composed of the National Commander as chairperson and the national staff. The committee selects the recipients of most of the national awards and honors according to the criteria established by the Board of Directors and AASMAN-1, Chapter 16.

8.9. **NATCON Budget Committee.** This body meets at the fall Board of Directors meeting and reviews the NATCON budget for proper financial practices and appropriate disbursements of funds. Where necessary, the committee will amend the budget, subject to approval of a committee majority. The budget must then be approved by the committee and forwarded to a full session of the Board of Directors for approval. Membership of the committee is described in AASMAN-1, para 7.6.3. The committee, upon recommendation of the NATCON HQ Commander, may call appropriate and available NATCON staff officers to appear before it to discuss portions of the budget within their areas of expertise. See also AASMAN-1, paras 7.5.4.3 and 7.5.6.

8.10. **Strategic Planning Committee.** Consists of members from the Board of Directors at the discretion of the National Commander, to focus on the direction of the society and modify the Vision Statement accordingly. The committee will every 5 years, from 2007, and is charged with creating an entirely different Vision Statement for the next 5 years.

Section 8C—National Business Chairman and National Parliamentarian

8.11. **National Business Chairman.** The National Business Chairman is the person who was National Parliamentarian during the previous year and assumes the job immediately after the last NATCON business session. If the National Parliamentarian can not assume the National Business Chairman duties, the National Commander will appoint a National Business Chairman ASAP. If the National Business Chairman must be relieved while in office, the National Parliamentarian automatically fills the job; in this case, the new National Business Chairman will complete the current term, as well as the next term. If no National Parliamentarian is in office when the National Business Chairman must be replaced, the National Commander will appoint a National Business Chairman to serve only the remainder of the current term and National Parliamentarian selection will proceed normally (see AASMAN-1, para 8.12.1). The National Business Chairman can not be a member of the National HQ or NATCON HQ host units. The National Business Chairman is an AAS C/Colonel with duties including:

8.11.1. Production of the minutes of NATCON joint and AAS business sessions and Board of Directors meetings. See AASMAN-1, para 11.8.

8.11.2. Serving as a non-voting member of both the Joint and AAS Rules, Ways, and Means Committees (RWMC) of the Boards of Directors. See AASMAN-1, paras 7.6.1, 11.2.1.2, and 11.3.

8.11.3. Serving as a voting member of the NATCON Budget Committee of the Board of Directors. See AASMAN-1, paras 7.5.4.3, 7.6.3, and 8.9.

8.11.4. Delivering reports, as necessary, to the Board of Directors on pertinent issues.

8.11.4.1. Deliver interim report to the AAS National Commander NLT 15 January each year.

8.11.5. Being well versed on the most current edition of *Robert's Rules of Order*.

8.11.6. Serving as chairman and conducting the business of both the joint and AAS national assemblies at NATCON IAW AASMAN-1, para 11.7.

8.11.7. Assisting the National Commander in determining NATCON and individual meeting agendas. See AASMAN-1, para 9.16.

8.11.8. Being prepared to serve as chairman and conducting the business of both the joint and AAS area assemblies for the area in which the National Business Chairman is a member, if called upon by that area commander to do so.

8.11.9. Being prepared to conduct workshops at the NATCON and area conclaves on parliamentary procedure. In addition, AAS strongly recommends the National Business Chairman submit articles for the Arnold Air Letter concerning parliamentary procedure, conduct of business

at NATCON, and other pertinent topics. Also, policy letters for distribution through National HQ may be written on similar topics.

8.11.10. Selecting the National Parliamentarian IAW the provisions of AASMAN-1, para 8.12.

8.11.11. Serving as an advisor to the National Commander on the issues of parliamentary procedure, agendas, membership conduct, resolutions, legislative matters, and other appropriate topics.

8.11.12. Supporting the National Director of Information Management in preparing the minutes of the fall joint and AAS Board of Directors meetings. See AASMAN-1, para 5.5.3.2.

8.11.13. Compilation of a package of changes to AASMAN-1 (or other standard publication) after the National Conclave and fall Board of Directors meetings. NLT 30 days after adjournment, send the package to National Administrative Consultant in charge of AASMAN-1. See also AASMAN-1, para 6.16.2. This provision is not applicable if the National Administrative Consultant attended the meetings in question.

8.11.14. Submit a budget to receive designated funds allocations. Include detailed projections of administrative, travel, and other expenses. See also AASMAN-1, para 7.5.7.

8.12. **National Parliamentarian.** The National Parliamentarian is appointed by the National Business Chairman and confirmed by the National Commander. Only cadets in the AS300 year group or below are eligible, unless an AS400 cadet is certain of being on completed status for the entire academic year after completing their AS400 work. Further, candidates can not be members of the National HQ or NATCON HQ host units. All area commanders must nominate one member from their area for the job. Other interested members may also apply.

8.12.1. Applications and nominations must include:

8.12.1.1. A letter describing the candidate's qualifications, decorations, and experience in AFROTC and AAS. Specific reference to the applicant's experience in parliamentary procedures is mandatory.

8.12.1.2. At most, 3 letters of recommendation.

8.12.1.3. Send applications NLT 15 November of each year. Members must send courtesy copies to the appropriate intermediate HQs and the EMC.

8.12.1.4. The National Business Chairman will screen all nominees and applicants and select a candidate for National Parliamentarian. NLT 15 December, the National Business Chairman must notify the National Commander of the selection and the candidate must be approved by the National Commander. The National Commander must then inform the Board of Directors of the selection in his or her next interim report. After approval, the National Business Chairman will inform the selectee. All notifications may be made by telephone; however, all notifications to the National Commander, the new National Parliamentarian, and all non-selectees must be confirmed by letter within five working days of the telephone contact. Send copies of these letters to the Executive Director.

8.12.2. The National Parliamentarian holds the grade of AAS C/Lieutenant Colonel with the following duties:

8.12.2.1. Serving as an advisor to the National Commander and National Business Chairman on the issues of parliamentary procedure, agendas, membership conduct, resolutions, legislative matters, and other appropriate topics.

8.12.2.2. Setting the suspense date for NATCON minutes completion with the new National Commander, as described in AASMAN-1, para 11.8

8.12.2.3. Rendering judgments on issues of parliamentary procedure during NATCON.

8.12.2.4. Assisting the National Business Chairman during the NATCON and at other times during the year with the duties outlined in AASMAN-1, para 8.11.

8.12.2.5. Supervising AAS members acting as runners during the NATCON business sessions. See also AASMAN-1, para 9.10.

8.12.2.6. Being prepared to assume the duties of National Business Chairman IAW AASMAN-1, para 8.11. Should the National Parliamentarian have to replace the National Business Chairman during mid-term, the National Commander and new National Business Chairman will select an interim National Parliamentarian ASAP who will serve the remainder of the current term. (See also AASMAN-1, para 8.11.) The interim National Parliamentarian can not be a member of the National HQ or NATCON HQ host units and serves only through the last NATCON business session and will not automatically become the National Business Chairman. The Interim National Parliamentarian is an AAS C/Lieutenant Colonel. Following NATCON, the National Business Chairman will supervise the normal National Parliamentarian selection process outlined in AASMAN-1, para 8.12.1. If the current National Parliamentarian must be replaced, the National Commander and National Business Chairman will use existing National Parliamentarian applications to choose a replacement. The replacement National Parliamentarian will serve the remainder of the current term and succeed the current National Business Chairman. The interim National Parliamentarian may be selected to be the National Parliamentarian, provided he/she meets all requirements for the position. See also AASMAN-1, para 8.12.

8.12.2.7. Serving as a non-voting member of both the joint and AAS Rules, Ways, and Means Committees (RWMC) of the Boards of Directors. See AASMAN-1, paras 7.6.1, 11.2.1.2, and 11.3.

8.12.2.8. Taking attendance at NATCON IAW AASMAN-1, para 10.3.2.

Section 8D—Internet Communications

8.13. **National Webmaster.** The National Webmaster is the person who is primarily responsible for providing, updating, and maintaining the AAS and SW National Web Sites in conjunction with the National Staff and the National Administrative Consultant for Internet Communications (NAC/IC). The National Web Site, located at the Internet address http://www.arnold-air.org/, is designed to make AAS and SW information and publications available to the widest possible audience in the most cost-effective manner. The site is funded by the Executive Management Center and is jointly administered by

the National Webmaster and NAC/IC. The National Webmaster is selected prior to NATCON by the outgoing AAS National Commander and SW National President with staffing assistance from the current National Webmaster and advice from the NAC/IC. Candidates cannot be members of the incoming National HQs or NATCON HQ host units. All Area Commanders and SW Region Executive Officers (REO) should nominate one member from their AAS Area or SW Region for the job. Other interested members may also apply.

8.13.1. Applications and nominations must include:

8.13.1.1. A letter describing the candidate's qualifications, decorations, and experience in AFROTC and AAS/SW. Specific reference to the applicant's experience in web site design and maintenance is mandatory. Internet addresses of publicly-accessible web sites that the candidate has designed or maintained, if available, should also be included in the application.

8.13.1.2. At most, three letters of recommendation.

8.13.1.3. Send applications NLT 1 February of each year. Members must send courtesy copies to the appropriate intermediate HQs and the EMC.

8.13.1.4. The National Commander, in conjunction with the National Staff, will screen all nominees and applications and select the National Webmaster. The National Commander will then inform the selectee, Board of Directors, NAC/IC, and Executive Director of the selection prior to NATCON. All notifications may be made by e-mail or telephone; however, all notifications to the new National Webmaster and all non-selectees must be confirmed by letter within five working days of the telephone contact. Send copies of these letters to the Executive Director.

8.13.2. The National Webmaster (if an AAS member is selected) holds the grade of AAS C/Lieutenant Colonel. The National Webmaster manages the following duties:

8.13.2.1. Publishing, maintaining, and updating AAS/SW information on the National Web Site in coordination with the National Staff, Board of Directors, and NAC/IC. This excludes all information specifically assigned to Executive Management Center for maintenance, such as the National Manuals, Forms, and the Unit Address Roster; these documents will be maintained by the NAC/IC.

8.13.2.2. Ensuring the functionality and integrity of the AAS/SW National Web Site on a continual basis.

8.13.2.3. Advising the National Staff, Board of Directors, and other units on improving the effectiveness of AAS/SW communications through the use of the Internet and the National Web Site.

8.13.2.4. **Area/Region Webmaster.** The National Webmaster will encourage the use of an Area/Region Webmaster. The National Webmaster should advise Area/Region Webmasters in the performance of their duties, specifically web-based AAS/SW communication on the

Area/Region level. Mentoring these professionals to the extent that they are viable candidates for the position of National Webmaster should be a primary goal throughout the academic year.

Section 8E—Protocol

8.14. **Protocol.** The official manual for both AAS and SW concerning protocol is the Joint Protocol Manual (JPM-1). Reference JPM-1 for a description of National, Area/Region, and Squadron/Chapter level protocol positions and duties.

Section 8F—Oath of Office

8.15. **Oath of Office.** The National Business Chair, National Parlimentarian, National Webmaster, and National Chief of Protocol shall take the following Oath of Office before assuming their position:

8.15.1. I, [state your name]/ Having been appointed the [insert official title]/ Do solemley swear/ That I will support and uphold/ The Constitution of the United States/ Of the Arnold Air Society/ And of Silver Wings/ That I will bear true faith and allegiance to the same/ That I will bring honor to the organizations I represent/ And that I will well and faithfully execute the duties/ Of the joint position I am about to enter./ All this I freely promise/ Upon my honor/ As a loyal member of [insert organization].

**Chapter 9—National Conclave (NATCON)
Site Selection and NATCON HQ**

Section 9A—Site Selection

9.1. **Site Selection.** The National Conclave (NATCON) will convene once each year at a place designated as the most competitive choice. The primary method of site selection is for squadrons bidding for NATCON to select a hotel property that best meets the requirements of the national organization. These requirements, as outlined in AASMAN-1, para 9.3, include number of hotel rooms, meeting space, banquet facilities, convenience to transportation, and cost. Throughout the selection process, squadrons will keep the Executive Director informed of their progress and contract negotiations. The bidding squadron, in conjunction with the Executive Director, will select a primary hotel prior to presentation of their bid to the General Assembly. Once the General Assembly passes a NATCON location resolution, the host squadron and Executive Director will finalize the negotiations. The Executive Director has been designated by the Society to sign the NATCON contract.

9.1.1. **Advance Notice of Intent to Bid.** Any squadron with an interest in bidding to host NATCON should contact the Executive Director for advice and information on possible sites in their intended area. It is not necessary for the host squadron to be located in the immediate vicinity of the NATCON site. Squadrons intending to bid to host the NATCON should advise the Executive Management Center NLT 15 November, one and one half years prior to the NATCON in question. The proposed host squadron must list in its bid any chapters or squadrons that have agreed to assist in the planning or operation of the NATCON. Each bid must be in the format of a NATCON resolution and must state the host squadron (and chapter, if applicable), names of prospective NATCON staff (see para 9.6), and the name of the host PAS. For resolution preparation, see AASMAN-1, para 11.4 and 11.1. All bids must have the written endorsement of the host PAS. A copy of this bid must be sent to the AAS and SW National Headquarters and respective Business Chairs NLT six weeks prior to the start of the current NATCON.

9.1.2. **Site Criteria Deficiency.** If a site selected by the General Assembly does not meet the prescribed criteria, the AAS Executive Management Center and National HQ will review the situation and present to the Board of Directors recommended solutions to the problem.

9.1.3. **Meetings.** A meeting may be requested by any squadron commander to review a site considered to be of potential value to the AAS for a specific future NATCON. Direct all requests for meeting and site review to the AAS Executive Management Center which will coordinate the meeting with the AFA Professional Convention Manager. The Executive Manager will review other potential sites at the invitation of commercial hotel and convention managers.

9.2. **NATCON Site Criteria.** Any facility proposed as a NATCON site must meet the following criteria:

9.2.1. Convention facilities furnished at no cost to AAS.

9.2.2. Sleeping accommodations for at least 1,500, with no more than four people per bedroom.

9.2.3. A maximum of two hotels, each having easy access to the other.

9.2.4. A minimum of:

9.2.4.1. One banquet facility for 1,500 people.

9.2.4.2. Twenty meeting rooms with a seating capacity of at least 25.

9.2.4.3. Two meeting rooms with a seating capacity of at least 400.

9.2.4.4. One meeting room with a seating capacity of at least 1,500.

9.2.4.5. Two rooms for command centers and one room for an information center.

9.2.4.6. Adequate, low-cost parking within five blocks of the convention center.

9.2.5. NATCON dates will be restricted to four days and will include a full weekend.

9.2.6. Any site will be chosen based on economic common sense.

9.2.7. A commercial airport of sufficient size must be within 1 hour of the hotel.

9.2.8. There must be a variety of economic restaurants within a five-block radius of the hotel, except for resort-type properties where there are a variety of food outlets.

9.3. **No NATCON Host Bids Received.** In the event no NATCON host bids are received by the suspense date, the following plan applies:

9.3.1. The National Commander extends the bid suspense date to 1 March and solicits bids.

9.3.2. If no bids are received, the National Commander extends the suspense date to the next NATCON.

9.3.3. If no bids are received by the first spring Board of Directors meeting, the National Commander must brief the Board on the situation. The National Commander must then brief the membership at the first business session.

9.3.4. Area commanders will then solicit bids from their squadrons during area caucuses.

9.3.5. If these procedures do not result in the selection of a NATCON host unit, the Executive Director, in concert with the National Commander and AAS Board of Trustees and AFROTC HQ advice, will use his executive authority to arrange a suitable NATCON site and host squadron under the guidelines of this manual.

Section 9B—NATCON HQ

9.4. **Description.** The NATCON HQ comes from the membership of the squadron selected to host the NATCON and is directly responsible to the Board of Directors through the National Commander. This HQ may not be hosted by the same squadron hosting the National HQ in the same year as the NATCON in question.

9.4.1. **Silver Wings Co-Command.** Squadrons with a co-located SW Chapter will co-host the NATCON HQ. The chapter will share responsibility and provide an appropriate staff headed by a co-commander, equal in rank to the AAS NATCON Commander. Procedures are detailed in SWM.

9.4.2. **Silver Wings Supporting Chapter.** The established principle of "unity of command" dictates that only one detachment and its squadron should have command of a NATCON. If the host squadron does not have a co-located SW unit, another chapter may volunteer to assist the NATCON HQ. In this case, the appropriate SW staff will be headed by a co-vice commander, equal in rank to the AAS NATCON/CV.

9.4.3. **Absence of Silver Wing Command/Supporting Chapter.** If, due to geographical limitations, a co-located or nearby SW unit is not available to support the conclave; squadron's intedning to bid will establish an agreement with any SW unit that will assume the co-command in order to plan and execute NATCON. These units should be located so that they can assist in site preparation and all aspects of NATCON planning without extreme cost or delay. This agreement will be written, signed by both parties and presented as part of the bid packet. Squadrons may not bid without support from a SW unit.

9.5. **Selection.** Any squadron in good standing is eligible to host NATCON and will use these procedures to bid:

9.5.1. **Bid Timing and Format.** Bids are considered at the NATCON one year in advance of the proposed date. Each bid will be in the form of a resolution stating the name of the proposed host squadron, location and dates of the NATCON, names of the hotel(s) (if known), and names of proposed HQ officers and the professor of aerospace studies. Each bidding unit must send its proposed NATCON budget to the AAS Executive Management Center for review (send a courtesy copy to National HQ) NLT 60 days prior to the NATCON where the bid presentations will be made. Bid resolutions must be reviewed by the AAS Executive Management Center at least 30 days prior to the NATCON at which the bid is to be considered. All bids must also include letters of endorsement from the president of the university and professor of aerospace studies. See also AASMAN-1, para 11.4.

9.5.2. **NATCON Procedures.** Bid resolutions will be presented at the first joint business session and be followed by a question-and-answer period. Following this, the bids will be tabled until a later business session. At the appropriate business session, bids will be untabled for discussion and decision. Each bid presentation will be no longer than 30 minutes and have a five-minute question-and-answer period. Presentations will be conducted only by active members of AAS and SW; other interested parties may answer questions from the assembly.

9.5.3. **Special Voting Procedures.** The NATCON host squadron will be determined by a majority vote of both the AAS and SW. Each unit and area/region HQ is entitled to one vote. Should one resolution not receive a majority vote from both organizations, a runoff vote will be held between the top two resolutions. During business sessions, questions on this policy will be resolved by the National Commanders and National Business Chairmen of both organizations.

9.5.4. **Briefing to the Board of Directors.** Key members of the NATCON staff will be invited to attend the fall meeting of the Board of Directors in Washington DC. During this meeting, the NATCON HQ staff will update the Board on the proposed events, agenda, and budget of the

upcoming NATCON. In concert with the Executive Director, final registration costs will be decided during this session and announced. See also AASMAN-1, para 7.5.4.3.

9.6. **Staff.** The NATCON HQ staff will be commanded by an AAS C/Colonel who is selected from the squadron membership. General duties of staff officers are listed in AASMAN-1, Chapter 4. The NATCON HQ Commander may augment the staff with additional positions and use members of other squadrons which desire to support the NATCON HQ. The recommended NATCON HQ staff includes:

Vice Commander (CV)	AAS C/Lt Colonel
Director of Operations (DO)	AAS C/Major
Director of Information Management (IM)	AAS C/Major
Director of Financial Management (FM)	AAS C/Major
Director of Public Affairs (PA)	AAS C/Major
Director of Support (DS)	AAS C/Major

9.7. **Vacancies.** The NATCON HQ Commander fills vacancies in NATCON HQ staff positions. The National Commander may name a replacement for the NATCON HQ Commander, with the approval of the NATCON HQ Advisor.

9.8. **Dismissals.** The NATCON HQ Commander may dismiss any member of the HQ staff. The National Commander may dismiss the NATCON HQ Commander, after discussion with the Executive Director, National HQ Advisor, and NATCON HQ Advisor.

9.8.1. The National Commander working with the SW National President may dismiss any member of the Joint National Staffs or Special HQs, and must inform the Executive Board of the dismissal and name a replacement chosen by both AAS and SW National HQs within (15) days.

9.9. **Runners Used During NATCON.** Active members from the NATCON HQ host unit will serve as runners to assist AAS Executive Management Center personnel and the National Business Chairman during NATCON. If possible, furnish these runners with radio communication to the NATCON command post. See also AASMAN-1, para 8.12.2.5.

9.10. **Advisor.** See AASMAN-1, Attachment 8.

9.11. **Finance.** All rentals and purchases of supplies and services necessary to conduct the NATCON will be made by NATCON HQ, with approval of the Executive Director, using funds allocated in the NATCON budget. The NATCON HQ must plan to operate on a break-even basis.

9.11.1. **Funding.** NATCON HQ will return funds to the AAS Executive Management Center or other Society agency advanced by those agencies for start-up operations before closing the NATCON books. Remit surplus funds to the AAS Executive Management Center for use at the succeeding NATCON HQ or placement in the Consolidated Programs Fund. Deficits will be paid off using funds obtained from other sources.

9.11.2. **Financial Assistance.** The AFA provides financial assistance to AAS for defraying NATCON expenses. The Executive Director obtains this assistance based on the needs of the Society.

9.11.3. **Budgeting.** See AASMAN-1, paras 7.5.4.3, 7.5.6, 7.6.3, and 8.9, for provisions and operation of the NATCON Budget Committee.

9.12. **Physical Plant.** In addition to the requirements stated in AASMAN-1, para 9.3, the Executive Director and NATCON HQ must make written agreements to provide the following items:

9.12.1. **Duplicating Facilities.** Sufficient facilities must be available to prepare and distribute a copy of each resolution and other pertinent documents to each voting member of the general assembly. These facilities must include a copier and suitable materials to make overhead projector transparencies.

9.12.2. **Committee Meeting Rooms.** Separate conference rooms must be available for each committee meeting.

9.12.3. **Business Session Microphones.** During meetings of the general assembly, microphones must be placed at the podium and no fewer than two locations on the floor of the assembly.

9.13. **Library.** NATCON HQ will provide a library in the command post which includes at least:

AASMAN-1
SWM
AFH 33-337
AFI 36-2903
AFOATSI 36-2008
AFOATSI 51-601
All NATCON Resolutions
Robert's Rules of Order—Newly Revised

NOTE: NATCON HQ will request the NATCON HQ Advisor provide a copy of the above listed AFOATS Instructions for reference during NATCON.

9.14. **Advance Information.** NATCON HQ must provide the necessary advance information (including NATCON dates, agenda, prices, and attire) to all AAS and SW agencies. AASMAN-1, para 6.15.1, includes the mailing list (one copy to each).

9.15. **Schedule of Events and Business Agendas.** NATCON HQ will submit a proposed NATCON schedule of events to the Board of Directors NLT the fall session of the Board. The AAS National Commander and Silver Wings National President are responsible for creating the NATCON Agenda, which will incorporate the NATCON HQ designed "Schedule of Events" with the AAS-SW business meetings. NLT 15 January, a preliminary draft will be forwarded to the Executive Director for review and comment. NATCON HQ will use the draft agenda to coordinate meeting room space with the hotel convention manager. As changes are made to the agenda they will be coordinated with the members of the Agenda Working Group (National HQ, NBC, NATCON HQ, NCOP, and EMC). The AAS National Commander and SW National President, along with the two National Business Chairs, will assist the NATCON HQ staff in determining the overall business agenda that accompanies the schedule of events and will set the agenda to be used during each applicable session during the NATCON.

9.16. **Registration Packets.** NATCON HQ will provide packets for all attendees containing the schedule of events and a program for the NATCON. While the NATCON HQ may include any other pertinent information it desires, no campaign materials may be distributed in the packets. NATCON HQ will obtain complimentary folders to hold the packet materials.

9.17. **National Archives HQ Material.** NATCON HQ must submit any materials of historic value to the National Archives HQ. For information on the minutes of the NATCON, see AASMAN-1, para 11.8.

9.18. **Financial Reporting and Funds Transfer.** NLT 45 days after NATCON, NATCON HQ will submit a consolidated balance sheet, income statement, and transaction record to the AAS Executive Management Center and transfer all remaining funds to the AAS Executive Management Center.

9.19. **NATCON After-Actions Report.** NLT 60 days after NATCON, NATCON HQ will submit an after-actions report to the AAS Executive Management Center. The report must include information on the planning and execution of all phases of the NATCON and an analysis of problems encountered and the solutions implemented. Copies of this report must be made available to any AAS unit upon request.

Section 10A—General Information

10.1. **Background and Purposes.** The major business sessions of the Society are the national and area conclaves. Attendance is encouraged for the benefit of the person, squadron, and the Society. The traditional purposes of conclaves are to make major policy guidance for the Society and take action on matters where joint action of the units is desirable or required.

10.2. **Jurisdiction.** The legislative body of the national and area membership which convenes at the respective conclaves determines the basic guidance of the units governed. All legislative bodies of lesser jurisdiction than the NATCON are subject to the bylaws of their unit and the legislation and policy of all higher bodies. Any legislative body may delegate its authority.

10.3. **Procedures.**

> 10.3.1. **Parliamentary Rules.** *Robert's Rules of Order - Newly Revised* and this manual govern all proceedings of AAS conclaves and joint meetings.

> 10.3.2. **Roll Calls.**

> 10.3.2.1. At the first joint and separate business sessions of each NATCON, attendance may be taken in one of two ways (to be chosen by the National Business Chairman):

>> 10.3.2.1.1. A unit-by-unit roll call taken by the National Parliamentarian; or,

>> 10.3.2.1.2. A poll will be taken by each area commander of the units in the area. The National Parliamentarian will request each area report attendance with a specific listing of proxy votes held and units absent from the meeting.

> 10.3.2.2. At subsequent business sessions, attendance will be taken IAW AASMAN-1, para 10.3.2.1.2.

Section 10B—National Conclave (NATCON)

10.4. **Scheduling.** The NATCON is held in conjunction with the SW NATCON, normally during the Easter weekend due to the availability of the most economic room rates and open dates for scheduling large conventions.

10.5. **Attendance.** Each squadron and area HQ is entitled to be represented at NATCON by a delegate and alternates. The area commander or appointed representative will be the delegate from each area HQ. Squadron representatives will be selected in the manner prescribed by squadron procedures. Every AAS unit is strongly encouraged to send at least one member to each conclave.

> 10.5.1. Squadrons that cannot attend NATCON must send an official memorandum, signed by their squadron adviser, to the Area Commander NLT 30 days prior to the first business session of NATCON explaining and requesting exclusion from the upcoming National Conclave. Squadrons that are approved absence must fill out a proxy ballot NLT 14 days prior to the first business

session of NATCON and submit it to the National Business Chairman. The above suspenses are mandatory; squadrons not fulfilling the requirements will be placed on probationary status and their squadron advisor will be informed of the situation.

10.6. **Budget.** See AASMAN-1, para 7.5.6.

10.7. **Transportation.**

10.7.1. **Airlift Provided by the USAF.** Should guaranteed airlift commitments not be available and confirmed 30 days prior to NATCON, all units will make alternate commercial or private arrangements to ensure their attendance at NATCON. See also AASMAN-1, para 4.5.4. and Attachment 8.

10.7.2. **Squadron/Area Advisors.** AAS squadrons and area HQs will invite their advisors to attend NATCON.

10.7.3. **Priority.** After AFROTC HQ has determined the number of airlift seats available per squadron, the squadron commander, together with the squadron advisor and detachment commander (PAS), must consider the following priorities for allocation of these seats (subject to approval of appropriate AFROTC personnel): National Commander and staff, area commander or delegate, area alternate, delegates of units in good standing (see also AASMAN-1, para 2.2.4, 11.5.8, and 14.2), alternate of unit in good standing, area staff members, unit staff members, delegates of units not in good standing, and alternates of units not in good standing. See also AASMAN-1, Attachment 8.

10.7.4. **Commercial Transport.** If government-provided transportation is not available, the AAS Executive Management Center will subsidize commercial air fare for one representative from each off-shore squadron to attend NATCON. This line item amount must be included in each year's financial plan and will be determined by a combination of the National Finance Committee's recommendation and the judgment of the Executive Director as to each unit's revenue-generating capability.

10.8. **Social Functions.** Social functions conducted outside the hotel are included at the discretion of NATCON HQ. Consultation with the Executive Director is required on the acceptability of any event's potential impact on registration fees.

10.9. **Awards.** National AAS awards are presented at NATCON IAW AASMAN-1, Chapter 16.

10.10. **Attire.** All AFROTC and USAFA uniforms, except utility uniforms, are appropriate for the various NATCON activities, subject to the guidance and policies of the National Commander. See also AFI 36-2903, AFOATSI 36-2008, and AASMAN-1, paras 19.3.5 and 19.4.

10.11. **Decorum.** Each area commander will monitor the conduct of the personnel under his or her command who attend NATCON and insure all behavior is within the bounds of Air Force standards and good taste. See also AASMAN-1, para 12.13.1.2.

Section 10C—Area Conclaves

10.12. **Purpose and Objectives.** The purpose and objectives of area conclaves are similar to those of NATCONs, but these conclaves handle business on regional levels and affect only their assigned units.

10.13. **Site Selection and Scheduling.**

10.13.1. **Scheduling.** Area conclaves are held once each year between the 1st of October and the end of November. Should an Area Conclave HQ believe it can not comply with this provision, the HQ must provide full justification in writing to the National HQ NLT the fall Board of Directors meeting. Justifications must be reviewed by the Executive Director and be approved by the National Commander (AASMAN-1, Attachment 4).

10.13.2. **Pricing.** Competitive pricing of hotel facilities is limited in small towns and "college towns." Larger cities provide the most advantageous price competition. In small- and medium-sized cities, conclave planners must avoid scheduling any conclave during the same period as other major activities (e.g. trade fairs, major sporting events, homecomings) which would nullify the normal price competition in the city's hotel industry. Obtain information regarding activities planned by other groups from the city convention or tourist bureau.

10.13.3. **Consultation.** The AAS Executive Management Center is available to consult with any conclave host unit on the site selection, planning, and operation of conclaves.

10.14. **Bidding.**

10.14.1. **Preliminary Requirements.** Prior to presenting a bid for any conclave, the proposing squadron must obtain approval of the detachment professor of aerospace studies. Units should complete a preliminary AAS Area Conclave Planning Package (see AASMAN-1, Attachment 4).

10.14.2. **Bids.** Bids may be presented at area conclaves, NATCON area caucuses, or by e-mail, depending on the governing manual provisions or responsible commander's discretion. Areas should not accept bids for conclaves unless the proposed host unit has completed a preliminary planning package. Selection is by a majority vote of the governing body. Area HQs may appoint an ARCON HQ host unit should no bid receive approval by the area.

10.14.3. **AAS Area Conclave Planning Package.** Once an area unit has been selected to host the ARCON it must submit a completed AAS Area Conclave Planning Package and proposed budget to the AAS EMC for critique. Send the package to the AAS EMC (and other copies mandated in AASMAN-1, Attachment 4, para A4.3.) as soon as planning information is firm, but NLT the end of the academic year prior to the scheduled ARCON. Units should make no contract or agreement with any hotels or other agency until the AAS Executive Management Center critiques and returns the unit's planning package to the squadron.

10.14.4. **National Funding Assistance to Money-Losing Conclaves.** A conclave plan based on a critiqued planning package and which followed the suggestions contained in the critique may be subsidized by national funds if the conclave loses money; this subsidy is limited to $250.00. If the suggestions in the critiqued package are not used by the host unit, the national subsidy is limited

to $50.00. Any conclave HQ which did not submit a planning package to the Executive Management Center for critique is not eligible for any subsidy.

10.15. **Conclave HQ Commander.** Planning and executing conclave activities are the responsibility of the area conclave HQ commander, under the direction of the area commander. The host unit chooses the conclave HQ commander from the general membership. The conclave commander holds the grade of AAS C/Lieutenant Colonel. This officer must prepare an after-actions report on all facets of conclave operations and finances and provide same to the Executive Management Center, area HQ, and the succeeding ARCON HQ. Ensure all continuity is transferred to the incoming ARCON HQ NLT 60 days after ARCON.

10.16. **Staff.** ARCON HQs suggested staff is:

Vice Commander (CV)	AAS C/Major
Director of Operations (DO)	AAS C/Captain
Director of Information Management (IM)	AAS C/Captain
Director of Financial Management (FM)	AAS C/Captain
Director of Public Affairs (PA)	AAS C/Captain
Cadet Training Officer (CTO)	AAS C/Captain
Director of Support (DS)	AAS C/Captain

10.17. **Presiding Officer.** The conclave presiding officer is the area commander or his or her designated representative.

10.18. **Finances.**

10.18.1. **Budget Review.** The National Director of Financial Management may review any conclave budget and, with the consent of the National Commander and Executive Director, make budgetary changes necessary to insure the financial viability of the conclave HQ. See also AASMAN-1, para 5.5.4.3.

10.18.2. **Registration Fees.** Conclaves will be financed by a per-member registration fee determined by the conclave staff after a careful assessment of anticipated expenses and with the approval of the area commander. The area HQ must provide whatever financial assistance it can, should the host squadron lose more money than the national funding guarantees mentioned in AASMAN-1, para 10.14.3.

10.18.3. **Advance Registration.** Participants must pay registration fees in advance. If fees are not collected in advance, the host unit must set a cancellation date for tentative registrations. Members who do not cancel by the established date are responsible for paying their share of pre-planned, fixed costs, regardless of attendance at the conclave.

10.18.4. **Refunds.** Refunds of pre-paid registration fees to registrants unable to attend the conclave are the responsibility of the conclave HQ. However, if a registrant fails to cancel by the established date or fails to cancel hotel reservations prior to 1700L on the check-in day, the conclave commander may withhold that portion of the refund required to settle fixed costs or

hotel charges for the first night of the no-show. The conclave HQ is not required to make a refund for a single event of the conclave which a registrant does not attend.

10.19. **Agendas.** Conclave HQs will distribute a proposed schedule of events to all area AAS squadrons and region SW chapters NLT 30 days prior to the conclave, include with the agenda a reminder that all proxy votes must be received by squadrons unable to attend ARCON, **prior** to that ARCON to facilitate the conduct of business. The AAS Area Commander and SW REO are responsible for developing the business agenda, which will be combined with the schedule of events, and forwarded to all squadrons and chapters NLT 15 days prior to the conclave. These agendas are for planning purposes only and will not preclude the deletion or addition of any item, subject to the approval of the area commander. Agendas must include at least an organizational analysis by the area commander, a financial report by the area comptroller, and reports from all unit commanders.

10.20. **Transportation.** Area HQs and area conclave HQs will coordinate all travel arrangements to the conclave. Make military airlift requests through appropriate channels. Use privately owned vehicles where practical.

10.21. **Protocol.**

10.21.1. **Opening Ceremonies.** Opening ceremonies must include a welcome by the hosts and, if desired, a keynote address by a selected speaker. Ceremonies such as the posting of colors, invocations, or theme presentations (shows, musical renditions, etc.) can be helpful in establishing the objectives and tone of the conclave.

10.21.2. **Guests.** Invite guests in writing NLT 60 days in advance. The costs of certain guests to be paid for by the conclave HQ must be considered in financial planning. Active duty military guests on per diem or industry guests on expense accounts are expected to pay hotel costs; waivers of registration fees for these guests are dependent on the guests' degree of participation in the conclave or the position they hold. Send invited dignitaries an agenda and information on social activities NLT 30 days before the conclave. See AASMAN-1, Attachment 4, for further guidance.

10.21.3. **Area Chief of Protocol Duties.** Assign to the area/region chief of protocol (ArCOP) all duties associated with guest lists, receptions, seating of head tables, and related functions. The area/region chief of protocol must coordinate closely with the conclave chairman and area commander in performing these duties. If the office of ArCOP is vacant, it is the ARCON staff's responsibility to provide for the duties of an ArCOP for the ARCON concerning protocol and etiquette. Reference JPM.

10.21.4. **Social Functions.** If awards and entertainment are included in a major meal function, conduct the function as an awards luncheon/banquet/ball, not a Dining-In/Out.

10.21.5. **References.** Refer to the AAS/SW Joint Protocol Manual (JPM) or other suitable protocol reference guide for invitation formats and other protocol guidance.

10.21.6. **Area Chief of Protocol Selection.** The Area/CC, in conjunction with the REO and current ARCOP, must together accept applications and decide on an ARCOP whose position takes affect at NATCON. This process must be completed by the end of the ARCON. Reference JPM.

10.22. **Commanders Calls.** AAS specifically prohibits holding any type of commanders call, except those held in conjunction with the National Conclave or area conclaves.

10.23. **Joint Conclaves.** Any joint conclave of the units of the Society is authorized, subject to approval of the governing bodies of the units concerned. Scheduling will be by mutual agreement of the units concerned. Plan these events IAW all normal area conclave guidelines.

**Chapter 11—National Conclave Legislative
Process**

11.1. **General Procedures.** Resolutions concerning changes to AAS policy and directives, all national level HQs, and AFROTC Affairs suggestions reach NATCON business sessions by the following procedures.

11.1.1. **Origin and Submission of Resolutions.** Resolutions may be submitted to National HQ in advance of NATCON or during the Conclave. Resolutions are submitted by units with commanders, any member of the Board of Directors, or any committee chairperson. See AASMAN-1, para 11.4.

11.1.2. **Rules, Ways, and Means Committee (RWMC) Action.** Resolutions are checked by the Rules, Ways, and Means Committee (RWMC) prior to being submitted to Conclave committees or the assembly. See AASMAN-1, paras 11.2.1.2 and 11.3.

11.1.3. **Committee Assignments for Resolutions.** All resolutions submitted before the last scheduled committee meetings may be assigned to a committee by the chairman of the RWMC. Resolutions submitted after the last scheduled committee meetings may be brought to the Conclave assembly if a majority of the assembly approves. See AASMAN-1, para 11.2.7.

11.1.4. **Committee Action.** A committee may take several actions: it may write new resolutions; it may approve a resolution as written and submit the resolution to the RWMC for delivery to the assembly or Board of Directors; it may return the resolution to the author for revision; it may revise the new resolution; it may table the resolution for further study or discussion; or take any other legislative action which is appropriate under *Robert's Rules of Order*.

11.1.5. **Resolutions Which Include a Financial Commitment by the Society.** Any resolution involving an inflexible commitment of funds by all squadrons or changing the currently approved five-year expenditure plan must have previously undergone an evaluation of its fiscal impact on the Society and SW. The Executive Director prepares this assessment which must address all units and members relative to existing financial commitments (e.g. fees, dues, projects, other professional obligations). Additionally, if the resolution involves support from the Consolidated Programs Fund or changes the Society's schedule of dues and fees, it must include a similar evaluation performed by the Board of Trustees. No legislative body or committee at any level may approve any resolution which falls under the purview of this paragraph unless the resolution has received the appropriate evaluation(s). See also AASMAN-1, paras 4.5.2, 4.5.4.3, 10.14.1, and 15.13.

11.2. **Conclave Committees and Area Caucuses.**

11.2.1. **Establishing Committees.** The National Commander will establish the number and purpose of any committees necessary to analyze and vote on resolutions submitted to the NATCON. The following committees and associated responsibilities are required during the sessions specified. See also AASMAN-1, paras 7.6 and 8.5 through 8.9.

11.2.1.1. **Candidate Training Program Review Committee.** Every third NATCON (from 2005), this committee will examine possible revision of the candidate training program and initiation procedures contained in AASMAN-1, Attachment 2. During this review, this committee must determine the relevance of the questions in the National Test and add, delete, or change those questions the committee deems necessary.

11.2.1.2. **Joint Rules, Ways, and Means Committee (JRWMC).** This is a special committee of the joint Boards of Directors. This committee deals with resolutions affecting both organizations. All provisions of AASMAN-1, para 11.3, will be followed in the operation of this committee, except voting membership includes the AAS National Commander and Silver Wings National President as co-chairmen, three area commanders from AAS, and three Region Executive Officers (REO) from SW, with the chairman voting only in the event of a tie. AAS non-voting membership is the same as listed in AASMAN-1, para 11.3.2. SW non-voting membership includes the Silver Wings Business Chairman, Parliamentarian, and one other member of the SW national staff selected by the SW National President. On Joint National Project (JNP) resolutions, this committee will screen all presentations and select three resolutions to go before the joint assembly for presentation and vote. Should there be a need to change the approved JNP, one of the two projects which were not picked by the NATCON general assembly will be selected as the replacement. If AAS and SW cannot agree by the end of NATCON upon a JNP project then the JNP will remain the same as the previous year. See AASMAN-1, para 3.10, for criteria used in JNP selection. See also AASMAN-1, paras 7.6.1 and 11.1.2.

11.2.1.3. **AFROTC Affairs Committee.** The National Committee on AFROTC Affairs formulates recommendations concerning the AFROTC program. The National Vice Commander is the chairperson of the committee which consists of the vice commanders or other representatives of each area. See AASMAN-1, para 8.6, for procedures.

11.2.2. **Committee Assignments.** National HQ makes all committee assignments according to the following rules.

11.2.2.1. The delegate from any squadron or area submitting a resolution prior to NATCON will be assigned to the committee considering that resolution.

11.2.2.2. Delegates from squadrons submitting resolutions which may be assigned to more than one committee will be given their choice of committee assignments.

11.2.2.3. Other delegates may apply for membership on any committee they desire by using the committee assignment request form distributed by National HQ NLT 40 days prior to NATCON. Units requesting a committee membership must return the form within 10 days of receipt.

11.2.2.4. National HQ will distribute committee assignments at the beginning of NATCON.

11.2.2.5. Delegates or members representing a unit sponsoring a resolution may appear before any AAS or joint committee considering said resolution.

11.2.3. **Committee Chairpersons.** Each committee chairperson will be an area commander selected by the National Commander from the requests of area commanders (similar to the process shown in AASMAN-1, para 11.2.2). See also AASMAN-1, para 7.6.4.

11.2.4. **Committee Voting.** Only authorized delegates and the area commanders specifically assigned to a committee may vote on motions before the committee. Any AAS member may attend a committee session.

11.2.5. **Meetings.** Committee meetings must be scheduled to allow the committee members to consider any motion prior to the time that motion is scheduled to be considered by the general assembly. The chairperson will schedule subsequent meetings, if necessary.

11.2.6. **Area Caucuses.** NATCON HQ will provide time and meeting space for the area commanders to convene their areas in caucus. Agenda items are at the discretion of each area commander. NATCON HQ may not schedule these sessions on the NATCON arrival date and must schedule them to occur before the committee meetings are held. Subsequent caucuses are at the discretion of the area commander.

11.2.7. **Call From Committee.** A majority of NATCON delegates or a majority of area commanders may call a resolution from committee at any time. In these cases, the National Business Chairman or presiding officer must schedule the resolution for debate and disposition at the earliest possible time. Unless a resolution is called from committee, all resolutions must go through one of the RWMCs before reaching the general assembly. See also AASMAN-1, paras 11.1.3 and 11.3.6.

11.3. **Rules, Ways, and Means Committee (RWMC).** The RWMC is a special committee of the Board of Directors and functions at the fall Executive Boards and NATCON. See also AASMAN-1, paras 7.6.1 and 11.1.2.

11.3.1. **Responsibilities.** The RWMC reviews and approves all NATCON legislation prior to committee or general assembly action.

11.3.2. **Membership.** The National Commander is the chairman of the RWMC which has four area commanders as voting members; the National Commander may vote to break a tie. Non-voting members are the Executive Director or his representative, National Business Chairman, National Parliamentarian, National Administrative Consultants, AAS-AFROTC Liaison Officer, and one National HQ staff member appointed by the National Commander.

11.3.3. **Powers.** See AASMAN-1, para 11.1.4.

11.3.4. **RWMC Procedures.** The RWMC must insure all resolutions have sufficient detail and coordination to be satisfactorily implemented by the Society and do not conflict with any higher authority, unless the resolution seeks to change that authority. In deciding whether to submit a resolution to the Board of Directors or the general assembly for action, the RWMC must consider the importance and controversial nature of the resolution. Those resolutions with the potential for significant impact on the Society must be submitted to the general assembly.

11.3.5. **Rejected Resolutions.** Sponsors may submit resolutions rejected by the RWMC to the general assembly by using the procedures in AASMAN-1, para 11.2.7.

11.3.6. **RWMC Bypass.** If the RWMC can not or will not meet to consider a resolution, sponsors may submit these resolutions to the general assembly by using the procedures in AASMAN-1, para 11.2.7.

11.4. **Production and Distribution of Resolutions.**

11.4.1. **Resolutions Submitted In Advance.** The sponsoring agency will send a copy of each resolution to National HQ, the National Business Chairman, and the AAS Executive Management Center. These resolutions must be sent by facsimile transmission, or transmitted via e-mail NLT 30 days before the first day of NATCON. No resolutions submitted during the 30-day period immediately prior to NATCON will be accepted. Other resolutions may be submitted IAW AASMAN-1, para 11.4.2. After approval by the RWMC, the National Parliamentarian will produce and distribute a copy of each resolution to National HQ, the AAS Executive Management Center, the National Business Chairman, the National Parliamentarian, all special HQs, all area HQs, all delegates, and the National Administrative Consultants.

11.4.2. **Resolutions Submitted at NATCON.** Resolutions not submitted IAW AASMAN-1, para 11.4.1, may be submitted at NATCON NLT 24 hours prior to the final joint or AAS business session, depending on which type of session the resolution must be considered in. The sponsoring agency must provide the same three copies shown in AASMAN-1, para 11.4.1. Following RWMC approval, reproduce and distribute the resolution IAW the instructions in AASMAN-1, para 11.4.1.

11.4.3. **Numbering Resolutions.** The National Business Chairman is responsible for numbering NATCON resolutions.

11.4.4. **Format.** See AASMAN-1, Figure 11.1, for the proper format of AAS resolutions.

11.5. **Parliamentary Procedure and Voting.**

11.5.1. **Parliamentary Authority.** *Robert's Rules of Order - Newly Revised* governs all proceedings at NATCON. The National Commander and National Business Chairman may direct additional rules be used, subject to modifications by the RWMC and adopted by the NATCON general assembly. A two-thirds vote of the NATCON general assembly may suspend these rules in special instances.

11.5.2. **Voting.**

11.5.2.1. **Delegates.** Each area HQ and squadron in good standing are entitled to one delegate (the area commander for area HQs) who has both voice and one vote at all NATCON business sessions.

11.5.2.2. **Alternates.** Each area HQ and squadron in good standing are entitled to one alternate delegate who has voice, when authorized by the delegate. In the absence of the delegate, the alternate has voice and one vote at all NATCON business sessions.

11.5.3. **Vote of the NATCON.** A vote of the NATCON is a vote of all authorized delegates taken during a business session of the NATCON.

11.5.4. **Vote of the National Commander.** The National Commander may only vote to break a tie on a particular ballot. In joint session with Silver Wings, the National Commander's tie-breaking vote is only applicable to a vote in the AAS house of the NATCON general assembly.

11.5.5. **Loss of Vote.** If both the delegate and alternate delegate of an area HQ or squadron miss any roll call of any business session and their absence has not been previously excused by the National Business Chairman, the unit forfeits its right to vote during the remainder of the NATCON. A roll call may be taken at any time during a business session, but one is always taken at the start of each business session. Area commanders or their representatives must report all absences of their units to the National Business Chairman. Units may also lose their vote if their members do not comply with established procedures of decorum, attire, and other subjects decided by the National Business Chairman. An area HQ may also be denied its vote IAW AASMAN-1, para 7.11. If the National Business Chairman is unwilling to restore a unit's vote, the general assembly may restore voting powers to that unit by a two-thirds vote. See also AASMAN-1, para 10.3.2.

11.5.6. **Proxy Votes.** Areas or squadrons not represented at NATCON may delegate their vote to any other voting agency. Proxies will be done using the AAS Proxy Vote Form (AASF 9) with copies provided for National HQ, NATCON HQ, the AAS Executive Management Center, and the National Business Chairman. Agencies delegating their vote in advance of NATCON must postmark this form NLT 14 days prior to the start of NATCON. Agencies which must miss any part of the NATCON may delegate their vote using these procedures, with the exception of the suspense date. Any proxy may be redelegated to another agency, unless the original proxy prohibits redelegation. To redelegate a proxy, use the standard form mentioned in this paragraph, and attach the original proxies. The National Commander and National Business Chairman may make any exceptions to this proxy policy they deem appropriate.

11.5.7. **Quorum.** A quorum is present when two-thirds of the authorized voting delegates are present.

11.5.8. **Squadrons Not In Good Standing.** Squadrons not in good standing may attend NATCON. Representatives of these units have all NATCON privileges except voting power. See also AASMAN-1, para 2.2.4, 10.7.3, and 14.2.

11.5.9. **Recesses.** The National Business Chairman may recess any session of the NATCON which will be longer than two hours in duration.

11.5.10. **Adjournment.** The NATCON or any session thereof may be adjourned by a motion from the floor, provided all business scheduled for the NATCON or that session is complete. No business session on the last day of NATCON may extend past 2359 local time.

11.6. **Agendas.** In addition to selection of national-level HQs for the next academic year, all NATCON agendas will include the items shown below.

11.6.1. **Speakers.** Each guest speaker and the session during which he or she will address the NATCON must be indicated on the agenda.

11.6.2. **Reports.**

11.6.2.1. **National Commander.** The National Commander will give a report summarizing the Board of Directors' actions during the year, evaluating the status of AAS, and making recommendations for the future of the Society.

11.6.2.2. **Executive Director.** The Executive Director will give a report analyzing the organization, summarizing the AAS Executive Management Center's actions during the year, and describing the financial state of the Society.

11.6.2.3. **National Director of Financial Management.** The National Director of Financial Management will give a financial report, unless this is adequately covered by the Executive Director IAW AASMAN-1, para 11.6.2.2.

11.6.2.4. **Special Reports.** The officers-in-charge of any special projects or national standing committees will give a report of the activities undertaken in the preceding year.

11.6.2.5. **AFA.** The AFA will be invited to deliver a report to the assembly on any topics the AFA deems appropriate.

11.6.2.6. **Other Reports.** The National Commander may approve the invitation of other interested parties who wish to brief the Society on topics which have a potential impact on AAS.

11.6.3. **Committee Reports.** Following the committee reports given IAW AASMAN-1, para 11.6.2.4, it may be necessary for the National Business Chairman to schedule time for question-and-answer, debate, and voting periods, depending on the nature of any recommendations made by the committees.

11.7. **Joint AAS and SW Business.** Joint meetings of AAS and SW will be held during the NATCON to consider and decide on any legislation affecting both organizations. AAS and SW share responsibilities in chairing the joint sessions. Prior to Executive Boards and NATCON, the AAS Commander, SW President and NBCs will meet and come to a majority consensus about who will lead each joint session. If a majority consensus cannot be reached, both SW and AAS will lead an equal number of joint sessions; in the case that there are an odd number of Joint Sessions, the organization with the largest membership will lead the final session.. For any resolution to pass in these sessions, both AAS and SW must approve the resolution in bicameral format.

11.8. **Minutes.** During each NATCON, the National Commander and National Parliamentarian will meet to set the suspense date for submission of the NATCON minutes to the new National Commander. This date will be no more than 30 days after the last day of the National Parliamentarian's college final examinations for the term. The National Commander will inform his or her successor of this date. The minutes must be postmarked on or before this date. The minutes of the NATCON will be published by the new National Business Chairman (former Parliamentarian) who will provide copies to the AAS and SW National HQs, the SW National Business Chairman, each AAS and SW Consultant, and the Executive

Management Center (EMC). EMC will provide additional copies to requesting agencies. After retention for four years at the EMC, the EMC copy of the minutes will become the National Archives record copy. Minutes are prepared IAW the guidelines shown below.

11.8.1. **Sessions.** A set of minutes will be prepared for each joint and AAS business session and Board of Directors meeting. The minutes will be a representation of the affairs conducted during these sessions. Minutes will convey a highly detailed summary of the information presented, events which occurred, speeches made, debate, reports, and other significant items. It is critical that enough historical information is recorded in the minutes so that parties who could not attend the National Conclave can later reconstruct a clear image of events that transpired. This is particularly important concerning resolutions and other legislative matters, as the NAC/MC uses these minutes as a source document to make changes to AASMAN-1 in the event of USAF active duty commitments and mission requirements forgoing attendance at NATCON. When in doubt, write it down.

11.8.2. **Responsibilities During NATCON.** The National Director of Information Management will record the minutes of the joint and AAS business sessions and Board of Directors meetings. The National Parliamentarian will assist this effort by also taking notes on the proceedings, as time and work schedule allow. After each session, the National Director of Information Management will turn his or her hand-written notes over to the National Business Chairman who will give these notes to the National Parliamentarian. The National Parliamentarian will retain the notes he or she has taken to assist in preparing the minutes after NATCON. The National Director of Information Management must appoint a representative to record the minutes of any session he or she can not attend or can not take the minutes at. See also AASMAN-1, para 5.5.3.1.

11.8.3. **Inclusions in Minutes.** Each set of minutes for an individual session will also contain the attendance, copies of resolutions presented, vote tallies (if done by roll call), proxies, and any qualifying memoranda for the session.

11.8.4. **Format.** Minutes and all correspondence relating to the minutes must be prepared IAW AFMAN 37-126.

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SAMPLE RESOLUTION

RESOLUTION #_____   20xx NATIONAL CONCLAVE

SPONSOR: American Squadron

             American University

SUBJECT: Resolution Format

WHEREAS: The AAS and SW NATCON is the supreme legislative body for the   two organizations and,

WHEREAS: There are many events that take place at the National Conclave, and

WHEREAS: More people can benefit from a well run conclave, and

WHEREAS: A standard resolution format would allow the NBCs to devote more time to the smooth

             operation of the National Conclave, let it be

</div>

RESOLVED: That this be the resolution format adopted by the two organizations, to be used
henceforth,

                    and let it further be

RESOLVED: That the Area Commanders be in charge of implementing the use of this specific

                    format for the chapters.

Figure 11.1 Resolution Format.

12.1. **Description.** There will be a sufficient number of area HQs to maintain an efficient chain of command between AAS squadrons and National HQ.

12.2. **Squadron Reassignment.** Reassignment of an AAS squadron to another AAS area within an AFROTC region may be initiated by the National Commander, an area commander, or squadron commander. The National Commander may make the reassignment if the squadron commander and both the gaining and losing area commanders concur. Squadrons or areas initiating the reassignment will petition the National Commander to make the change and he or she will make the final decision. The National Commander will establish the effective date of the reassignment. Proposed reassignments that do not have the concurrence of all the parties concerned are referred to the Board of Directors for a decision.

12.3. **Area HQ Selection. Area HQ Selection.** The Area HQ will be located by a majority vote of the squadrons in the area and may be rotated to another squadron in the area by a majority vote. An area HQ may be changed from its location during the term of office by a two-thirds vote of the squadrons in the area. In the case of a tie, the current Area Commander carries the tie-breaking vote. Bids for area HQ are for a one-year period. A squadron may host area HQ for a maximum of two consecutive years with the option to extend beyond the second year if no other squadron bids for the HQ. If there are no bids for area HQ and the present area HQ desires to relinquish command, National HQ will reassign the area HQ to another squadron in that area. The present area HQ will remain in command until National HQ makes the reassignment decision and command has been officially transferred. All area HQs must establish a suspense date for area HQ bids.

12.3.1. **Area HQ Tie-Break Exception.** In the case of a tie vote with the current Area Headquarters running for re-election, the tie-breaking vote will be determined by the AAS National Commander (or NHQ representative attending that specific ARCON), instead of the current Area Commander, because of the conflict of interest issue.

12.4. **Staff.** Area HQs are commanded by AAS C/Colonels. The suggested area staff is:

Vice Commander (CV)	AAS C/Lt Colonel
Parlimantarian (ARPAR)	AAS C/Major
Director of Operations (DO)	AAS C/Major
Director of Information Management (IM)	AAS C/Major
Director of Financial Management (FM)	AAS C/Major
Director of Public Affairs (PA)	AAS C/Major
Director of Training (DT)	AAS C/Major
Director of Support (DS)	AAS C/Major

12.4.1. **Officer Selection.** The proposed area HQ selects a nominee for area commander prior to NATCON. The area elects the host squadron; the proposed commander from that squadron assumes command after the last NATCON business session. The newly-elected area commander selects his/her own staff. See AASMAN-1, para 7.2.3, for the duties of new area commanders at

NATCON. The corps duties of each area commander are subject to the provisions of AASMAN-1, Attachment 8. See also AASMAN-1, para 12.4.4.

12.4.2. **AASF 6 - Officer Roster.** AASF 6 is used by the area director of information management to report the unit officer roster to the AAS Executive Management Center and National HQ NLT 30 April. Advisors must list name, grade, and signature. Special orders do not fulfill the requirement of this form. Any changes in officer personnel during the HQ's term of office will be reported to the AAS Executive Management Center and National HQ within 10 days using AASF 6.

12.4.3. **Special Positions.** AAS commanders and legislative bodies may create new positions and duties they deem necessary for the efficient operation of their HQ, but may not take any action inconsistent with the AAS Constitution. Creation of special positions will be noted on the AASF 6.

12.4.4. **Change of Command.** The change of command for the area commander will be before a general assembly of the area. An oath of office with effective dates will be administered by the outgoing commander. See also AASMAN-1, para 12.4.1.

12.4.5. **Vacancies.** The area commander will fill vacancies in the HQ staff. In the event the area commander position becomes vacant prior to expiration of the term, the vice commander will fill the position until the area squadrons complete action to officially staff the position, IAW the area manual.

12.4.6. **Dismissal.** The area commander will report all dismissals of any area officers and the reasons therein to the National HQ NLT 10 days after the effective date of the dismissal.

12.5. **HQ Not in Good Standing.** See AASMAN-1, para 7.11.

12.6. **HQ Advisor.** See AASMAN-1, Attachment 8.

12.7. **Manuals and Supplements.** Area and squadron commanders may issue manuals or supplements to higher HQ manuals which will govern their units, provided these publications do not conflict with AASMAN-1. These publications must clearly indicate the issuing agency and which units are subject to its provisions.

12.7.1. **Format.** All publications must be as similar to AASMAN-1 as unit facilities allow.

12.7.2. **Information Copies.** The issuing unit will furnish an information copy of all such publications to all higher HQs in the issuing unit's chain of command.

12.8. **Discipline.** Area HQs have the power to fine their subordinate units. Area HQs will list punishable actions and the amount of the corresponding fine and distribute this list to all subordinate units. Fined units may appeal decisions to the National Commander. No single fine to an AAS unit or member shall exceed the amount of $30.00.

12.8.1. **Failure to Perform Duties.** If the area commander observes apathy and disinterest in AAS affairs on the part of any squadron, as demonstrated by failure to perform legally prescribed duties, the area commander will issue an official warning giving the offending unit 30 days to correct the situation and report on all corrective actions to the area commander.

12.8.2. **Recommended Action.** If the squadron fails to achieve a satisfactory level of performance, the area commander will make a full report to the National Vice Commander and may recommend any punishment up to and including suspension of the squadron's charter.

12.8.3. **National Vice Commander.** Upon receipt of such a report, the National Vice Commander will investigate the situation and make a written recommendation to the Board of Directors on remedial action. The Board must reply in writing to the recommendation NLT 15 days after receiving the National Vice Commander's report. Upon a majority of the Board approving the recommendation, the National Vice Commander will immediately implement the action.

12.8.4. **Other Disciplinary Powers.** See AASMAN-1, para 7.4, for national disciplinary powers and AASMAN-1, para 5.5.1.6, for the executive authority of the National Commander.

12.9. **Area Newsletters.** Area commanders are required to publish at least two area newsletters during the academic year. National HQ customarily sends information to the area HQ which must be disseminated to the squadron level and may be included in these newsletters. Publication of a newsletter does not relieve the unit of its responsibilities IAW AASMAN-1, para 14.17. The issuing unit will furnish an information copy of all these publications to all higher HQs in the issuing unit's chain of command and to the Executive Management Center and National Archives HQ.

12.10. **Installation Management.** Area HQs will maintain office space, supplies, and equipment necessary for the effective administration of the area. All equipment and unused supplies purchased for the area with AAS funds will be transferred with the rotation of the HQ, unless the cost of transportation exceeds the value of the item to be transferred.

12.11. **Finance.**

12.11.1. **Funds Transfer.** The outgoing area staff will transfer all funds to the new area staff. See also AASMAN-1, paras 5.5.4.5 and 15.3.2.

12.11.2. **Financial Report.** Each area HQ will submit a finance report covering the period 1 September to 31 December of the current academic year to the AAS Executive Management Center NLT 30 January (send an information copy to National HQ). List all receipts and disbursements recorded during the period. See also AASMAN-1, para 12.11.3.

12.11.3. **Area Budget.** Once each year area HQ will submit copies of their operating budget to the EMC. This budget is due NLT 30 November each year and will be presented at the ARCON for that area to the general assembly of the area. Send one copy of the report to National HQ. The report must be typed and will list all anticipated revenues and expenses of the area HQ during the period. This requirement may be combined with the report mandated by AASMAN-1, para 12.11.2.

12.11.4. **Dues/Assessments/Receipts.** Area dues or assessments, finances of the AAS, and preparation of budgets according to the Planning Programming Budgeting System (PPBS) are explained in AASMAN-1, Chapter 15. Area HQs must acknowledge receipt of funds to the sending agency. Area dues are not to exceed 25% of the AAS renewal rate for the current academic year.

12.12. **Roundtable Evaluations.** Roundtable evaluations conducted on the area level will be initiated by the area commander and conducted by the area vice commander as the team chief and his or her appointed representatives. All areas may evaluate each squadron only once each year and that evaluation must be done at the area conclave. See also AASMAN-1, Attachment 5, for the Roundtable Evaluation system.

12.12.1. **Vice Commander.** This officer conducts inspections of all units. The Vice Commander is also responsible for planning the ARCON Roundtable Evaluations, reporting the plans to the National Vice Commander, and ensuring all Area Staff members are prepared in accordance with Attachment 5 of the AASMAN. See AASMAN-1, paras 12.12 and 12.20.

12.12.2. **Special Interest Items.** The vice commander must inform all squadron commanders of all special interest items which will be discussed or evaluated during the Roundtable.

12.12.3. **Reports.** Area HQ will send the Roundtable Evaluation report to each unit NLT 28 days after the evaluation. Send courtesy copies to National HQ and the respective AFROTC region commander.

12.12.4. **Collocated SW Units.** Area evaluation teams may evaluate collocated SW units at the request of the SW Region Executive Officer.

12.13. **Staff Duties.** In addition to the duties specified in AASMAN-1, Chapter 4, area officers are responsible for the duties listed:

12.13.1. **Commander.**

12.13.1.1. **Interim Reports.** See AASMAN-1, para 7.8.

12.13.1.2. **Decorum.** Each area commander is responsible for monitoring the conduct of the AAS personnel from his or her area attending all conclaves. See also AASMAN-1, para 10.11.

12.13.1.3. **Board of Directors.** See AASMAN-1, Chapter 7.

12.13.1.4. **National Parliamentarian.** Nominating a candidate for National Parliamentarian IAW AASMAN-1, para 8.12.

12.13.1.5. **Squadron Addresses.** Twice each year Area Commanders will compile a current listing of Squadron Commanders in their area to include their individual e-mail addresses. This list is due via e-mail to the AAS National HQ and AAS EMC on 1 Oct and 1 Feb. Throughout the year, Area Commanders will forward individual changes to this list as they occur to the AAS National HQ and AAS EMC.

12.13.2. **Vice Commander.** This officer conducts inspections of all units. See AASMAN-1, paras 12.12 and 12.20.

12.13.3. **Operations Officer.** Will coordinate with the PA to ensure accurate recording of events for all unit activities.

12.13.4. **Director of Public Affairs.**

12.13.4.1. Will ensure all squadrons within their area submit an annual squadron history to National Archieves HQ.

12.13.4.2. Area directors of public affairs may request copies from National Publications HQ of any issue of the Arnold Air Letter for special distribution (state the reason along with any request).

12.13.5. **Area Parliamentarian.** The Area Parliamentarian is appointed by the Area Commander and confirmed by the Area staff. Candidates may be members of the Area HQ or ARCON HQ host units but staffs should man this position from someone outside of the elected staff. Squadron commanders should nominate one member from their Sq for the job. Other interested members may also apply.

12.13.5.1. The Area Parliamentarian holds the grade of AAS C/Major with the following duties:

12.13.5.1.1. Taking attendance at Joint and AAS ARCON Business Sessions as well as calculating quorum for the business session based on collected attendance to incude the distribution and processing of ARCON proxy vote forms. All matters regarding votes/ballots/attendance and quorum are the responsibility of the Area Parliamentarian.

12.13.5.1.2. Acting as an advisor to the Area Commander and the Area Director of Information Management on the issues of parliamentary procedure, agendas, membership conduct, resolutions, legislative matters, and other appropriate matters.Rendering judgments on issues of parliamentary procedure during NATCON.

12.13.5.1.3. Rendering judgment on issues of parliamentary procedure during ARCON IAW AASMAN-1 para 5.6.1, 13.2.1.2

12.13.5.1.4. Acting as the subject matter expert in regartd to the AASMAN-1 and *Robert's Rules of Orders* for quick and easy references during business sessions to ensure proper compliance with set AAS principles. Briefing the AAS general assembly regarding parliamentary procedures and an outline of the most current set of *Robert's Rules of Orders*.

12.13.5.1.4.1. Ensuring that a copy of the most current edition of *Robert's Rules of Order,* AASMAN-1, and Area By-Laws are available in the ARCON protocol suite, command post, and at the chairman's table during joint and separate business sessions. Should an issue be brought up, be prepared to handle it using these three documents and the other Area Staff members by your side during the meeting.

12.13.5.1.5. Overseeing and maintaining a working agenda for business at the ARCON; to include review and production of all resolutions presented prior to and during the ARCON.

12.13.5.1.6. Serve as an aid to the National Parliamentarian at NATCON; to include serving as a runner and aid to the National Business Chair.

12.13.5.1.7. Other duties related to the conduct of business throughout the Area and ARCON as deemed necessary by the Area Commander, National Parliamentarian and National Business Chair.

12.14. **Impeachment.** Impeachment of the area commander is a function of the squadrons in the area. If at least three squadrons in the area petition the National Commander, National HQ will conduct a mail/e-mail poll of impeachment approval (unless the petitions are presented directly to the area in session). Squadrons will reply by mail/e-mail within 20 calendar days of receiving the ballot. Area commanders may be replaced by the PAS, with the concurrence of the National Commander, when a change in the area commander's cadet status occurs or is considered.

12.15. **Forms.**

12.15.1. **Area HQ Distribution.** The AAS Executive Management Center will mail a packet containing sufficient forms for unit operation during the year to each unit at the beginning of the academic year. Units may request additional copies of any form, when needed.

12.15.2. **Establishing Area Forms.** See AASMAN-1, paras 18.15 and 18.16.

12.15.3. **Copy Distribution to Area HQ.** Squadrons must send copies of AASF 1 and AASF 6 to area HQ. Squadrons must correspond with National HQ through their area HQ (see AASMAN-1, para 18.2).

12.16. **Operations/Public Affairs (DO/PA) Reports.** DO/PA reports are no longer required. PAs are responsible for recording unit history, with regular submissions to AAS National Archives, and their Area PA. Area PAs will pass on a consolidated report, as needed, to the National PA for inclusion in national publications to include the Arnold Air Letter. In order to facilitate the changing of publication dates for each year's Arnold Air Letter and the National Commander's Interim Report, the suspense date for these Area level reports are at the discretion of the National HQ staff.

12.17. **Standardized Monthly Report (SMR).** Once a month, each squadron commander will submit to all members of Area HQ, via email, a Standardized Monthly Report containing information on the squadron's goals, programs, organization, and problems. It will include comments from each officer operating at the squadron level. A template and guidelines for this report will be set by the national commander. National Commander. Area HQ has the ability to request additional items not asked for in the report such as pictures or articles, and to set the suspense date each month.

12.18. **Squadron History Update.** All squadrons will submit an update of the unit history for the current year to area HQ at NATCON. The history will cover the period from the last history report and be a maximum of three typed pages and may include photographs. Also, include a list of squadron members (and their AS level) at the close of the year and a list of squadron officers and any HQs hosted during the year. In addition, the squadron will send a copy of the report to National Archives HQ.

12.19. **Self-Inspections and Discrepancy Tracking.**

12.19.1. **Self-Inspections.** Area HQ will insure all units conduct self-inspections to check compliance with AASMAN-1 and other directives. Cross-inspection of staffs (e.g. PA does DO) will insure all taskings are on track and an objective evaluation is performed.

12.19.2. **Discrepancy Tracking.**

12.19.2.1. In all areas where a problem is found in a unit, the discrepancy must be solved by positive action. Establish who is responsible and insure that person determines the who, what, where, when, and how of solving the problem. Then, determine how best to prevent the discrepancy from recurring. Higher HQs must always follow up on the corrective action for every discrepancy until the loop is closed and the problem solved.

12.19.2.2. To make this system work, each unit must design a form to track the progress of fixing each problem. Include on the form: the actual discrepancy; the date found, who found it, and the various dates of follow-up action; the actual corrective actions and estimated completion date of those actions; the office of primary responsibility for the discrepancy; and a place to document periodic review of the discrepancies to insure they don't recur.

12.19.2.3. By going through this process, all units can fix and prevent discrepancies.

12.20. **Introductory Reports and Reporting Limitations.**

12.20.1. **Introductory Reports.** In addition to the two interim reports required by AASMAN-1, para 7.8, each area commander must submit to National HQ NLT 1 May of each year an introductory report covering the status of the area. Contents are at the discretion of the area commander. This report should be sent in a Microsoft Word document format and transmitted via e-mail if at all possible.

12.20.2. **Reporting Limitations.** Taken in total, the two area commander interim reports (one oral and one written) required by AASMAN-1, para 7.8, and the area commander introductory report required by AASMAN-1, para 12.20.1, are the only regularly required reports area HQs must submit to National HQ. Any additional regularly required reports may only be instituted by National HQ with the approval of the Board of Directors. The written reports should be sent in a Microsoft Word document format and transmitted via e-mail if at all possible.

Chapter 13—Local Operating Procedures

13.1. **General:**

13.1.1. First: Units may publish local and unique unit operating procedures as a supplement to this chapter, commencing with paragraph 13.2. The title of this paragraph will indicate the unit concerned, for example "Iven C. Kincheloe, Jr. Squadron Local Operating Procedures." Pages should be numbered 97.1, 97.2, and onward.

13.1.2. Second: Such procedures will not duplicate, alter, or amend the provisions of AASMAN-1. Any local operating procedure will comply with area and national policy, and be in line with the spirit of the AAS National Constitution. See also AASMAN-1, para 14.7.

13.1.3. Third: Forward one copy of local operating procedures to the applicable area HQ.

14.1. **Definition.** The local AAS unit on each campus is known as a squadron. Squadrons may be named after famous persons or events in history.

14.2. **Good Standing.** A squadron is in good standing on a national level when its charter is active and all active members have paid all national dues to the AAS Executive Management Center. To remain in good standing, the squadron must maintain an active membership of at least six members or one-sixth the proportion of active members to cadets in its affiliated Cadet Training Wing who meet the provisions of AASMAN-1, paras 2.2.4, 10.7.3, and 11.5.8.

14.3. **AAS Continuity.** The members of the AAS are usually active in the Society for no more than three and a half years. This creates the difficulty of maintaining continuity of thought and knowledge in the conduct of AAS business. Only by maintaining a continuing source of well-trained members can this problem be overcome. To that end, each commander must keep all members of his or her command fully informed of all actions of the Society, both in the unit and on an area and national level.

14.3.1. **Standardization.** Units must standardize and record all organizational procedures to provide a written reference on the operation of the unit.

14.3.2. **Non-Senior Officers.** Select as many cadets for squadron positions as possible who will be non-senior cadets during their term of office. This provides a readily available base of corporate knowledge for the unit in the succeeding year. Additionally, send as many non-senior members as possible to all conclaves to spread knowledge of the Society around the unit.

14.4. **Staff.** Each squadron is commanded by an AAS C/Major. The recommended squadron staff includes:

Deputy Commander (CD)	AAS C/Captain
Operations Officer (DO)	AAS C/1st Lt
Information Management Officer (IM)	AAS C/1st Lt
Financial Management Officer (FM)	AAS C/1st Lt
Public Affairs Officer (PA)	AAS C/1st Lt
AFA/SW Liaison Officer	AAS C/1st Lt
Candidate Training Officer (DT)	AAS C/1st Lt
Support Officer (DS)	AAS C/1st Lt

14.4.1. **Officer Selection.** The squadron commander will be elected by the members of each squadron, IAW the bylaws of the unit. All other officers may be appointed by the squadron commander or elected by the squadron membership IAW the unit bylaws.

14.4.2. **Officer Rosters.** AASF 6 is used by the squadron information management officer to report the unit officer roster to National HQ, the AAS Executive Management Center, and each appropriate intermediate HQ. The form is due NLT 31 October of each year. Special orders may not be sent in lieu of the AASF 6. Squadron advisors must list name and grade and sign the form.

The squadron must submit any change to the squadron staff NLT 10 days after the effective date of the change using a new AASF 6. Send a courtesy copy of the form to National Archives HQ.

14.4.3. **Special Positions.** Any AAS squadron commander may create any position they deem necessary for the efficient operation of their unit, provided the action is consistent with all governing directives of the Society. Report any new position by adding the title and office-holder on the AASF 6 when submitted.

14.4.4. **Multiple Offices Held By a Member.** See AASMAN-1, para 4.9.

14.4.5. **Vacancies.** If the squadron commander position is vacated for any reason, the deputy commander will assume command until the unit acts to fill the position for the remainder of the term. Further succession to command will be made in the order listed in AASMAN-1, para 14.4.

14.4.6. **Dismissals.** The squadron commander may dismiss any squadron officer. The PAS may ask the squadron to elect a new commander when the academic status of the incumbent is in question. The squadron commander will report any dismissal and the reasons thereof to the area commander and appropriate intermediate HQs NLT 10 days after the effective date of the dismissal.

14.5. **Membership.** See AASMAN-1, Chapter 2 and para 8.3.

14.6. **Advisor.** See AASMAN-1, Attachment 8.

14.7. **Governing Publications.** Each squadron will have a governing publication (e.g. constitution, bylaws, manual, supplement). Squadron commanders may issue supplements to higher HQ publications to govern their units, provided these publications do not conflict in any way with higher HQ publications. These local publications must clearly indicate the issuing unit. See also AASMAN-1, para 14.12.1.

14.7.1. **Format.** These publications must be as similar in format to AASMAN-1 as local facilities allow.

14.7.2. **Information Copies.** The issuing unit must send an information copy of all such publications to area HQ (and other intermediate HQs, if applicable).

14.8. **Finance.** The squadron must acknowledge to any sending agency receipt of funds. See also AASMAN-1, Chapter 15, for a description of the AAS financial system.

14.9. **Discipline.**

14.9.1. **Squadron.** A squadron commander may fine an individual squadron member. Squadrons must publish a list of punishable offenses and the amount of any associated fine. See also AASMAN-1, para 15.4.3.2.

14.9.2. **Area.** See AASMAN-1, para 12.8.

14.9.3. **National.** See AASMAN-1, paras 5.5.1.6 and 7.4.

14.10. **Squadron Name Change.** After the initial charter of a squadron, no change of the squadron name is authorized unless approved by the process shown below.

14.10.1. **Initial Request.** Squadrons will make their initial petition to the National HQ, routing the request through proper command channels. Include a comprehensive history and biography of both the current and proposed squadron namesakes and documented permission to use the proposed namesake's name. The National Commander may concur with or disapprove the petition. If the current National Commander concurs with the petition, he or she will forward the petition to the fall Executive Board of Directors meeting held in the next academic year. Whether the current National Commander concurs with or disapproves the name change, he or she will reply to the petitioning unit on the status of the request. The National Director of Information Management will insure the petition is heard the following year, if applicable.

14.10.2. **Board of Directors Action.** The Board of Directors may concur with or reject the petition during the Board's fall session of the academic year following the initial request. If the Board of Directors concurs with the petition, the Board will forward the petition to the NATCON general assembly for final action the following spring. The National Director of Information Management will inform the petitioning unit of the status of the request and, if applicable, must insure the petition is heard during NATCON by coordinating with the National Business Chairman.

14.10.3. **NATCON Action.** The NATCON general assembly may approve or reject the petition. The requesting unit may make a short presentation to the assembly on its petition prior to the vote. If approved, the National Director of Information Management will forward the approved petition to the AAS Executive Management Center for implementation.

14.10.4. **Petitioner Withdrawal of Request.** The petitioning unit may withdraw its request at any time by notifying the National Director of Information Management.

14.10.5. **Associated Expenses.** The unit requesting the name change will bear all costs associated with the unit name change.

14.11. **Installation Management.** This function is left to the discretion of the squadron commander or designated representative.

14.12. **Liaison With School Administration.** The AAS recommends close contact with the administration of the host university. In many cases, considerable interest, advice, and support are available from the institution.

14.12.1. **Conflicts With School Rules.** If the school has rules which conflict with AAS regulations, the AAS regulations will be waived upon application for a waiver sent through AAS command channels to National HQ. See also AASMAN-1, paras 3.1 and 14.7.

14.12.2. **Professor of Aerospace Studies (PAS) Cooperation.** Units should seek the help of the PAS in initiating new contacts with school administrators.

14.13. **Inspections.** Squadrons are generally inspected at least once a year by the area HQ or designated representative of that HQ (see AASMAN-1, paras 12.12 and 12.20).

14.14. **Staff Duties.** In addition to the general duties specified in AASMAN-1, Chapter 4, the squadron staff is also responsible for the duties listed below.

14.14.1. **Commander.**

14.14.1.1. **Cadet Wing Position.** The cadet wing duties of each squadron commander are subject to the provisions of AASMAN-1, Attachment 8.

14.14.1.2. **Standardized Monthly Report.** See AASMAN-1, para 12.16.

14.14.2. **Deputy Commander.**

14.14.2.1. The deputy commander is a member of the area AFROTC affairs committee IAW AASMAN-1, para 8.6.1.

14.14.2.2. The deputy commander will aggressively promote the activation and operation of a local SW Chapter and will assign a member of the squadron as AAS liaison to the Joint Relations Committee see AASMAN-1, para 8.5.1.

14.14.3. **Public Affairs Officer.**

14.14.3.1. The public affairs officer will distribute the Arnold Air Letter. Request additional copies in writing, coordinated through area HQ, explaining the need for special distribution. See also AASMAN-1, para 12.13.4.2.

14.14.3.2. **Squadron History Update.** See AASMAN-1, para 12.18.

14.15. **AAS Forms (AASF).**

14.15.1. **AASF 1 - Report of Initiation.** See AASMAN-1, para 2.6.

14.15.2. **AASF 3 - Supply Orders.** The squadron comptroller will use AASF 3 to order supplies from the AAS Executive Management Center. Prices are supplied each year by the AAS Executive Management Center. Units must send full remittance with any order before the order will be processed. Maintain copies of all order forms in unit files.

14.15.3. **AASF 4 - Equipment Reissue.** Use AASF 4 to request a reissuance of membership certificates, ribbons, and additional copies of the AAS/SW Manuals Compact Disc (CD) from the AAS-SW Executive Management Center. All fees must accompany the AASF 4 before the order can be processed. Be sure to correctly type all names on the AASF 4 so certificates produced from this form will be accurate. When requesting a reissue of a membership certificate, include the original date of initiation. Maintain copies of all order forms in unit files.

14.15.4. **AASF 5 - AAS/AFA Joint Membership.** The squadron will send a completed AASF 5 on every active member to the AAS Executive Management Center each year. This form must accompany the annual renewal reports and reports of initiation (AASF 1). Type all information on the AASF 5. Should the unit run out of this form, local reproduction of the form is authorized. After receiving the correct remittance and completed forms from the squadron, the AAS Executive Management Center will forward these forms and AFA cadet membership dues to the AFA. Air Force Magazine and AAS/AFA joint membership cards will be sent to the address shown on the completed AASF 5. See also AASMAN-1, paras 2.2.10, 2.6.1.2, and 2.7.

14.15.5. **AASF 6 - Officer Roster.** See AASMAN-1, paras 14.4.2 and 14.4.3.

14.15.6. **AASF 901 - National Unit Award Nomination Report.** See AASMAN-1, Chapter 16, para 16.2, and Section B.

14.15.7. **AASF 902 - National Individual Award Nomination Report.** See AASMAN-1, Chapter 16, para 16.2, and Section C.

14.15.8. **AASF 903 - National Unit Award Nomination Report (LBJ Cup).** See AASMAN-1, Chapter 16, paras 16.2 and 16.8, and Section B.

14.15.9. **Forms Distribution.** The AAS Executive Management Center mails a package of forms to each unit at the beginning of each academic year. Units may request additional copies of forms if needed.

14.15.10. **Squadron Forms.** See AASMAN-1, paras 18.15 and 18.16.

14.16. **AAS Manual Copies.** The AAS Executive Management Center will furnish additional copies of the AAS/SW Manuals Compact Disc (CD) to any unit at cost. Prices are determined yearly by the AAS Executive Management Center and manuals may be ordered on AASF 4.

14.17. **Squadron Project Reports.** Each squadron public affairs officer must submit project reports by dates determined by each area HQ and must submit at least two reports each academic year. The reports will be at least two double-spaced, typed pages. In the report, stress how the project was accomplished and who was involved. Each project report must be accompanied by a photo or graphic. Each squadron will send the original of each report, with photo or graphic, to their area HQ and (if applicable) other intermediate HQs. Area HQ will then include the information and photo or graphic in the area's PA report to be sent to National HQ. See also AASMAN-1, para 12.16.

14.18. **Impeachment.** Impeachment of squadron commanders is a function of the individual squadrons and is decided by a two-thirds vote of the active members of the squadron. Notify National and area HQs of the impeachment and the causes and results within 10 days.

14.19. **New Squadron Activation.** The following provisions have been established for the activation of new squadrons at AFROTC detachments and the USAFA.

14.19.1. **Application.** Any group of cadets interested in forming an active squadron may write to the AAS Executive Management Center which will forward the application to National HQ. This application must include a statement of approval and support from the AFROTC detachment and a university official. The Executive Director will reply by letter to the group stating their application for activation has been forwarded to the National HQ for approval. A copy of this letter of acknowledgment will also be sent to the area HQ.

14.19.2. **National HQ Action.** National HQ will review the application and notify the group and PAS concerned of its decision. If the application is denied, no further action will be taken. If the application is accepted, the AAS Executive Management Center will send the applicant group an AASF 1 and a supply of AASF 5s.

14.19.3. **Acceptance and Charter.** The applicant group will send the initiation fees and national dues for a minimum of six charter members (along with the AASF 1 and AASF 5s) directly to the AAS Executive Management Center. Upon receipt of these funds, the AAS Executive Management Center will forward basic membership equipment to the new squadron. If applicable, the squadron charter will be prepared and sent to the squadron (usually within 60 days). If possible and applicable, the area commander concerned will present the new charter at a suitable ceremony. Area commanders who plan to perform this ceremony should notify the AAS Executive Management Center of their intention ASAP after receipt of the letter of acknowledgment (see AASMAN-1, para 14.19.1). The AAS Executive Management Center will send the new squadron charter to the area commander for presentation.

14.20. **Inactivation of Units.** Squadrons desiring to become inactive may do so by routing a request to the area HQ which in turn will advise the Executive Management Center, National HQ, National Archives HQ, the AASAA National Director, and the National Administrative Consultants of the area HQ position on the request within 10 days.

14.20.1. **Records.** Send records of national interest to National Archives HQ, AFROTC Det 820 (AETC), Texas Tech University, PO Box 45009, Lubbock TX, 79409-5009.

14.20.2. **Funds.** Send squadron funds to the AAS Executive Management Center for deposit in the Consolidated Programs Fund (CPF). Exception: when all former members of an inactivating unit duly transfer their membership (under provisions of AASMAN-1, paras 2.4 and 2.7.3) to the same gaining squadron, the residual funds of the inactivate unit may be transferred to the gaining squadron,s accounts instead of the CPF.

14.21. **Reactivation of Units.** Inactive squadrons desiring to reactivate must contact the area HQ which will reply by letter within 10 days, advising the Executive Management Center of the area HQ position on the request (courtesy copies must go to National HQ, National Archives HQ, the AASAA National Director, and the National Administrative Consultants). Appropriate equipment and reactivation fees will be paid by the squadron.

14.22. **Voting Privileges of Members.** All active AAS members have a voice and one vote in any meeting of their squadron, regardless of their position within the Society.

14.23. **Optional Unit Structure.**

14.23.1. **Policy.** AAS policy strongly encourages all squadrons to consider hosting higher HQs of all types. However, recognizing the decline in the average size of AAS squadrons, the Society has provided an optional unit structure for those squadrons which believe they are too small to support both full squadron operations and all of the hosted HQ requirements as well.

14.23.2. **Approval Procedure.** AAS squadrons desiring to host or already hosting a higher HQ may institute this optional structure by specific petition to and gaining the written approval of the National Commander (except for the proposed or existing National HQ host squadron which must petition and gain the approval of the Executive Director).

14.23.3. **Limitations.** This optional squadron structure applies only while the unit actually hosts a higher HQ, must be renewed each AY if succeeding higher HQs are hosted by the same unit, and is automatically terminated when the unit's higher HQ host duties end.

14.23.4. **Minimum Requirements.** Squadrons operating under this provision must:

 14.23.4.1. Have a commander.

 14.23.4.2. Remain in good standing IAW AASMAN-1, para 14.2.

 14.23.4.3. Maintain an effective candidate training program IAW all applicable provisions of AASMAN-1.

 14.23.4.4. Have sufficient staff, as determined by the squadron commander, to support all administrative, financial, reporting, historical, and continuity requirements of AASMAN-1 which are deemed necessary by mutual agreement of all AAS higher HQs in the squadron's chain of command and the squadron commander.

 14.23.4.5. Comply with AASMAN-1, para 4.9, if applicable.

14.23.5. **Additional Activities.** Squadrons operating under this option may undertake additional activities solely at the discretion of the squadron commander.

Chapter 15—Financial Operations

15.1. **Sources of Revenue and Account Management.** AAS is a non-profit, self-supporting organization which uses fees, dues, donations, and assistance from sponsor organizations to operate. All AAS units, including higher HQs, will have at least two signatories on each financial account. One signatory must be the unit commander, while the other may be the unit director of financial management/financial management officer or another unit staff officer. (This provision does not require two-signature checks.)

15.2. **Squadron Revenue.**

15.2.1. **Dues.** Each squadron decides the amount of local dues and how to collect them. Units must exercise restraint in setting the amount of dues to prevent turning away potential members because of unnecessarily high membership costs. Units may not charge honorary members any dues or fees.

15.2.2. **Fund-Raising Projects.** Squadrons normally perform a variety of fund-raisers during the year ranging from bake sales to service agreements with the host institution. Units must consult applicable USAF and AFROTC directives concerning the propriety of their fund-raising activities and refrain from any which are prohibited.

15.2.3. **Host Institution Assistance.** Occasionally, the host academic institution will provide logistical support to AAS, including area and national HQs.

15.2.4. **Fines.** The squadron has the power to fine individual squadron members. However, all fineable actions must be clearly stated in the unit's governing publications.

15.3. **Area Revenue.**

15.3.1. **Dues.** Area dues (or assessments) are intended to cover the HQ's operating costs (complemented by carryovers from the previous HQ, if applicable). Dues are established on a per person rate. Squadrons may pay the dues for their members out of unit funds. Area dues are not to exceed 25% of the AAS renewal rate for the current academic year.

15.3.2. **Funds Transfer.** An outgoing area HQ must transfer any remaining funds to the new area HQ. In addition, the outgoing area commander will sign a financial statement recording the amount of money presented to the incoming area commander, who will also sign this statement acknowledging receipt of the funds. Maintain a copy of this signed financial statement at the area HQ and send a copy to the National Director of Financial Management. As a minimum, the outgoing HQ must transfer $90.00 plus an additional $6.00 per squadron in the area NLT the last business session of NATCON. Any remaining funds must be transferred NLT five weeks after NATCON. All area HQs must budget for this transfer in their fiscal planning. See also AASMAN-1, paras 5.5.4.5 and 12.11.1.

15.3.3. **Fines.** Each area HQ has the authority to fine its units and members. However, all fineable actions must be clearly stated in the area's governing publications. See also AASMAN-1, para 12.8.

15.4. **National Revenue.**

15.4.1. **Dues.** The annual national dues per active member of AAS are established by vote of the National Conclave. The standard fee includes the cost of cadet membership in the AFA (50 percent of standard AFA membership dues). See AASMAN-1, para 2.7, for renewal procedures. No change in the amount of annual dues may be made without the recommendation of the Executive Director and subsequent review by the Board of Trustees. A change in dues can not take effect until the fiscal year after receiving approval from the Board of Directors or NATCON general assembly.

15.4.2. **Initiation Fees.** Each active initiate must pay a fee which covers the costs of the basic membership equipment for each member (card, ribbon, membership certificate). The initiation fee is shown on AASF 1. One year's dues must be paid at the same time as the initiation fee is remitted. Fees may be adjusted by the Board of Directors upon recommendation of the Executive Director.

15.4.3. **Fines.**

15.4.3.1. National HQ must report to the Executive Director for special account identification any fines and penalty charges levied by National HQ under the provisions of AASMAN-1, paras 5.5.1.6 and 7.4, or any subsequent authority. Fines and penalty charges are not authorized to be included in the operating accounts of the levying HQ, will not be applied against a budget deficit of the levying HQ, or be used for over-budget expenditures by the levying HQ.

15.4.3.2. A fine of not more than $20.00 may be assessed on any AAS unit or member presenting a bad check. Replacement of a dishonored check must be made using a money order or certified check and must include the amount of the fine imposed. See also, AASMAN-1, para 14.9.1. No single fine to an AAS unit or member shall exceed the amount of $30.00.

15.5. **National-Level Budgets.**

15.5.1. **National Budget.** The Board of Directors will adopt an annual budget for all expenditures of AAS funds. This budget may be changed only by coordination with the National Finance Committee. The Executive Director will prepare the budget prior to the fall meeting of the Board of Directors and will coordinate it with the National Director of Financial Management. The Executive Director will then submit this budget to the Board of Directors for adoption. National budgets will be established IAW the Planning Programming and Budgeting System (PPBS) discussed in AASMAN-1, para 15.8.

15.5.2. **National HQ Operating Budget.** Prior to the fall Board of Directors meeting, the National Director of Financial Management will prepare a proposed operating budget for the academic year. The budget will plan National HQ operations within the total amount of authorized funds established in the current five-year program reported by the Executive Director at the last Fall Executive Board Meeting and described in the budget specified in AASMAN-1, para 15.15.1. Over-budget proposals require the National Commander's concurrence and will be reviewed by the National Finance Committee and the Executive Director during the fall Board of Directors

meetings. Approval of an over-budget authorization requires a majority vote of the National Finance Committee and concurrence of the Executive Director. The National Director of Financial Management will operate the National HQ on the funds authorized by the National Finance Committee plus donations from the host academic institution or other sponsor(s).

15.6. **NATCON HQ Budget.** See AASMAN-1, paras 7.5.4.3, 7.5.6, and 7.6.4.

15.7. **Special Headquarters/Agencies Budgets.** All OICs of special projects, special HQ commanders, and other officers (generally, those agencies and positions under the jurisdiction of AASMAN-1, Chapter 8) will submit a PPBS-designed budget of planned expenses to the National Director of Financial Management and the Executive Director NLT 1 August of each year. See also AASMAN-1, para 7.5.7.

15.8. **Planning Programming Budgeting System (PPBS).** PPBS is an accounting process established to plan and program the allocation of funds at all AAS agencies which receive allocations from the national budget. The directors of financial management of all area and national level HQs and special project OICs must submit their budget requests in the format shown below.

> 15.8.1. **PPBS Budget Report.**

> 15.8.1.1. **Section I.** The who, what, when, where, why, and how of the budget. This includes what should be known about the budget, what the plans for the year are, the reasons for those plans, a justification of the methods used, and how much money is needed. The quality of this section bears much weight in the final allocation given to the submitting agency.

> 15.8.1.2. **Section II.**

>> 15.8.1.2.1. Estimated revenue in an income statement format.

>> 15.8.1.2.2. Estimated expenses in an income statement format.

> 15.8.1.3. **Section III.** A detailed report of how expenses were projected.

> 15.8.2. **Supporting Documents.** Other documents may be submitted with the PPBS report as deemed necessary by the originating agency.

15.9. **National Finance Committee.** In addition to the duties listed in AASMAN-1, para 8.7, the National Finance Committee reviews each area commander's proposed budget and determines which expenses are authorized and may disallow some planned expenditures in the proposed budget which are planned to be passed on to the area members in the form of dues. See also AASMAN-1, para 7.6.2.

15.10. **National AAS Funds Management.** Deposit, accounting, and investment of national funds are the responsibility of the Executive Director. AAS national financial records are maintained at the AAS Executive Management Center. The Executive Director will prepare a financial report for delivery to the Board of Directors. This report will be the basis for financial reporting to the NATCON by the National Director of Financial Management. The Executive Director will submit the national financial records to a certified public accountant for review no less than once per year. The Executive Director will provide copies of the review report to each member of the Board of Trustees.

15.11. **Taxable Status and IRS Requirements.**

15.11.1. **Federal Income Tax Liability.** AAS is exempt from Federal Internal Revenue taxation under the provisions of exemption letter T:S:E03 FCB, dated 5 June 1953, and subsection (4) of Section 501(c) of the Internal Revenue Code of 1954.

15.11.2. **Other Tax Liability.** AAS is not exempt from the Federal Insurance Contribution Act (FICA) and Federal Withholding Tax (FITW) for any employees of the Society, federal excise taxes, state sales or use taxes, or any other similar taxes. However, educational institutions are often exempt from state sales and use taxes and AAS units whose bills are paid by their schools may be entitled to some exemptions.

15.11.3. **IRS Reports Required.** Within 90 days of the end of the fiscal year each 31 Aug, the AAS Executive Management Center submits an IRS Form 990, Return of Organizations Exempt from Income Tax. The return includes all squadrons, elected and special HQs, and SW. Additionally, each May, the AAS Executive Management Center submits an updated report of subordinate organizations to the IRS to comply with IRB Number 26, dated 30 June 1980. Additions, deletions, and address or name changes of squadrons and chapters are included in this report.

15.11.4. **Squadron Reports.**

15.11.4.1. Squadrons, including those hosting HQs, will not file IRS reports unless annual income is $25,000 or more.

15.11.4.2. Any squadron with revenue of $20,000 or more in any reporting year (1 Sep to 31 Aug) must inform the AAS Executive Management Center before participating in any projects which will add to that total.

15.11.5. **Area Reports.** See AASMAN-1, paras 12.11.2 and 12.11.3.

15.12. **Elected HQs, Special HQs, and Silver Wings Reports.** No external reporting is required for elected HQs, special HQs, and Silver Wings units.

15.13. **Contracts and Bidding.** No person(s) will enter into any contract or other agreement which binds a unit of the AAS without the expressed permission of the commander or OIC of the unit. No person(s) will enter into any contract or other agreement which binds the National HQ, the AAS Executive Management Center, or National Publications without the expressed permission of the National Commander or Executive Director. No person(s) will enter into any contract or other agreement which binds the NATCON HQ in excess of its allotted funds without the expressed permission of the Board of Directors. Competitive bids will normally be solicited before any AAS contract is awarded; if bids are not solicited, units must be prepared to justify their actions. See also AASMAN-1, paras 4.5.2 and 4.5.3. Credit agreements are prohibited IAW AASMAN-1, para 4.5.2. Rental car agreements not executed IAW AASMAN-1, para 4.5.4.3, are similarly prohibited.

15.14. **Consolidated Programs Fund (CPF).** The AAS/SW Consolidated Programs Fund (CPF) provides income from non-dues resources, but a tax on unit members is specifically prohibited. Such income will preclude dues increases and assist the Society and SW to fund approved programs and cope with inflation. The fund will be maintained and managed by the Board of Trustees. The base level of capitalization and subsequent increases in that base level are inviolable and can not be authorized for

expenditure. Only the Board of Trustees may authorize specific amounts of yield generated from the base capital investments to be spent in support of specific financial plan line items. All funds, accounts, securities, or other investments which are part of the CPF will be held in the name of the AAS and SW. See also AASMAN-2, para 4.

15.15. **Board of Trustees.** See also AASMAN-2.

15.15.1. **Description.** The Board of Trustees consists of 3 to 15 elected members who have a management or financial background and an interest in AAS and SW. Former members of AAS and SW are not eligible for consideration for Board membership until three years after their active AAS or SW membership ends. The Chairman of the Board of the AFA, the AFOATS Commander, and the National Directors of Financial Management of both AAS and SW serve as ex-officio members of the Board.

15.15.2. **Election.** Trustees are elected by a majority vote of the NATCON General Assembly for life terms. For those trustees who can no longer participate in the Board of Trustees on a regular basis, the Board of Trustees may grant them "Trustee Emeritus" recognition IAW AASMAN-2, para 1.7.

15.15.3. **Chairman of the Board and Financial Trustee.** The Board of Trustees will elect its own Chairman of the Board and Financial Trustee IAW AASMAN-2, para 1.8.

15.15.4. **Executive Director Role.** The Executive Director will serve as Secretary of the Board. The secretary will notify the National Commander whenever a permanent trustee leaves the Board. The Executive Director will brief the NATCON General Assembly and the fall Board of Directors meeting on the status of the CPF. Departing Executive Directors may become permanent members of the Board if desired and approved by a majority vote of the NATCON General Assembly.

15.15.5. **Meetings.** The Board must meet no less than once a year, preferably in conjunction with the fall meeting of the Boards of Directors or at the NATCON.

15.15.6. **Executive Director Recruitment and Retirement.** The Board of Trustees manages the Executive Director screening/hiring process as depicted in AASMAN-1, paras 6.3 and 6.4.1, and AASMAN-2, para 2. Management and payment of Executive Director retirement is the responsibility of the Board of Trustees. Should AAS-SW merge, be assimilated, disband, etc., priority commitments, contracts, and agreements (including obligations under the executive director retirement program) are a lien against the reserve funds (e.g., trusts) of AAS-SW.

15.15.7. **Trustee Compensation.** AAS and SW provide no compensation to Trustees. However, all trustees will be accorded VIP status with the appropriate treatment at all AAS and SW functions with no charges levied on the Trustee for registration, banquets, surcharges, or other fees incidental to the function. Offset of accommodation or travel expenses of the Trustee by the AAS or SW agency concerned is at the discretion of that agency.

15.15.8. **Boards of Directors Role.** The Boards of Directors will screen nominations to the Board of Trustees and make recommendations to the NATCON general assembly based on submissions from all AAS and SW agencies.

15.15.9. **Evaluation of Resolutions.** The Board of Trustees must evaluate for fiscal soundness any resolution requiring support from the CPF. See also AASMAN-1, para 11.1.5.

Section 16A—General Information

16.1. **Award Establishment.** All AAS units in good standing and the AAS Executive Board are authorized to establish awards and honors on a national level. In addition, individual areas may wish to establish awards on the area level to further recognize those persons and units that have devoted time and effort to the professional objectives of AAS.

16.1.1. **Approval Process.**

16.1.1.1. Award resolutions may only be presented to the fall or spring Board of Directors meetings while in session. The Board may reject the award. If the Board supports the resolution, the Board tables the resolution to the next spring meeting of the Board. The National Director of Information Management will inform the sponsor of the award's status and insure the resolution is heard in the spring, if applicable.

16.1.1.2. At the next spring meeting of the Board of Directors, the Board reconsiders the resolution. The Board may reject the award. If the Board again supports the resolution, the Board sends the resolution to the NATCON general assembly currently in session for final action. The National Director of Information Management will inform the sponsor of the award's status and, if applicable, insure the resolution is heard in a business session by coordinating with the National Business Chairman.

16.1.1.3. The NATCON general assembly will approve or reject the award. If approved, the National Director of Information Management will forward the approved petition to the Executive Management Center and the National Administrative Consultant in charge of AASMAN-1 for implementation.

16.1.1.4. The award sponsor may withdraw the resolution at any time in the process and bears all costs associated with an award.

16.1.2. **Presentation.** AAS awards are normally presented at the unit conclave. No award will be presented as a national award without having been approved IAW the process outlined in AASMAN-1, para 16.1.1. Awards given at the area level can not bear the same name as the equivalent national award. The commander of any unit sponsoring an award may present the award or designate another individual to make the presentation.

16.1.3. **Permanent Plaques.** The Executive Management Center is responsible for procuring, engraving, and shipping the permanent plaques to NATCON HQ prior to the opening ceremonies. NATCON HQ will ensure that appropriate plaques are available for presentation at the proper ceremony or business session. See also AASMAN-1, para 10.9.

16.1.4. **Removing an Award.** To remove an AAS award from presentation, the Board of Directors or NATCON general assembly must pass a resolution stating the award has been permanently discontinued from use.

16.1.5. **Sponsorship Contracts.**

16.1.5.1. Financial support commitments made by the units sponsoring awards will be documented by a formal agreement of award sponsorship.

16.1.5.2. The AAS Executive Management Center will write to each award sponsor, carefully delineating the sponsor's financial responsibilities; this letter will itemize projected annual costs of each award IAW AASMAN-1, paras 16.1.1.4 and 16.1.3. Included as an attachment to each letter will be a written agreement which the commander of each award-sponsoring unit must sign; the commander's signature represents the unit's commitment to provide the necessary support for the award.

16.1.5.3. If the unit commander fails to sign and return the agreement to the AAS Executive Management Center, the sponsoring unit forfeits all sponsorship rights for said award. Then, the AAS Executive Management Center may seek new sponsorship for the award from another AAS unit or corporate circles. In these cases, only the category of the award must remain constant; the name of the award may be changed to reflect the new sponsor.

16.1.5.4. Any unit, having had its commander sign the agreement, which fails at any time to meet its financial commitment will lose all sponsorship rights to said award. In these cases, the search for a new sponsor will comply with AASMAN-1, para 16.1.5.3.

16.1.5.5. The Executive Management Center will send invoices to the sponsoring squadrons each January. Squadrons are responsible for paying to the Executive Management Center the monies due on these invoices NLT 28 February of the award year.

16.2. **Award Nomination/Selection.** Nominations for national awards will be made by area commanders, unless otherwise indicated in each award description. Criteria for each award are listed in the award descriptions. Only active units in good standing are eligible for nomination. Squadrons will submit nominations via the National Unit Awards Nomination Form online. Area HQ will then nominate one squadron per-award in their area to National HQ NLT six weeks prior to NATCON. Any additional information must be sent in electronic format to the Area CC who will then pass it up to National HQ, if they are nominated for the relating award. Prior to final selection of all award recipients, the National Awards Committee must contact the Executive Management Center to determine if any negative information relevant to the nominees is on file there (e.g., bad checks, administrative discrepancies).

16.3. **Ribbons.** All AAS ribbons may be ordered from the AAS Executive Management Center using AASF 3. However, only those decorations officially recognized by AFROTC HQ may be worn. Consult AFOATSI 36-2020, *Cadet Awards and Decoration Program*, and AFOATSVA 36-3, *AFROTC Ribbon Chart*.

Section 16B—Unit Awards

NOTE: All nominations for unit awards will be submitted on AAS Form 901, except for the LBJ Cup which requires AAS Form 903. Information provided on the form will be in bullet statement format. All blocks are to be filled out for all nominations, unless otherwise indicated.

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16.4. **Outstanding Squadrons.** These awards are presented to the outstanding squadrons in AAS for achievement in the areas indicated. They are presented each year at NATCON and similar area-level awards should be established by the individual areas. Area commanders will include their comments on AAS Form 901 (Block 11).

16.4.1. **Criteria.**

16.4.1.1. **Officer Development.** This is evaluated through the candidate training program, correspondence and other interaction with all levels of the Society, and the overall professionalism displayed by the unit. Include comments from the PAS illustrating the officer development work done by the unit (AAS Form 901, Block 10).

16.4.1.2. **Squadron Activities.** The effectiveness and number of unit-sponsored activities are the qualities examined here. Include comments from the SW Chapter President (if an SW Chapter exists) and the unit advisor indicating highlights of the unit's activities program (AAS Form 901, Blocks 8 and 9, respectively).

16.4.1.3. **Service Projects.** The effectiveness and number of service projects in support of the wide range of organizations and causes the AAS sponsors from year to year are crucial to this area. Include a project synopsis (AASMAN-1, Figure 16.) and a maximum of four one-page letters from the various organizations the unit worked with during the year.

16.4.2. **National Awards.**

16.4.2.1. The Lieutenant Colonel Raymond Roessler Award is sponsored by the Executive Management Center and the National Staff . It is awarded to the Outstanding Area of the Year. The award consists of a permanent plaque and a National award ribbon worn by the members of the winning staff. The award is named for LtCol Raymond Roessler, AAS alum who served on active duty for 19 years and as a National Administrative Consultant for more than ten years. LtCol Roessler was killed in a plane crash on October 5, 2007 while on TDY. LtCol Roessler embodied the principles and values of the Arnold Air Society and this award is the highest honor awarded at the area level.

16.4.2.2. The Maryland Cup is sponsored by the Frank P. Lahm Squadron of the University of Maryland to the outstanding large (over 25 active members) squadron. The award consists of a permanent plaque and a ribbon worn by the members of the winning unit who were active members of the unit during the award period.

16.4.2.3. The Hagan Trophy is sponsored by the Captain Frank S. Hagan Squadron of Louisiana State University to the outstanding medium (15-25 active members) squadron. The award consists of a permanent plaque and a ribbon worn by the members of the winning unit who were active members of the unit during the award period.

16.4.2.4. The Chennault Trophy is sponsored by the General Emmett O'Donnell Squadron of Louisiana Tech University to the outstanding small (14 or fewer active members) squadron. The award consists of a permanent plaque and a ribbon worn by the members of the winning unit who were active members of the unit during the award period.

16.4.3. **Area Awards.** The Area Plaque Ribbon is worn by members of squadrons winning area-level outstanding unit awards.

16.5. **Eagle Award.** Sponsored by the Eagle Squadron of the University of Puerto Rico at Rio Piedras to the squadron which has contributed the most to civic affairs. The award consists of a permanent plaque and a ribbon worn by the members of the winning unit who were active members of the unit during the period the award is made for. Criteria are listed below.

16.5.1. **Civic Projects.** Type, magnitude, and number of these projects is evaluated. The squadron commander must send a list of projects in the format of AASMAN-1, Figure 16..

16.5.2. **Publicity.** How the Society benefited from the publicity generated by these projects is examined. Include articles from campus and community newspapers not exceeding two pages.

16.5.3. **Benefits.** How much benefit accrued to the desired target is crucial. Submit a maximum of four one-page letters from organizations helped by the unit. In addition, a unit member who does not hold a staff position may submit comments in Block 8 of the AAS Form 901 describing the benefits he or she derived from a particular project.

16.5.4. **Community Influence.** What type of influence in the local area did the squadron derive from the project(s)? The squadron commander's comments on the AAS Form 901 will discuss the community impact of the various projects performed (Block 7).

16.6. **Fisher Leadership Development Award.** The Fisher Leadership Development Award is sponsored by the Colonel Bernard F. Fisher Squadron at Brigham Young University. The award recognizes the squadron with the best professional officer development program. The nomination package shall consist of the squadron's long term plan (covering a semester or longer) for leadership training and development, and a list of each successful activity completed in accordance with the training plan, including a description of how it promoted the development of better officer candidates. This comprises more than 50% of the award. The nomination package shall also include comments by the PAS, focusing on how the squadron has better learned leadership and officership through its activities, and comments by the Area Commander, focusing on the trend of leadership development activities, and the success of squadron in implementing its development plan.

16.7. **Samuel E. Anderson Trophy.** The Samuel E. Anderson Trophy is sponsored by the General Samuel E. Anderson Squadron of Texas Christian University to the SW chapter which assists the most in furthering the stated objectives of the AAS. The award consists of a permanent plaque. The award is based on the direct support given to the local AAS squadron. AAS Form 901 comments from both the SW chapter president and AAS squadron commander are required (Blocks 7 and 8, respectively). In addition, the SW support of the host cadet wing is evaluated; submit AAS Form 901 comments from the PAS (Block 11) and a one-page letter from the cadet wing commander discussing this support.

16.8. **LBJ Cup.** The Lyndon Baines Johnson (LBJ) Cup is sponsored by the Colonel Andrew J. Dougherty Squadron, Rochester Institute of Technology, and is presented to the squadron operating the most outstanding candidate training program. The program will be judged by a copy of the unit candidate training manual, a synopsis of candidate training schedules, and a summary of the program, including

the size of the host university, size of the cadet wing, total number of candidates, and number of candidates initiated. The synopsis and summary described may not be in a letter format. The candidate training officer will submit AAS Form 903 comments describing the structure of the program (Block 6). The candidate class commander will submit comments on the candidate class service projects and esprit de corps (use AAS Form 903, Block 7).

16.9. **LeMay-Ohio Award.** The LeMay-Ohio Award was established by the General Curtis E. LeMay Squadron of The Ohio State University and is sponsored by the Area VI HQ. The award recognizes the squadron best displaying ability, effort, and enthusiasm in supporting their local AFA chapter(s). The award consists of a permanent plaque.

> 16.9.1. **Projects.** Describe the type, magnitude, effectiveness, and number of projects accomplished in conjunction with the local AFA chapter(s) in comments submitted by the AAS squadron commander (AAS Form 901, Block 7). Also, include a project synopsis of all AFA-related projects (use AASMAN-1, Figure 16.).

> 16.9.2. **Benefits.** A two-page letter from the local AFA chapter president describing the benefits accruing to the AFA chapter is also required.

16.10. **Apollo Award.** Sponsored by the Apollo Squadron of the University of Puerto Rico at Mayaguez to the squadron and chapter best accomplishing the Joint National Project of AAS and SW. The award consists of a permanent plaque. Selection of the recipient will be coordinated with SW National HQ.

> 16.10.1. **Projects.** The magnitude and originality of projects will be judged by using the percentage of squadron and flight members involved in the various projects performed.

> 16.10.2. **Planning.** Submit AAS Form 901 comments from the AAS commander and SW chapter president (Blocks 7 and 8, respectively) describing examples of joint cooperation, how the projects related to the Joint National Project, what types of planning went into the projects, and how the projects were eventually accomplished.

> 16.10.3. **Results.** The AAS operations officer will submit a list of projects in the format shown in AASMAN-1, Figure 16..

16.11. **Phoenix Award.** This award goes to the Squadron with the best overall project in the country, other than projects supporting the Joint National Project or the POW/MIA awareness program. It is sponsored by the Area III HQ. The nomination can be for one project or a number of projects supporting one cause or institution. The award consists of a permanent plaque.

> 16.11.1. **Projects.** The magnitude and originality of projects will be judged using a one-page letter from the squadron commander describing the project. Include a completed account of unit participation in the format of AASMAN-1, Figure 16..

> 16.11.2. **Benefits.** Benefits to both the organizations helped and the Society will be judged. Submit a maximum of four one-page letters from the organizations benefiting from the unit's work. Examples of the publicity generated for both the organizations served and the Society will be judged by submissions of campus and community newspaper articles (three-page limit).

16.12. **Colonel George Robert Hall Freedom Cup.** This award goes to the squadron and chapter best supporting the POW/MIA Awareness Program and is sponsored by the George Robert Hall Squadron of the University of Southern Mississippi. Selection of the recipient will be coordinated with SW National HQ.

16.12.1. **Projects.** Twenty per cent of the award criteria centers around the number of projects. The operations officer will submit a list of completed projects in the format shown in AASMAN-1, Figure 16..

16.12.2. **Publicity and Community Impact.** Forty percent of the award is based on the publicity generated by the projects. The squadron and flight public affairs officers will submit newspaper articles from campus and community newspapers (not to exceed four pages). The final 40 percent of the award is based on the impact the projects had in the community. The AAS squadron commander and SW chapter president will submit AAS Form 901 comments (Blocks 7 and 8, respectively) discussing this topic.

16.13. **General John D. Ryan Outstanding Public Affairs Award.** Sponsored by the General John D. Ryan Squadron, the AAS Outstanding Public Affairs Award recognizes the outstanding PA program in the country. Any command level, other than a national unit, is eligible for the award. Procedures include:

16.13.1. **Unit Commander's Comments.** AAS Form 901 comments (Block 7) must cover:

16.13.1.1. **Diversity and Ingenuity.** Does the unit PA program use all types of publicity? Discuss what types are used.

16.13.1.2. **Amount and Frequency.** Review how much publicity is generated throughout the year.

16.13.1.3. **Perseverance.** Relate the consistency of unit PA program actions throughout the term.

16.13.1.4. **Improvements.** Describe what improvements have been made in the unit PA program.

16.13.2. **Other Letters.** No more than two additional letters are authorized from any agency having knowledge of the unit PA program. These letters must discuss the effectiveness of the program.

16.13.3. **Program Examples.** Include as many examples of the results of the PA program as practical and possible.

16.14. **General John K. Cannon Most Improved Squadron Award.** This award is presented to the most improved squadron in AAS for the year and is sponsored by the General John K. Cannon Squadron. It is presented each year at NATCON. Selection of the recipient will be determined by the National Awards Committee. The award consists of a permanent plaque. Area commanders will include their comments on AAS Form 904.

16.14.1. **Criteria.** This award is based on the following categories of which a squadron must demonstrate improvement in each category:

16.14.1.1. **Recruiting.** This will be evaluated through the squadron's number of active members at the beginning of the previous NATCON compared to the numbers of active members at the following   NATCON. This number is also compared to the size of candidate   classes held by the squadron and the amount of students at the host school.

16.14.1.2. **Squadron Activities.** The effectiveness and number of unit- sponsored activities within the squadron are the qualities examined here.   Include comments from the SW Chapter President (if there exists a SW Chapter at the host school), and squadron advisor indicating highlights of the squadron's improvement and activities (AAS Form 904, Blocks 8 and   9, respectively).

16.14.1.3. **Service Projects.** The effectiveness and number of service   projects in support of the wide range of organizations and causes that the AAS sponsors from year to year. Include a project synopsis (AASMAN-1, Figure 16.2), a maximum of four one-page letters from the various organizations the squadron worked with during the year, and a maximum   of four articles concerning the squadron.

16.14.1.4. **Fundraising.** The effectiveness and number of fundraising   projects to help grow the squadron and increase the effectiveness of the   squadron in furthering the mission of AAS. This will be evaluated by a percentage of increase of funds during the year, from NATCON to NATCON. This does not include the amount of money spent by the squadron during the year.

16.14.1.5. **Fundraising.** The effectiveness and number of fundraising   projects to help grow the squadron and increase the effectiveness of the   squadron in furthering the mission of AAS. This will be evaluated by a percentage of increase of funds during the year, from NATCON to NATCON. This does not include the amount of money spent by the squadron during the year.

Section 16C—Individual Honors

NOTE: All nominations for individual awards will be submitted on AAS Form 902. Information provided on this form will be in bullet statement format. All blocks will be filled out for all nominations unless otherwise indicated.

16.15. **Arnold Air Letter Trophy.** This trophy is presented to the author of the outstanding article contributed to the Arnold Air Letter each year. Sponsored by the Robin Olds Squadron, California State University at Fresno, the award consists of a permanent plaque. The criteria for judging the award are readability and impact (50%), originality (30%), illustrative materials (10%), and a discretionary area of the final 10 per cent.

16.16. **ASU Commander's Cup.** This award is presented to the outstanding AAS squadron commander and is sponsored by the Tex May Squadron of Arizona State University. The area commander will select a nominee for this award and submit a nomination on AAS Form 902 which includes specific comments from the area commander in Block 10. The award is a permanent plaque.

16.16.1. **Mission.** Candidates will be evaluated on how they promoted contributions to the mission and objectives of the USAF, AFROTC or AFCW, AAS, and SW.

16.16.2. **Resources.** The commander's ability to manage the resources available to the unit in the areas of finance, personnel, and materiel will be examined. The squadron deputy commander will submit comments on this topic in Block 6 of the AAS Form 902, in lieu of squadron commander comments.

16.16.3. **Programs.** Implementation of new programs during the commander's tenure and new policies which improved the unit in general will be discussed in AAS Form 902 comments written by a squadron member who does not hold a staff position (Block 7) and the squadron advisor (Block 8).

16.16.4. **Professionalism.** The PAS will submit AAS Form 902 comments (Block 9) describing the personal characteristics of professionalism and leadership in the candidate and how he or she instilled those qualities within other members of the unit.

16.17. **H.H. Arnold Sabre.** Presented each year by the National Commander to the outstanding area commander in the nation. All area commanders are eligible for this award. Area advisors may submit a two-page report to National HQ in support of the area commander. The award is an Air Force sabre provided by the AAS Executive Management Center with the recipient's name engraved on the sabre. The area commander's contributions as a member of the Board of Directors and performance as an area commander are the prime factors in selection.

16.18. **National Commander's Award.** The National Commander recognizes those area commanders who have accomplished all requirements of command in their areas and have made contributions as members of the Board of Directors for their entire term of office. The award is a plaque provided by the AAS Executive Management Center. (This award is not presented to the winner of the H.H. Arnold Sabre.)

16.19. **Citations and Certificates of Appreciation.** A citation or certificate of appreciation may be given to individuals for outstanding contributions to the Society. As a minimum, AAS Certificates of Appreciation are presented to all members and ex-officio members of the Board of Directors who are completing their terms at the completion of NATCON. Any member or ex-officio member receiving specific recognition with another award will not receive a certificate.

16.20. **Honorary National Commander.** The Board of Directors selects the Honorary National Commander during the fall session and the National Commander presents the new Honorary National Commander during NATCON. The award consists of an AAS fourragere and an honorary membership certificate that commissions the recipient as Honorary National Commander. During selection, the National HQ will prepare a list of at least three candidates. The members of the Board of Directors may add to the list. Evaluation of candidates is made based on past contributions to the Society and possible future assistance to the Society.

16.21. **Honorary Membership.** Honorary members of the Society are eligible to participate in all functions of the Society, at the discretion of the unit commander, but are not eligible to vote. (Former

members of AAS who disenrolled from AFROTC or USAFA under honorable circumstances are considered members of the AAS Alumni Association. See also AASMAN-1, para 8.3. Former members of AAS, who left the Society, AFROTC, or USAFA under less than honorable circumstances, are ineligible for alumni or honorary recognition.) Honorary members are not charged dues, fees, or assessments for membership. They receive a certificate of honorary membership, prepared by the AAS Executive Management Center using information furnished by the AAS unit awarding the membership, and a Fourrageres, furnished by the unit awarding the membership (to honoraries who are military personnel). The sponsoring unit may choose to send the Arnold Air Letter to honorary members based upon the unit's assessment of the needs and interests of its honorary members. AAS unit commanders will brief honorary members on the specifics of this paragraph upon initiation. See also AASMAN-1, paras 2.3.3 and 2.6.2.

16.22. **AAS Medals and Ribbons.**

16.22.1. **Program Objective and General Information.**

16.22.1.1. The AAS awards program objective is to foster morale, incentive, and esprit de corps.

16.22.1.2. Decorations accomplish this objective (AASMAN-1, para 16.22.1.1) by promptly and publicly recognizing acts of outstanding achievement and meritorious service performed by individuals. To preserve their integrity, decorations are awarded only to recognize acts or services that are clearly and distinctly outstanding by nature and magnitude. These acts or services must place members' performance significantly above that of their contemporaries and be of such importance that they can not be appropriately recognized in any other way.

16.22.1.3. The National Awards Committee (AASMAN-1, para 8.8) reviews all recommendations for decorations falling under AASMAN-1, para 16.23.2. Similar bodies at lower command levels must review decoration submissions which fall under AASMAN-1, para 16.22.3.

16.22.1.4. Eligibility to receive a decoration:

16.22.1.4.1. Which types of acts, achievements, and services are considered worthy of recognition? Duty performance and level of responsibility should be the determining factors when considering an individual for a decoration.

16.22.1.4.2. All AAS members are eligible for these decorations.

16.22.1.5. No decoration will be awarded or presented to any person whose entire service for the period covered by the decoration has not been honorable.

16.22.1.6. Any award for a distinguished act, achievement, or service may be revoked if facts, later determined, would have prevented original approval of the award.

16.22.1.7. The number of decorations that may be awarded to a person is not limited; however, only one decoration is awarded for the same act, achievement, or period of service.

16.22.1.8. Exercise care not to undermine the integrity of the awards and decorations program. Restrict recommendations to the recognition of meritorious service or outstanding achievement

that are incontestably exceptional and of a magnitude that clearly places an individual above his or her peers.

16.22.1.9. Base recommendations on specific projects, plans, programs, or actions that have been implemented with benefits to AAS positively ascertained or that have progressed to a point where results expected at some future date can be accurately predicted. Superior duty performance does not, in and of itself, constitute justification for a military decoration.

16.22.1.10. Generally, a recommendation for decoration based on meritorious service must be for a completed period of service.

16.22.1.11. An outstanding achievement decoration is rare and is intended to recognize a single specific act or accomplishment that is separate and distinct from regularly assigned duties. Outstanding achievement decorations are not intended to provide a means to authorize an additional decoration when the conditions for a completed period of service (IAW AASMAN-1, para 16.22.1.10) have not been fulfilled. An outstanding achievement normally covers a short period of time with definite beginning and ending dates. A recommendation for an outstanding achievement award should be submitted only when the achievement is of such magnitude that it can not be recognized in any other way than by awarding a decoration and to delay such recognition until completion of the individual's period of service would diminish the significance of the accomplishment. Awarding a decoration when recognizing a single achievement does not preclude an award for meritorious service at completion of the individual's period of service. However, the recommending official must ensure the previously recognized achievement is not included in the justification for, or consideration of, the later award, since any mention of the achievement would constitute dual recognition that is in violation of AASMAN-1, para 16.22.1.7.

16.22.1.12. Any person, other than the person being recommended, having first-hand knowledge of the achievement or service believed to warrant awarding a decoration may recommend an award.

16.22.2. **National Level Medal.** This decoration is presented each year during NATCON to active members of the AAS for outstanding service to the national organization. No more than five medals may be presented each year. Nominations for the award are made by any national level HQ and consist of a one-page letter sent to National HQ. The National Awards Committee selects the winners based on specific contributions to the Society on a national level.

16.22.3. **Area and Squadron Level Medals.** These decorations are presented to active members on the respective command levels for outstanding service to the Society. Criteria and selection are the responsibility of the awarding unit.

16.22.4. **Authorized Decorations.** See AASMAN-1, para 16.3.

16.23. **AAS Medallions.**

16.23.1. **National Level.** The AAS National Medallion is presented to individuals who are not active members of the Society for their outstanding contributions to the Society on a national level. The award consists of the AAS National Medallion (spinner-mounting is optional). The

nomination and selection procedure is the same as for the AAS National Medal (see AASMAN-1, para 16.22).

16.23.2. **Area and Squadron Levels.** These medallions are presented to individuals who are not active members of the Society for their outstanding contributions to the Society. Criteria and selection are the responsibility of the awarding unit. Medallions must be engraved by the units prior to presentation. (Spinner-mounted medallions are also optional for these awards.)

16.24. **Outstanding Squadron Advisor.** AAS medallions are presented to AAS squadron advisors for their distinguished leadership in connection with AAS activities. This award may be presented only once to any individual. The award is presented at the opening ceremony of each NATCON by the AFOATS Commander and the AAS National Commander. The award is an AAS Medallion for the outstanding advisor in each area. Each area HQ selects the outstanding advisor in their area and must immediately forward the name and detachment number of the recipient to the AAS Executive Management Center and the respective AFROTC region commander (negative reports are required). The AAS Executive Management Center includes the names of these advisors in the NATCON brochure, prepares the awards, and provides the AAS/AFROTC Liaison Officer with a list of the names of the recipients. The Executive Director notifies the award recipients, provides them with general instructions on the presentation, and insures they or an alternate will be at the conclave to receive the award. Selections are based on two letters (not to exceed two pages each) submitted by the unit nominating their advisor; one letter from the squadron commander and one by any other unit member will each describe the positive impact of the nominee on the success of the squadron.

16.25. **Outstanding Area Advisor.** Each area commander may submit a two-page nomination to National HQ. Presentation is the same as the Outstanding Squadron Advisor award. The award is an AAS Gold Medallion.

16.26. **Outstanding Financial Manager.** This may be presented to an outstanding member of any AAS unit and need not be awarded annually. Any AAS member or advisor may nominate an individual for this award. Presented at NATCON by the National Commander, the award consists of a $100.00 savings bond sponsored by a private corporation and procured by the AAS Executive Management Center.

16.26.1. **Criteria.** Candidates are evaluated on the amount of time they spent on a unit's financial matters, improvements in the unit's financial operating procedures, and the improved financial condition of the unit.

16.26.2. **Nomination.** Any active member is eligible for this award and it may be received more than once. The nomination must include AAS Form 902 comments from the squadron advisor (Block 8) and the squadron commander (Block 6), as well as any other pertinent information (such as copies of innovative financial statement formats), not to exceed four pages. The member's social security number is also required for the savings bond.

16.27. **Lieutenant Theodore C. Marrs Plaques.** At the conclusion of each NATCON, the AAS National Commander and SW National President, NATCON HQ Commanders (AAS and SW), and the National Chief of Protocol may be presented plaques of appreciation in recognition of outstanding service to the

Society. The plaques are purchased and engraved under the direction of the AAS Executive Management Center.

16.28. **Manhattan Gavel.** This is presented to the incoming National Commander at the first business session of NATCON after the election of the new national HQ. The Manhattan Gavel is sponsored by the Major William V. Holohan Squadron of Manhattan College.

16.29. **Scholarships.** The AAS Executive Management Center attempts each year to locate industrial sponsors of scholarships and fellowships. When scholarship funds become available, the Executive Director shall notify National HQ who will notify each squadron of the application procedures and suspense dates.

16.30. **Day Cup.** Presented to the outstanding squadron staff officer in the nation. The award is sponsored by the O'Neil Squadron of Iowa State University and consists of a permanent plaque.

16.30.1. **Criteria.** The candidate will have demonstrated a consistently high standard of performance in all assigned duties. In addition, the candidate will show interest in broadening his or her own experiences to increase his or her value to the unit, AFROTC or AFCW, and the Air Force. Further, the member will have continuously promoted the ideals and standards of the USAF, USAFA or AFROTC, and AAS.

16.30.2. **Procedures.** The award is for work done as a staff officer; current duties as a commander or non-staff officer are not disqualifying. Staff positions may be those reported during the last two staff cycles. A person may be nominated only once for his or her work in one position. However, a member may be renominated for work in other staff assignments. The awards package will contain AAS Form 902 comments from the area commander (Block 10), squadron commander (Block 6), squadron advisor (Block 8), and another squadron staff officer or member (Block 7).

16.31. **Christopher D. Nichols Award.** Presented to the outstanding sophomore at the squadron level who has displayed professionalism and leadership and has made substantial contributions to the mission of AAS. The award is sponsored by the Lewis C. Ellis, Jr. Squadron of Texas Tech University. The nomination packet will include AAS Form 902 comments from the squadron commander (Block 6) and squadron advisor (Block 8).

Section 16D—SW Awards to AAS

16.32. **Colonel A.T. Reid Crimson Glory Award.** This is presented to an individual member of the Society for outstanding support of SW. The Crimson Glory Award may be presented only once to an individual and consists of a permanent plaque. Criteria for selection include participation in joint AAS/SW activities and the level of support for SW.

16.33. **Ciccoli Joint Operations Award.** This is presented to the AAS squadron and Silver Wings chapter that have best furthered the objectives of the two organizations in a joint manner. The award was established in memory of Colonel Louis J. Ciccoli, past Executive Director of AAS and SW. The award consists of a permanent plaque.

PROJECT SYNOPSIS

PROJECTS	MEMBERS WORKING	MAN-HOURS WORKED	PERCENTAGE OF UNIT PARTICIPATING	MONEY RAISED	GROUPS BENEFITTED	PEOPLE BENEFITTED

NOTE: Man-hours = Hours worked × Number of people working

Figure 16.1 Project Synopsis.

16.34 **CAPT JOEL C. GENTZ MEMORIAL AWARD.** The Capt Joel C. Gentz Memorial Award is sponsored by Area X Headquarters. It is presented to the Area-Region Staff that exceeds expectations of an ARCON Staff's duties as outlined in the ARCON Planning Package while furthering the joint efforts of the organizations at the Area-Region level. The award consists of a permanent plaque and a National award ribbon worn by the members of the winning staff. The award is named for Capt Joel C. Gentz, an AAS alum who served as the first Combat Rescue Officer to have commissioned from AFROTC and always proved that it was more important to put service before self. While promoting this idea, he gave the ultimate sacrifice and was killed in action June 9, 2010 while completing a rescue mission in southern Afghanistan. Criteria for this award include but are not limited to:

a. The on-time and accurate submission of an ARCON Planning Package and proposed budget

b. Effective communication with both Area, Region, National Headquarters, and the Executive Management Center

c. Team cohesion between Arnold Air Society and Silver Wings ARCON staff members

d. Quorum of both the Area and Region in all joint business sessions

e. A beneficial service or social activity to be described in AAS Form 09

f. A well balanced and carried out budget

16.34.1. **Nomination.** All Area-Region Staffs are eligible. Nominations should be completed by the attending members of both the AAS and SW National Staffs.

16.34.2. **Selection.** Selected by the members of both the AAS and SW National Staffs. Criteria includes evaluation of the information discussed among AAS-SW National Staff members who attended the ARCON's and any contact the National Staff has with the nominees.

Chapter 17—Silver Wings (SW) Operations

Section 17A—Background

17.1. **SW Description.** Silver Wings is a national, co-ed, professional organization dedicated to creating proactive, knowledgeable, and effective civic leaders through community service and education about national defense. The nature of its objectives lead to the support of the mission of AAS. This honorary, professional, service organization is located at most of the campuses which support an AAS squadron. See also SWM.

17.2. **Sponsorship.** SW is a self-governing organization which receives sponsorship and support from AAS, AFA, and the USAF.

17.3. **Mission.** The mission of SW includes:

17.3.1. Personal Development of Individual Members through service to the community which enables the members to develop a sense of purpose within and a responsibility to the local community.

17.3.2. Professional Development of Individual members. Local chapter activities and the national organizational structure provide members with leadership opportunities and the chance to develop professional skills.

17.3.3. Civic Awareness. Exposure to Air Force issues and personnel enables members to develop a personal awareness of aerospace power and the role it plays in the national defense.

17.4. **Interrelation of AAS and SW.** Even though SW strongly supports AAS, SW is an independent organization free to pursue any objective. All members of SW become associate members of AAS upon payment of national SW dues.

17.5. **SW Organization.** The organization of SW is similar to AAS. SW regions may encompass one or more AAS areas and are under the command of a rotating SW National HQ. Many of the AAS special HQs have SW counterparts. The Arnold Air Society – Silver Wings Executive Director serves in a dual-hat position.

17.6. **AAS and SW Independence.** With the exception of SW associate membership privileges in AAS, the AAS considers SW a separate organization. AAS imposes no national requirements on SW, unless first agreed upon by either the general assemblies or Board of Directors of both organizations. SW units have the option of including AAS representation on SW membership selection boards.

17.7. **SW Advisors.** SW choose an advisor from the detachment cadre, subject to the approval of the host professor of aerospace studies. AAS does not prohibit the squadron advisor from also serving as the chapter advisor.

17.8. **NATCON.** Each NATCON is a joint event held with SW. As such, both organizations plan and conduct the event. See also AASMAN-1, Chapters 9 and 10.

Section 17B—Status of Chapters

17.9. **Letter of Introduction.** SW National HQ will assist any AAS squadron not having a collocated SW in starting an SW. Usually, this process begins with an introductory letter from SW National HQ.

17.10. **Activation Guidance Packet.** Following the introductory letter and a request from an AAS squadron, SW National HQ will send the squadron an activation guidance packet. Simultaneously, SW National HQ will notify the appropriate SW Region President of the request so the region president may assist the squadron.

17.11. **Program Implementation and Monitoring.** All vice/deputy commanders are responsible for implementing and monitoring the programs specified in this chapter. However, the appropriate area chief of protocol is directly responsible for program operations. These officers are equally charged with insuring the success of this program.

Chapter 18—Information Management

18.1. **Procedures.** In order to implement the training function of AAS by familiarizing the membership with USAF procedures, all AAS correspondence must be completed IAW USAF directives such as AFR 4-26, AFP 4-19, and AFMAN 37-126.

18.2. **Communication Channels.** Except when specifically prohibited, any unit of AAS may correspond with any other unit at any command level. However, the sending unit must also send courtesy copies of the correspondence to any intermediate HQs in the chain of command. See also AASMAN-1, para 12.15.3.

18.3. **Routing.** Except when specifically authorized herein, no AAS unit may send any correspondence directly to the professor of aerospace studies (PAS) at a unit hosting an AAS squadron. All correspondence of any type being sent by any AAS unit to an agency or person outside the Society must first have that correspondence reviewed by the unit advisor or host PAS. The Executive Director is exempt from the provisions of this paragraph.

18.4. **Franked Envelopes.** No AAS unit may ever use a US government franked envelope (marked "postage and fees paid") or government stamps.

18.5. **First Class Mail.** All correspondence will be sent between AAS units using first class mail or air mail, depending on the urgency of the item.

18.6. **Addresses.**

   18.6.1. **Format.**

   18.6.1.1. All units will use this format for organizational addresses:

IVEN C. KINCHELOE, JR. SQUADRON	(UNIT; EITHER SQUADRON OR A HQ)
ARNOLD AIR SOCIETY	
AFROTC DET 220 (AETC)	(DET AND MAJCOM ACRONYM)
PURDUE UNIVERSITY	(SCHOOL)
1510 ARMORY BLDG	(STREET ADDRESS)
WEST LAFAYETTE IN 47907-1510	(CITY, STATE, ZIP)

   18.6.1.2. The exception to this rule is the squadron at the USAFA; see the address directory for the current address of this unit.

   18.6.2. Other Address Information. If other information added to the address element will speed delivery of any unit's mail, the unit may add that information to the address element. Each year, the AAS Executive Management Center issues an address index to all AAS agencies and units. All units are responsible for keeping their address information current by notifying the AAS Executive Management Center of any changes.

   18.6.3. **Action Addressees.** If the action office of the addressee on any correspondence is known, indicate the office symbol in the address element with an "attention of" line or acceptable facsimile.

18.7. **Letterhead.** All units are authorized to use any letterhead which conforms to the standards specified in AFMAN 37-126 and AASMAN-1, para 18.6. Put the AAS crest in the corner specified in AFMAN 37-126 for the DoD symbol. Units may put a university logo in the other corner.

18.8. **Signature Blocks.**

18.8.1. **Format.** All AAS signature blocks will appear in the following format:

MATTHEW E. KONVALIN, C/COLONEL, AAS
COMMANDER

18.8.2. **Unit Designation.** Putting the unit or agency name in the signature block is not authorized unless the paper the signature block appears on is not pre-printed letterhead (e.g. informal letters).

18.9. **Acknowledgment of Communications.** All AAS correspondence must be processed as expeditiously as possible. Check all unit mailboxes at least once each duty day. Make arrangements for AAS mail to be properly handled during any break in the academic year and on summer recess. AAS units which fail to respond to communications in a timely manner or within prescribed time limits are subject to the provisions of AASMAN-1, para 7.4.

18.10. **Mail Polls.** Any AAS HQ unit may conduct a mail poll. Failure to respond to a mail poll within the time limits prescribed will subject a unit to the procedures specified in AASMAN-1, para 7.4.

18.11. **Orders.** Any AAS unit may publish orders to govern the members of the unit and its subordinate units and personnel, provided the orders do not conflict with any AAS guidance or directives. Orders may never be sent in place of the AASF 6.

18.12. **Unsatisfactory Support.** All AAS units are strongly encouraged to bring to the attention of National HQ any unsatisfactory supplies, services, or support received from any national-level HQ in the Society.

18.12.1. **Procedures.** A unit with a grievance of any type must submit its report to the National Commander and provide a copy to the agency the grievance is filed against. All reports must include a recommended way to fix the problem. The National Commander will task the appropriate agency to fix the problem.

18.12.2. **Response.** The agency receiving a complaint must initiate corrective action for the problem and respond to the agency filing the complaint NLT 21 days after receiving the complaint. Include a full description of the corrective action taken.

18.13. **Record Copies.** All units must maintain record copies of all correspondence issued. Use a duplicating system which will provide a lasting record of the correspondence.

18.14. **Records Maintenance System.** All AAS units must use a records maintenance system complying with applicable USAF directives.

18.14.1. **Maintenance.** All AAS units will maintain their records in such a fashion as to provide for both protection and easy use. See also AASMAN-1, paras 18.17 and 18.18.

18.14.2. **Charge-Out Records.** All AAS units must use the AF Form 614 or a similar form to indicate a record from the unit files has been charged out.

18.14.3. **Transfer.** Upon transfer of a HQ from one unit to another, the outgoing director of information management must pack and ship all unit records to the new HQ in a manner agreed upon by both the new and old HQs.

18.14.4. **File Cut-Off Date.** All AAS units must establish a file cut-off date of the last day of NATCON. On this date, all records will be transferred from the active files to a dead file for storage.

18.14.5. **Disposal.** After retention in storage for not less than one year, unit records may be destroyed at the discretion of the commander. Before destruction, examine and retain any records of historic or operational value and make a summary listing of the documents destroyed. Send any items of historical interest to National Archives HQ. Keep copies of initiation records for at least four years (see also AASMAN-1, para 2.7.6.1). Note: Records stored in dead files may be kept for more than one year, should the unit desire.

18.15. **AAS Forms (AASF).**

18.15.1. **Use.**

18.15.1.1. **Instructions.** Details about how and when to use an AASF are printed in this manual.

18.15.1.2. **Current Form Usage.** Always use the latest edition of an AASF, unless the use of previous editions is specifically authorized. Should an AAS unit have none of the appropriate forms in stock and is facing a suspense date, always type the appropriate information on bond paper and meet the suspense date. Local reproduction of AAS forms is authorized.

18.15.1.3. **Copies.** All AAS units must maintain a record copy of all forms sent out.

18.15.1.4. **Suspense Dates.** All AAS units must meet the suspense dates specified for each form.

18.15.1.5. **Remittance.** All forms requiring a payment must be accompanied by the proper remittance before the form will be processed. (Exception: if the host institution writes the checks for the AAS unit and will send the check under separate cover, attach a memo to the form indicating such.)

18.15.2. **Current Forms.**

18.15.2.1. **AASF 1 - Report of Initiation.** See AASMAN-1, para 2.6. (OPR: EMC)

18.15.2.2. **AASF 3 - Order Form.** See AASMAN-1, para 14.15.2. (OPR: EMC)

18.15.2.3. **AASF 4 - Equipment Reissue Order Form.** See AASMAN-1, para 14.15.3. (OPR: EMC)

18.15.2.4. **AASF 5 - AAS/AFA Joint Membership Form.** See AASMAN-1, para 14.15.4. (OPR: EMC)

18.15.2.5. **AASF 6 - Officer Roster.** See AASMAN-1, para 12.4.2, for areas and para 14.4.2 for squadrons. (OPR: EMC)

18.15.2.6. **AASF 9 - Proxy Vote Form.** See AASMAN-1, para 7.2.4 and para 11.5.6. (OPR: EMC)

18.15.2.7. **AASF 50Q - National Test Questions and AASF 50Q - National Test Answers.** See AASMAN-1, Attachment 2, Section A2-6. (OPR: EMC)

18.15.2.8. **AASF 701 Series - Self-Evaluation Checklists.** See AASMAN-1, Attachment 5, Section A5-6. (OPR: National HQ)

18.15.2.9. **AASF 901 - National Unit Award Nomination Report.** See AASMAN-1, Chapter 16, para 16.2, and Section B. (OPR: National HQ)

18.15.2.10. **AASF 902 - National Individual Award Nomination Report.** See AASMAN-1, Chapter 16, para 16.2, and Section C. (OPR: National HQ)

18.15.2.11. **AASF 903 - National Unit Award Nomination Report (LBJ Cup).** See AASMAN-1, Chapter 16, paras 16.2 and 16.8, and Section B. (OPR: National HQ)

18.15.3. **Format.** In the lower, left-hand corner of all permanent AAS forms, there must be a form number, date of adoption or latest revision, and a statement (if applicable) as to whether previous editions of the form may still be used. Forms designed for other than national use must indicate the command level for which the form is valid. Permanent squadron forms must bear the squadron letterhead. Other permanent AAS forms must indicate the issuing HQ, but may bear no other information which would make the form obsolete on transfer of the HQ to another location. AAS forms must indicate the required routing of the form. Using colored copies in a multiple copy-set form is authorized, provided the original of the form is white and the last copy of the form is the record copy for the originator's files.

18.16. **National and Area Level Forms.** To ensure efficient communications between the various HQs of AAS while still allowing these HQs to have local control over the design of the forms each HQ uses, the following series of forms have been established.

18.16.1. **100-Series.**

18.16.1.1. The 100-Series of forms is reserved for standardized forms used at both the area and National levels for day-to-day operations. The actual design of each form is decided at the local level, although guidance will be provided by the National IM. IAW AASMAN-1, para 18.15.3, these forms must indicate the issuing HQ, but may bear no other information which would make the form obsolete upon transfer of the HQ to another location.

18.16.1.2. These forms will be numbered on the area level as "Area Form 1XX" and on the national level as "National Form 1XX" (with the "X" characters indicating the remaining numerals in the actual 100-series designator of the form).

18.16.1.3. The following forms are authorized in the 100-series:

18.16.1.3.1. Form 101 -- Master Suspense Calendar

18.16.1.3.2. Form 102 -- Suspense Compliance Form

18.16.1.3.3. Form 103 -- Incoming Correspondence Log

18.16.1.3.4. Form 104 -- Outgoing Correspondence Log

18.16.1.3.5. Form 105 -- Incoming Phone Log

18.16.1.3.6. Form 106 -- Outgoing Phone Log

18.16.1.3.7. Form 107 -- Reimbursement Request

18.16.1.3.8. Form 108 -- Discrepancy Tracking Form (see AASMAN-1, para 12.19.2.2)

18.16.1.3.9. Form 180 -- Files Maintenance and Disposition Plan

18.16.2. **200-Series.**

18.16.2.1. The 200-Series of forms is reserved for those forms which an area or national level HQ desires to create for its own internal use, but are not included in the 100-Series. Numbering of these forms is the same as for the 100-Series, with the exception of the use of the "2XX" number itself.

18.16.2.2. Each HQ that creates a 200-Series form must send a copy of the form to National HQ. If enough areas use similar 200-Series forms, that type of form will be a candidate for addition to the 100-Series.

18.16.3. **700-Series.** The 700-Series of forms is reserved for those forms that are used by area and national level HQs in evaluations of subordinate units and to provide feedback to these units. The design of these forms is at the discretion of the issuing HQ.

18.16.4. **900-Series.** The 900-Series of forms is reserved for the national level awards nomination process. These forms include AASF 901, 902, and 903. See also AASMAN-1, para 18.15.2 and Chapter 16.

18.17. **Mailing/E-mail List.** To insure all necessary AAS agencies remain fully informed of current AAS policies and directives, use the mailing list in AASMAN-1, para 6.15.1 (only one copy to each), to distribute information.

18.18. **Files Maintenance Plan.** All AAS units must use a files maintenance plan (see also AASMAN-1, para 18.14). The unit must adhere to whatever version of the files maintenance plan it adopts. See AFMAN 37-126 and AASMAN-1, para 18.14.5, for guidance on destruction of filed materials.

18.19. **Personnel Files.** Each unit, at its discretion, may keep personnel files (see also AASMAN-1, para 18.14). If the unit keeps such files, they must be secured with a lock and updated at least once per term. The files must contain and the unit must comply with the Privacy Act Statements. Keep files on departed members for one academic year. See AFMAN 37-126 for disposal of personnel files.

18.20. **Continuity Notebooks.** Each unit should keep a continuity notebook for each staff position. See AASMAN-1 Attachment 6.

**Chapter 19—Symbols, Certificates, and
Insignia**

19.1. **AAS Symbols.**

19.1.1. **Colors.** The AAS colors are red, white, blue, and yellow-orange.

19.1.2. **Flower.** The AAS flower is the "Crimson Glory" Rose.

19.1.3. **Motto.** The AAS motto is "The warrior who cultivates his mind, polishes his arms" (Duc de Boufflers).

19.1.4. **Crest.** The official emblem of AAS; The AAS crest is an Air Force star of white with a cardinal ball in the center resting on opposed gold wings. Under this are two blue bars with "Arnold Air Society" superimposed on the bars. This crest may be used on printed materials, decals, or other appropriate items.

19.1.5. **Coat of Arms.** The traditional archaiac crest appears on all official AAS documents. The AAS coat of arms must conform to the specifications on file with the AAS Executive Management Center and L.G. Balfour Company of Attleboro, Massachusetts.

19.1.6. **Seal.** The AAS Seal is controlled by the Executive Director and is used to authenticate documents.

19.1.7. **National Flag.** The AAS national flag is white, 4' x 6', and trimmed on three sides with a two-inch wide, yellow fringe. The center design is the AAS crest and above the crest are the words "National Headquarters."

19.1.8. **Emblems.** All areas are authorized to create an area emblem for display at AAS functions.

19.2. **Certificates.**

19.2.1. **Squadron Charters.** An AAS squadron charter is white, 12" x 14", is signed by the National Commander and the Honorary National Commander, and bears the AAS coat of arms at the top center.

19.2.2. **Membership Certificates.** An AAS membership certificate is white, 8 1/2" x 11", is signed by the National Commander and appropriate squadron commander, bears the AAS coat of arms at the top center, and has the seal of the Society in the lower left corner.

19.2.3. **Honorary Membership Certificates.** This certificate is identical to the standard membership certificate, except for the addition of the words "Honorary Member" in the certificate heading.

19.2.4. **Certificates of Appreciation.** See AASMAN-1, para 16.19.

19.2.5. **AAS/AFA Joint Membership Card.** The AAS/AFA Joint Membership Card is white, 3 3/4" x 2 1/4", and bears the member's name, address, AFA number, and membership expiration date on the back of the card. These cards expire one year from the month in which dues were

received at AFA HQ (after processing by the AAS Executive Management Center). The AAS Executive Management Center will establish modified procedures to equitably handle individual cases where special consideration is appropriate.

19.3. **Insignia.** Includes any hardware that distinguishes a member of AAS

19.3.1. **Rank Pin.** The AAS rank pin is an AAS crest with the appropriate officers grade insignia placed between the wings above the star.

19.3.2. **Candidate Pin.** The AAS candidate pin is circular and bears the white star and cardinal ball of the Society.

19.3.3. **Fourragere.** The AAS fourragere is a single loop, square weave, blue and gold, multi-strand cord.

19.3.4. **Membership Ribbon.** The AAS membership ribbon is a standard size ribbon having in the center alternating stripes of red and blue (two blue and one red), bounded by a white stripe on either side of the center, with yellow-orange border stripes. An oak leaf cluster is worn on the ribbon to denote each year of AAS membership after the first year is completed. See AFOATSI 36-2008 for proper wear of all devices on ribbons.

19.3.5. **When to Wear This Insignia.**

19.3.5.1. All active members in good standing must wear the fourrageres, rank pin, and membership ribbon at all times on the appropriate uniforms. See AFOATSI 36-2008.

19.3.5.2. Inactive members are only authorized to wear the membership ribbon.

19.3.5.3. Candidates may wear the candidate pin and other candidate insignia, at the discretion of each unit.

19.3.5.4. Associate members who are both AFROTC or USAFA Cadets as well as SW members may wear the fourrageres and AAS crest, when approved by the local SW chapter president.

19.3.6. **How to Wear This Insignia.**

19.3.6.1. **On Uniforms.** See the regulations noted In AASMAN-1, para 19.3.5.1

19.3.6.2. **Candidate Pins.** Candidates may wear the candidate pin and other candidate insignia to be determined at the discretion of each unit.

19.3.6.3. **On Civilian Clothes.** The rank pin is worn on the left lapel. The candidate pin is worn where prescribed by the individual unit.

19.4. **Uniform Wear at AAS Functions.** Uniforms are customarily worn at all business and many social functions of the Society at all command levels. Exceptions may be made by unit commanders. However, prior to making policy exceptions, recall that an AAS member in uniform contributes to a positive public perception of AAS, AFROTC, USAFA and the Air Force.

19.5. **Ribbons.** See the regulations noted in AASMAN-1, para 19.3.5.1, and other applicable directives.

KEVIN B. LONG, C/Brig Gen, AAS

National Commander

Attachment 1—Arnold Air Society Constitution

PREAMBLE. We, the members of the Arnold Air Society (AAS), in order to aid in the development of Air Force officers, create a more efficient relationship within the Air Force officer training programs, support aerospace in its role in national security, and further the purpose, traditions, and concepts of the United States Air Force, do hereby establish this Constitution.

ARTICLE I

Section 1. This organization will be known as the Arnold Air Society (AAS).

Section 2. This organization is created in the spirit of the preamble and its objectives are stated therein.

ARTICLE II. The AAS will have the following insignia: colors; coat of arms; crest; guidon; ribbon; flower; rank pin; and shoulder cord.

ARTICLE III

Section 1. There will be four classes of membership: active; inactive; associate; and honorary.

Section 2.

[1] To be an active or inactive member of the AAS, a person must be enrolled in a college Air Force reserve officer training program or the United States Air Force Academy and have been initiated into a local Arnold Air Society squadron. The criteria for membership will not indicate considerations of sex, race, creed, or national origin.

[2] Active members are those who have paid their national and local dues and fees and are in good standing with their local squadrons.

[3] Inactive membership may be included as a provision of individual squadron by-laws.

[4] Members of Silver Wings (SW) become associate members of the AAS upon payment of national SW dues.

[5] Any local squadron or HQ may, by unanimous vote of its membership, elect to honorary membership any person or persons whose individual merits and contributions to the AAS warrant recognition by initiation.

ARTICLE IV

Section 1. The national organization will be presided over by a National HQ and divided into areas and squadrons. The chain of command shall be in that order.

Section 2. There will be one AAS Executive Management Center maintained to handle the administrative needs of the AAS. There shall be an Executive Director appointed to be in charge of the AAS Executive Management Center. Such office personnel necessary to conduct the administrative activities of the Society may be appointed by the Executive Director, with the approval of the Board of Directors.

ARTICLE V

Section 1. Each headquarters of the AAS will have a commander and staff. All commanders will be elected to their position.

Section 2. Squadron staff officers will be titled deputy commander, operations officer, public affairs officer, information management officer, financial management officer, and support officer. Area and national staff officers will be titled vice commander, director of operations, director of public affairs, director of information management, director of financial management, and director of support

Section 3. Any AAS commander may be impeached by a two-thirds vote of his or her command for improper conduct, neglect of duty, or failure to carry out the objectives of the AAS. The Executive Director will determine the validity of the impeachment of the National Commander. The National Commander will determine the validity of the impeachment of area commanders. The applicable area commander will determine the validity of the impeachment of squadron commanders.

Section 4. A commander may dismiss any staff officer for improper conduct, neglect of duty, or failure to carry out the objectives of AAS.

ARTICLE VI

Section 1. The supreme legislative body of the AAS will be known as the business session of the National Conclave (NATCON) and shall consist of the National Commander and delegates from each of the active squadrons and area HQs.

Section 2. The NATCON will be convened once each academic year by the National Commander at a place designated by a majority vote of the NATCON general assemblies of AAS and SW one year in advance, providing a NATCON site and host squadron can be found.

Section 3. The delegate from each area HQ and active squadron will have one vote. The National Commander will have one vote in case of a tie. Votes may be delegated (proxied) in writing to other area HQ or squadron delegates. A quorum consists of two-thirds of the authorized votes.

ARTICLE VII

Section 1. There will be a Board of Directors of the AAS which will have the area commanders as voting members. The National Commander will be the chairman and vote only in case of a tie. Non-voting members of the Board of Directors will be the National HQ staff officers, National Business Chairman, National Parliamentarian, NATCON HQ Commander, SW National President, Executive Director, National HQ Advisor, AFROTC-AAS Liaison Officer from HQ AFROTC, chairmen of the national standing committees, National Archives HQ Commander, AASAA National Director, National Chief of Protocol, and the National Administrative Consultants.

Section 2. The Board of Directors will meet at the discretion of the National Commander, but not less than twice each year.

Section 3. Board of Directors Duties:

[1] Establishing the location of the AAS Executive Management Center by a two-thirds vote.

[2] Establishing the qualifications for hiring and dismissing the Executive Director, all by two-thirds votes.

[3] Aiding and directing the National Commander in executing the legislation of the NATCON and the policies of the national organization.

Section 4. The Board of Directors will enact the legislation it deems necessary for the effective operation of AAS.

Section 5. The Board of Directors will interpret the AAS Constitution.

Section 6. Any action taken by the Board of Directors, except a judicial interpretation of the Constitution, may be overruled by a majority vote of all active squadrons.

ARTICLE VIII

Section 1. To support the operation of the national organization, there will be an initiation fee for new members and annual dues for all members. The amounts will be set by the NATCON.

Section 2. The Executive Director will annually compile and publish a financial report of the AAS.

ARTICLE IX. The AAS will have national manuals which will be written in the spirit of the AAS Constitution and establish standard operating procedures for AAS. Such manuals will be approved by a majority vote of the NATCON.

ARTICLE X

Section 1. Any three squadrons acting together or any three voting members of the Board of Directors acting together may submit a proposed amendment to this Constitution. The proposed amendment will be submitted to the Executive Director who will, within two months, forward it to all of the active squadrons for their vote. Each squadron must notify the Executive Director of its vote within one month of the date the proposed amendment was mailed. For a squadron's vote to count, two-thirds of the active members of the squadron must vote on the proposed amendment. A two-thirds majority of all active squadrons in favor of the amendment must pass the amendment to have it become part of the AAS Constitution.

Section 2. The NATCON general assembly may amend this Constitution with a two-thirds vote of all the active squadrons of the Society.

Attachment 2—Candidate Training Program, Initiation Ceremony, and National Test

Section A2-1—Candidate Training Program Outline

A2.1. **Introduction.** The mandatory candidate training program must be conducted at least once per academic year and last between six and eleven weeks (this length of time does not count periods when the school in question is on an academic break, such as during the winter holiday season). The following sections cover general requirements and restrictions each squadron needs to incorporate into its program, as well as a section on suggested recruiting and candidate training program ideas.

A2.2. **USAF Policy.** Hazing or degradation of any person is specifically prohibited during the entire candidate training program and all initiation activities.

A2.3. **Squadron Candidate Training Officer.** The squadron candidate training officer is selected by a majority vote of the active members of the squadron or is appointed by the squadron commander, depending on provisions in the unit's by-laws.

A2.4. **Requirements.** All of the following requirements must be completed by every candidate in order to become an active AAS member.

   A2.4.1. **Physical and Academic Standards.** All candidates must meet the physical and academic standards of the local detachment or USAFA.

   A2.4.2. **Attendance.** The candidates must attend at least 90 percent of all designated candidate activities, as decided by the squadron candidate training officer.

   A2.4.3. **Projects.** The candidate class must complete at least one service project that benefits either the cadet wing, campus, or community. Fund-raising projects do not fulfill this requirement. Candidate classes may complete no more than three service projects during their training period (e.g. the six to eleven weeks they are in training).

   A2.4.4. **Active Member Signatures.** The candidates must obtain the signatures of all active squadron members. Only at the discretion of the squadron commander may units allow candidates to obtain less than 100 percent of these signatures.

   A2.4.5. **Candidate Testing.** The candidates must pass the National Test with a score of at least 80 percent. If a candidate fails the exam, he or she has the option of retaking the exam only once. If a candidate chooses to retake the exam, he or she must wait a minimum of one week from the first test date before being allowed to re-test. If a candidate fails the test a second time, he or she must repeat the candidate program before being allowed to test again.

   A2.4.6. **Joint Relations Workshop.** Candidate Classes will have a one-day mandatory Silver Wings informational workshop to educate the candidates about the history and operations of Silver Wings.

   A2.4.7. **AAS Oath.** The use of the AAS Oath is mandatory for the initiation of members. The Oath is included in the suggested initiation ceremony in this attachment.

Section A2-2—Restrictions

A2.5. **Training Limitations.** The following items are the restrictions which all candidate training programs must follow. Consider these items the maximum a candidate class may be directed to accomplish during a candidate training period.

A2.6. **Hazing.** The candidates may not be physically or mentally hazed at any time or in any way, as defined by the official USAF policy on hazing. When considering the question of hazing, apply these questions to all aspects of a unit's candidate training program (See also Attachment 7 to be given to each candidate at the initial event of any training program):

A2.6.1. How would it look on the evening news?

A2.6.2. Is it against university regulations or state law?

A2.6.3. Does it do any harm, mental or physical?

A2.6.4. Does it compromise the dignity of the candidate?

A2.6.5. Is it keeping good men and women from joining the Society?

A2.6.6. Is it causing good candidates to drop out of the candidate training program?

A2.7. **Pre-Field Training Prohibition.** Candidate training programs may not resemble a pre-field training preparation program, but should reflect the professional nature of our Society and what the Society represents. Behaviors such as, but not limited to, humiliating or putting down candidates to make them feel inferior to members and any verbal abuse are prohibited.

A2.8. **Standards.** No standard above the standard imposed on all cadets at a detachment or the USAFA may be applied to a candidate class. This includes, but is not limited to, higher PFT scores, grade point average, lower aerobics run times, or higher drill proficiency.

A2.9. **Meetings.** Candidates may meet no more than four hours per week, excluding service projects and Extended Training Exercises.

A2.9.1. **Extended Training Exercises.** Candidates may participate in up to eight hours of Extended Training Exercises. The Squadron CTO must provide a specific outline of the Extended Training Exercise to both the Arnold Air Society Squadron Advisor and their Area Director of Training. This plan must be approved two weeks in advance of the planned date by both the Squadron Advisor and Area Director of Training. After the Extended Training Exercise is over, the Squadron CTO must submit an After Action Report to the Area Director of Training who will then review the report and forward it to the National Director of Training.

A2.9.2. **Extended Training Exercises Limitation**.

A2.9.2.1. **Time.** Extended Training Exercise training time cannot be combined with the weekly four hours of training.

A2.9.2.2. **Physical Training**. No more than three non consecutive hours of the allotted eight hours may be designated for Physical Training.

A2.9.2.3. **Overnight Events.** If the exercise is planned to run overnight candidates must receive seven unabated hours of sleep, the same amount given to cadets at AFROTC field training, hours of sleep do not count against the eight hours of training time.

A2.10. **Physical Training.**

A2.10.1. **Candidates, Active Members, and Physical Training.** Of the four hours candidates can meet per week, no more than one hour may be used as physical training. If there is physical training in your candidate training program, either 50 percent of the squadron's active members or one member per candidate must participate in the physical training along with the candidates. This does not mean the candidates will perform the physical training and the active members will supervise the event in a "CTO-like" role. Rather, this means that whatever a candidate is required to do, the squadron's active members at the event must do the same thing. These activities may take the form of practice PFTs, runs, sports, or any other physical activity, as long as the active members participate.

A2.10.2. **AAS Physical Training and AFROTC Regulations.** Candidate Training Officers need to make a conscious effort to comply with the intent of AFROTCMAN, 36-201. Squadrons should ensure that active members and candidates have current, certified sports-physicals prior to participation in physical training. Squadrons should attempt to have a member of cadre present at activities which incorporate physical training.

A2.11. **Drill.** Of the four hours candidates can meet per week, no more than one hour may be used to practice drill proficiency.

A2.12. **Candidate Dues.** While units may not charge any form of candidate dues to be paid by prospective members, it is permissible to levy a fee on candidates. The proceeds may be used to recoup the cost of any materials provided by the unit which the candidates will retain once they become active members.

Section A2-3—Suggested Recruiting Activities

A2.13. **Recruiting.**

A2.13.1. **Events.** Recruiting is the primary step in having a successful training period. Using fun and motivating events is the key to grabbing those qualified cadets.

A2.13.2. **Candidates.** Look for cadets who are motivated, organized, team-players, dedicated, creative, service-oriented, and looking for fun. POC cadets are required to go through the candidate class in the same fashion as GMC cadets, with no exceptions between the two groups

A2.13.3. **Methods.** Some ideas on how to attract these high-quality people include:

A2.13.3.1. Make a candidate/squadron video to encourage cadets to join AAS.

A2.13.3.2. Run a phone-a-thon and call prospective cadets.

A2.13.3.3. Send flyers through the mail/e-mail to prospective cadets.

A2.13.3.4. Have peers handle the recruiting of candidates in the same academic major.

A2.13.3.5. Increase parental involvement, possibly by inviting parents to AAS socials during the school's "Parents Weekend."

A2.13.3.6. Host squadron socials, inviting potential members to activities like barbecues, pizza parties, or ice cream socials.

A2.13.4. **Problems to Avoid.** Units must avoid some activities during recruiting:

A2.13.4.1. Don't portray AAS as a pre-field training experience with physical training, drilling, and verbal abuse.

A2.13.4.2. Be sure to not mislead candidates about the training they are going to get -- show enthusiasm and a positive attitude.

Section A2-4—Candidate Training Program

A2.14. **Goals.** The training program must familiarize the candidates with the mission, history, organization, and activities of AAS; educate the candidates about the organizations AAS is affiliated with (e.g., SW and AFA); instill in the candidates a greater interest in the community, squadron, cadet wing, university, and USAF; and acquaint and prepare the candidates for leadership roles within AAS through emphasis on officer development, community service, and AFROTC standards.

A2.15. **Projects.**

A2.15.1. **Service Projects.** Having good service projects is an excellent way to decrease the attrition rate in the candidate class. The number of projects is not as important as the quality. Letting the candidates organize and actually implement the projects is a good way for them to work on their leadership skills. A good idea is to have the candidate class possibly join in with the squadron on a community service project. Have the candidate class organize the project and ask the squadron's active members to join in. This serves as a good ice-breaker for the candidates and allows them to get a taste of active member life.

A2.15.2. **Suggestions.** Some suggested projects and activities for the candidates may include:

A2.15.2.1. "Class Jeopardy" where teams are selected and candidates can be asked questions related to the National Test.

A2.15.2.2. Fund-Raisers are a good way to cut down on the expense of joining AAS. Some ways to raise money include a shoe-shining night, dry-cleaning service for the cadet wing, or working concessions for college sporting events.

A2.15.2.3. Give the candidates problems or exercises to solve as a group (e.g., team-building exercises). Try a scavenger hunt around the campus for AAS trivia questions and facts.

A2.15.2.4. Service project ideas could include:

A2.15.2.4.1. Planning the cadet wing dining-out or dining-in.

A2.15.2.4.2. Hosting a cadet wing sports contest and barbecue.

A2.15.2.4.3. Volunteering at local elementary schools to put on presentations (e.g. flag awareness, saying "no" to drugs, environmental issues).

A2.15.2.4.4. Participating in road-side clean-up events.

A2.15.2.4.5. Going to local high schools and helping recruit future AFROTC or USAFA Cadets.

A2.15.2.4.6. Serving meals to the hungry at local soup kitchens.

A2.15.2.4.7. Sponsoring blood drives on the campus.

A2.15.2.5. Hold quizzes during each candidate meeting to help candidates prepare for the National Test.

A2.15.2.6. While the candidates are obtaining the signatures of squadron members, have each active member ask the candidate a question from the National Test. The active member can sign the candidate's book if the candidate answers correctly. If the candidate does not answer correctly, the member can have the candidate research the correct answer and report back with the information.

A2.15.3. **Academic Performance.** Grades are very important throughout the academic career, especially during the candidate training period. If the candidate can not keep his or her grades up, there is ultimately no chance of being an AAS member. One way to combat this problem is with a "Big Brother/Big Sister" from the active squadron membership for each candidate . These active members can provide support during the candidate period and can help if the candidate's grades are suffering. See also AASMAN-1, Attachment 2, para A2.8.

A2.15.4. **Conclaves.** From the start of the program, explain to the candidates what the area conclave and National Conclave are. These are very positive and fun activities the candidate can look forward to. Encourage candidates to take advantage of the educational and professional opportunities the conclaves provide. One way to do this is to include a conclave section in the squadron candidate training manual explaining what the conclaves should mean to the candidates. Bottom line -- take the time to educate candidates on these important events in the Society.

A2.15.5. **History.** Be sure to include in your candidate training manual information concerning the Society's namesake, General of the Air Force Henry "Hap" Arnold. Also, include items like how and where the AAS was started, how Angel Flight-Silver Wings began, and the history of your squadron's namesake. These are important historical perspectives each active member should know upon entering AAS.

A2.15.6. **Squadron Duties.** From the start of the candidate training program, let the candidates know about the different staff positions they may hold when they become members. Discuss the

different responsibilities of each position and have the current squadron officers visit with the class to discuss their squadron duties.

Section A2-5—Initiation Procedures

A2.16. **Usage.** This suggested initiation procedure may be used at all squadron initiations. Squadrons may use other or additional procedures, provided the ceremony in no way reflects poorly on the AAS, AFROTC, USAFA, or USAF. Initiation of active members may only occur at the squadron level. Units are encouraged to invite dignitaries to attend initiation ceremonies. Report each squadron initiation on AASF 1 NLT three weeks after the ceremony. See also AASMAN-1, para 2.7.2. Use AASF 3 for equipment orders.

A2.17. **Details.** Use the US flag, university flag, AAS squadron guidon and, if practical, one candle for each individual mentioned in the section on the history of the Air Force.

A2.18. **Execution.**

A2.18.1. When the candidates are in place, either the unit's ranking officer or a selected presiding officer for the ceremony will administer the oath to the candidates. *NOTE:* This oath is the only portion of this suggested ceremony which must be used at all initiations. The oath reads with pauses noted by each "/."

"I, (name of candidate), having been selected a candidate for the Arnold Air Society, / do solemnly swear (or affirm) / that I will support and defend the Constitution of the United States / and the Arnold Air Society, / that I will bear true faith and allegiance to the same, / that I take this obligation freely, without any mental reservation of purpose of evasion, / and that I will faithfully serve in the position I am about to enter, / so help me God."

A2.18.2. If there is to be a speech made by a guest speaker, allow the candidates to be seated in the front of the room. Have other attendees sit where appropriate and facilities allow. (Should there be no speech, direct the candidates to stand at the appropriate spot for the next phase of the ceremony.) At this time, introduce the guest speaker.

A2.18.3. Following the address by the guest speaker, have the candidates stand at the appropriate spot for the next phase of the ceremony. As a designated member of the squadron reads each candidate's name, the candidates will step forward. A designated member will then read the motto of the Society and explain the motto to the attendees.

A2.18.3.1. The motto is: "The warrior who cultivates his mind, polishes his arms."

A2.18.3.2. The explanation is: "We of (either AFROTC or the USAFA) accept this motto as a challenge and a candidate that, in the future, we shall, by diligent study and unrestrained effort, instruct and train ourselves so that we shall have the qualities and attributes essential to our progressive and continued development throughout our lifetimes as officers in the United States Air Force."

A2.18.4. A designated member of the squadron will explain our interpretation of the USAF colors as they pertain to AAS:

A2.18.4.1. "Cultures have always used colors to represent causes they wish to support. Such colors are the red of the Red Cross, the black robes of the minister, the white uniforms of the nurse, colors representing foreign nobility, regiments, armies, secret societies, and, above all, our own United States. If we know the significance of the colors of the Arnold Air Society, they should help us remember the spirit of our organization whenever we see them."

A2.18.4.2. "The blue background stands for the sky in which we fly -- that blue horizon which we try to reach by developing better and more efficient engines and airplanes and better trained men and women, by using research and experience to attain new goals, make new records, discover new frontiers."

A2.18.4.3. "The red of the star represents those men and women whose blood has been given to achieve that which we have achieved today -- and it also represents the blood which will have to be spent in the future."

A2.18.4.4. "The gold wings stand for the wings that hold us aloft, the wings we bear and wear, the symbol of our mission and our purpose."

A2.18.4.5. "The white in the star represents the purity of our intent, our loyalty to comrades, our determination to keep our wings and ourselves so strong there will never be doubt as to the preservation of our nation for which we wear these symbols."

A2.18.5. If possible, dim the lights in the room. As each name is read, have an active member light a candle. When the "unknown airmen" are mentioned, light the remaining candles. A designated member will read the final portion of the initiation:

A2.18.5.1. "The history of the Air Force is a great history. We have progressed from the Wright Brothers' 40-mile-per-hour airplane to the speedy jet-propelled aircraft of today. During this period of time, several significant events, linked inseparably with many men and women, have produced a profound effect on the growth and development of the United States Air Force.

A2.18.5.2. "The first power-driven, heavier-than-air craft of the Wright Brothers was improved upon continuously in the years before World War I. The use of the airplane as a combat weapon was envisioned quite early by such men as Glenn Curtiss, who first saw the practical use of the plane as a bombardment weapon."

A2.18.5.3. "The performance in combat of such pilots as Edward Rickenbacker during World War I added weight to the theory of air combat. The conception of an offensive air force whose primary purpose was to strike at the enemy's armies, supply depots, and war industry is due, in large measure, to General Billy Mitchell. He proved his theories by sinking a German U-boat in 16 minutes and the giant German battleship Ostfriesland with seven Martin bombers in seven minutes."

A2.18.5.4. "The final acceptance of strategic bombing as a basic Air Force combat function, although fought for by such men as Generals Billy Mitchell and H.H. Arnold in the inter-war years, was not achieved until World War II."

A2.18.5.5. "Soon, after the close of the War, the Air Force began to acquire jet aircraft which greatly increased its strength and striking capability. Captain Charles Yeager, who became the first to fly an aircraft faster than the speed of sound in 1947, and Captain James Jabara, who became the world's first jet ace during the Korean conflict in 1951, were pioneers in this field."

A2.18.5.6. "The Air Force has embarked upon a new age -- the Aerospace Age. The dedication of such pioneers as Colonel Robert White, who flew the X-15 to record speeds, and Colonel John Glenn, the first US astronaut to orbit the earth, serve as examples for us, the aerospace team of tomorrow."

A2.18.5.7. "Let us also pay tribute to astronauts Virgil Grissom, Edward White, and Roger Chaffee, and the members of the crew of the space shuttle Challenger who gave their lives in the quest for greater knowledge of space."

A2.18.5.8. "Let us also remember all those unknown airmen, unnamed, but not forgotten, who have done so much that we may progress so far."

A2.18.5.9. "New members of the Arnold Air Society, help us join this group of aerospace-minded men so that we may contribute in the future as much as they have contributed in the past."

Section A2-6—National Test

A2.19. **Procedures.** A national test is issued to every candidate at the completion of the AAS squadron candidate program to determine if he or she has learned the basic history, purpose, and fundamentals of Arnold Air Society. The most current edition of the test and the correct responses to all questions can be found in AASF 50Q, **National Test Questions**, and AASF 50A, **National Test Answer Key**. Squadrons are responsible for providing questions and answers to questions 48 through 50, but may not delete any questions from the test. To pass this exam, the candidate must correctly answer at least 80% of the questions. Retain scored tests in each member's personnel file.

A2.20. **Administration.** Due to the sensitivity of the material they contain, AASF 50Q and AASF 50A are made available only to the training officers at each level of AAS. These officers are responsible for administering the test to all AAS candidates and scoring the completed tests against the answers in AASF 50A. Passwords for viewing and printing each of these forms are made available to squadron training officers through the AAS chain of command.

Attachment 3—Suspense Dates

Section A3-1—Fixed Dates

A3.1. The actions shown below occur on the same calendar day each year.

Date	Action	AASMAN-1 Reference
1 Sep	Fiscal year begins	4.5.1
1 Oct	Area CCs e-mail Squadron CC e-mail roster to AAS Natl. HQ and EMC	12.13.1.5
31 Oct	Membership Renewal Report	2.7.1, 2.7.4
	AASF 6 from squadrons	14.4.2
1 Nov	Squadron Commanders' Reports	12.16
15 Nov	NATCON Intent to bid notification (1 1/2 years prior)	9.1.1
	National Parliamentarian applications and nominations	8.12.1.3
28 Nov	File IRS Form 990 at AAS Exec Mgmt Cntr	15.11.3
30 Nov	All area conclaves complete	10.13.1
	Area HQ Income Statements	12.11.3
15 Dec	National Parliamentarian selection and notification	8.12.1.4
15 Jan	Natl HQ intent to bid notification	5.2.1
	Archives HQ, National Business Chair Interim Reports	8.2.3.1, 8.11.4.1
	JAA Director Report to AAS-SW EMC	8.3
	NATCON Schedule of Events and Business Agenda	9.15
31 Jan	Membership recap to Natl HQ and NATCON HQ	6.8
	Executive Director's suspense summary	6.8

Date	Action	AASMAN-1 Reference
1 Feb	National Webmaster application due to AAS National HQ	8.13.1.3
	Area CCs e-mail Squadron CC e-mail roster to AAS Natl. HQ and EMC	12.13.1.5
28 Feb	Award sponsor units pay plaque costs to EMC	16.1.5.5
1 Mar	Extended NATCON intent to bid notification (1 year prior)	9.4.1
30 Apr	Area HQ Officer Roster	12.4.2
1 May	Squadron Commanders' Reports	12.16
30 Apr	Area Commanders' Introductory Reports	12.20.1
1 Aug	Special HQs/Agencies Budgets submitted	15.7
	Special HQ/Project budgets to National/FM and Executive Director	7.5.7
31 Aug	Fiscal year ends	4.5.1

Section A3-2—Floating Dates

A3.2. The actions shown below occur on dates which are dependent on other events during the year.

Date	Action	AASMAN-1 Reference
Fall Board mtg	AAS Exec Mgmt Cntr distributes AASMAN-1 changes from NATCON	6.16.2.4
	Area Commanders' Oral Interim Reports	7.8.2
	Proposed NATCON agenda presented to Board members	9.16
	Exceptions to ARCON deadline	10.13.1
15 days after fall Board mtg	Fall Board meeting Executive Summary to all AAS agencies	5.5.3.6, 7.5.11
30 days after fall	Fall Board meeting minutes distributed	7.5.10

Date	Action	AASMAN-1 Reference
Board mtg	Natl Bus Chmn sends AASMAN-1 changes to NAC/MC	6.16.2.1, 8.11.13
60 days before area conclaves	Invite guests	10.21.2
30 days before area conclave	Area conclave agendas and social information distributed to distinguished guests	10.21.2
	Area chief of protocol selection board composition and dates to National Chief of Protocol	16.13.3.1
21 days before area conclave	Area conclave agendas distributed to units	10.19
7 days before area conclave	Area/CV notifies squadrons of Roundtable Evaluation plan	A5.4.3
10 days after area conclave	Area/CV submits AFROTC Affairs Committee Report	8.6.2
20 days after area conclave	Area Commander Interim Report (written; in no case will this be submitted later than 1 Feb)	7.8.1
60 days after area conclave	ARCON HQ CC turn over ARCON continuity to next ARCON staff	10.15
30 days after Natl/CC receives last area/CC interim report	National Commander Interim Report (written)	7.7
2 years prior	NATCON site booking	9.1
1.5 years prior	NATCON site announcement to fall Board meeting	9.1.2
60 days prior to NATCON	Proposed NATCON budgets to AAS Exec Mgmt Cntr and Natl HQ (for following year's NATCON)	9.5.1
Six wks prior to	NATCON HQ bids to AAS and SW National Business Chairs	9.1.1

Date	Action	AASMAN-1 Reference
NATCON	Awards nominations to Natl HQ	16.2
40 days before NATCON	NATCON HQ Committee Request Form sent	11.2.2.3
30 days before NATCON	AAS Exec Mgmt Cntr reviews NATCON HQ bids	9.5.1
	Alternate NATCON transportation arrangements	10.7.1
	Advance resolution deadline	11.4.1
Four wks before NATCON	Revised NATCON agenda to all units	9.16
14 days before NATCON	Proxy notification	11.5.6
At NATCON	Natl Commander's Interim Report (oral)	7.7
	File cut-off date	18.14.4
	Revised NATCON agenda to all attendees	9.16
	Squadron History Update	12.18
24 hrs before last bus sess	At-NATCON resolution deadline	11.4.2
NLT end of academic prior to ARCON in question	Area Conclave Planning Package due	A4.2
Last NATCON Business Session	All HQs change command	5.2.5, 12.4.4
	Area HQ Funds Transfer (initial installment)	5.5.4.5,12.11.1, 15.3.2
28 days after unit evaluated	Roundtable evaluation report to evaluated unit (courtesy copies to National HQ and AFROTC Region Commander)	12.12.3

Date	Action	AASMAN-1 Reference
30 days after NATCON	Natl Bus Chmn sends AASMAN-1 changes to NAC/MC	6.16.2.1
Five weeks after NATCON	AreaHQ Funds Transfer (final installment)	5.5.4.5,12.11.1, 15.3.2
45 days after NATCON	NATCON HQ financial records transferred	9.18
	All NATCON HQ funds transferred	9.18
60 days after NATCON	NATCON HQ after-actions report	9.19
	NAC/MC sends completed AASMAN-1 changes to AAS Exec Mgmt Cntr	6.16.2.3
30 days after final exam	NATCON minutes due	11.8
120 days after NATCON	NATCON minutes available to all requesting agencies	11.8
Every three years from 2005	Candidate program review	11.2.1.1

Section A3-3—Contingency Dates

A3.3. The actions shown below occur on dates which are dependent on various actions being taken by the units concerned.

Date	Action	AASMAN-1 Reference
5 days after contact	Letter of confirmation of Natl Parliamentarian selection	8.12.1.4
5 days after receipt	Area HQ distributes appeal to all squadrons	7.13.1
	AAS EMC distributes appeal to all squadrons after receipt of an endorsed appeal	7.13.3

Date	Action	AASMAN-1 Reference
Within 7 days	Appeal to Board by officer relieved of position	5.5.1.9
	Appeal to Board of Finance Committee decision	8.7.2
	Delinquency report	5.5.1.6.1
Within 10 days	Notification of dismissal of a member	2.2.6
	NATCON HQ Committee Assignment Request Form returned	11.2.2.3
	Changes to Officer Rosters	12.4.2, 14.4.2
	Reports of Officer Dismissal	12.4.6, 14.4.6
	Area HQ reply to SQ inactivation request	14.20
	Area HQ reply to SQ reactivation request	14.21
	Squadron commander impeachment notification	14.18
Within 14 days	Para 7.4 invoked after delinquency report receipt	5.5.1.6.2
15 days after receipt	Squadron endorsement of an appeal	7.13.2
	Vote on National Commander impeachment	5.8
	Board response to Natl/CV recommendation on squadron delinquency action	12.8.3
20 days after receipt	Squadron reply to area commander impeachment	12.14
20 days after receipt of Board minutes or exec sum	Appeal to area HQ of a Board decision	7.13.1
21 days after receipt of complaint	Response to filing agency of complaint corrective action	18.12.2
Within three weeks	Initiation Report	2.6.1.1

Date	Action	AASMAN-1 Reference
Three weeks prior	CONUS squadron request for advance initiation equipment	2.6.3
Four weeks prior	Off-shore squadron request for advance initiation equipment	2.6.3
30 days after warning	Area HQ off good standing	7.11
	Squadron off good standing	12.8.1
1 month after amendment ballot mailed	Squadrons respond to amendment ballot	Attachment 1/Art X/Sect 1
40 days after receipt of endorsed appeal	Executive Director distributes results of appeal	7.13.4
2 months after receipt	Executive Director distributes amendment ballot	Attachment 1/Art X/Sect 1
Within 60 days of receiving AASF 5 and remittance	Send out new charter	14.19.3
6 months prior	Executive Director separation notice	6.5.2

Attachment 4—AAS Area Conclave Planning Package

A4.1. The purpose of this package is to insure:

A4.1.1. Conclave hosts complete all initial planning well in advance.

A4.1.2. Area resources can manage any proposed conclave requirements.

A4.1.3. Expenditures are not excessive.

A4.1.4. All appropriate agencies are aware of all plans at an early stage.

A4.1.5. All alternative courses of action have been considered.

A4.1.6. Protocol planning includes the area HQs, the National Chief of Protocol, and the appropriate area chief of protocol.

A4.1.7. Any coordination with personnel outside the host squadron is done early.

A4.1.8. Conclave staff members understand the event's role in the national communications process and the responsibilities inherent therein.

A4.1.9. All conclave activities are professionally planned and executed, providing the most ideal environment for service, instruction, and productive work.

A4.2. When preparing an ARCON bid for presentation to your area conclave, complete a preliminary copy of this package, including a proposed budget. This initial draft is intended for your internal use in bid preparation. It is not intended to be sent forward to EMC or higher HQ. However, it may be useful in preparing your bid presentation to the ARCON assembly.

A4.3. Once an ARCON headquarters has been selected, the host unit must complete this package, **including a proposed budget**, NLT the end of the academic year prior to the ARCON, and distribute copies to the agencies listed below:

A4.3.1. Conclave HQ advisor

A4.3.2. National HQ

A4.3.3. AAS Executive Management Center

A4.3.4. AAS area HQ

A4.3.5. SW Region Executive Officer

A4.3.6. The conclave staff

A4.4. The Executive Management Center will critique and return comments to the ARCON HQ within 15 days of submission.

A4.5. Minor changes to the package may be submitted by letter to the agencies in para A4.3 above. Complete a new package to document extensive revisions and send the new package to the agencies in para A4.3 above.

A4.6. Local reproduction of pages 163 through 173 is authorized.

Suggested Invitees and Associated Protocol Guidance for the Conclave HQ

Position	Comments	Protocol and Costs
Guest Speaker	Usually a senior USAF official, military or civilian. Six months prior booking is proper.	An active duty officer or DoD civilian will be on per diem. Generally, the same is true for an industry executive. Don't pay for the visitor's room or use a complimentary room. Don't ask for a registration fee. Include spouse in invitation. "To remind" invitations are appropriate.
AAS National Commander and SW National President	Will either attend or send a national staff representative. Provide an opportunity for them to address the conclave. Invite NLT 90 days prior.	Travel provided by the national budget. Pay registration and room costs for only one member of each staff. Give head-table seating to any national representative.
AFROTC Commander	Not required, but insure timing is appropriate if his/her participation is desired.	See guest speaker information for costs. Always advise the AFROTC Commander of the other guests expected to attend the event.
Superintendent and Commandant of USAFA	Not required, but insure timing is appropriate if his/her participation is desired.	See guest speaker information for costs. Always advise the Superintendent/Commandant of the other guests expected to attend the event.
AFROTC Region/CC	Required if the conclave is in his area. Insure timing of the invitation is appropriate.	See guest speaker information for costs.
Other AFROTC Officers	Appropriate for each PAS and advisor in the area. Send at the same time as registration packets.	Don't waive registration fees; offer reduced fees if able. Officers will pay for their own room and travel. Include in the conclave agenda a seminar for officer attendees and invite an appropriate attendee to host the seminar.
National Chief of Protocol	Invite as early as possible.	Always a non-paying guest with room provided. Utilize his or her protocol skills. Allow time for him or her to address the assembly.

Executive Director (or representative)	Invite as early as possible (include spouse).	Always a non-paying guest with room provided. Allow time for him or her to address the assembly.
Board of Trustees Member	Invite as early as possible (include spouse).	Always a non-paying guest with room provided. Allow time for him or her to address the assembly, if desired by the Trustee.
School Official	Invite as representative of host school (NLT 60 days prior).	Pay only for the guest's attendance at social functions.
AFA	a. Regional Vice President	Pay only for social functions.
	b. State President	Pay only for social functions.
	c. Chapter President and other chapter members	Propose chapter buy a table at a major social function of the conclave.

AAS Area Conclave Planning Package

I.   Preliminary Planning

   A. Area: _____   Host Sqdn/Chap: _____   Host School: _____

      1. Conclave will be: Area: ☐   Bi-area: ☐   Tri-area: ☐

      2. Dates:

         a. Of Bid Proposal: _____

         b. Of Conclave: _____

      3. Geographic Location (include city, state, nearest AFROTC detachment, etc.):

         _____

         _____

      4. Proposed Conclave Sites (names of facilities):

         a. Billeting: _____

         b. Business Sessions: _____

         c. Social Events: _____

         d. Caterer (if separately contracted—list name and phone):

         _____

      5. Closest Major Military Installation(s):

         a. Name: _____

     b. Distance from conclave site in: Miles: Minutes:

                                            _____   _____

6. Closest AFA Chapter:

     a. Name:

_____

     b. Location:

_____

7. PAS Concurrence with bid: Yes: ☐   No: ☐   Date:

        Name/Grade of PAS:

_____

8. Conclave Advisor's Name/Grade:

_____

9. Host university concurrence with bid: Yes: ☐   No: ☐   Date:

       Name/position of university official other than a Detachment staff member:

10. Will the university provide:

    a. Any entertainment assistance?

    b. Speaker or dignitary participation?

    c. Credit line (see footnote #1)?

    d. Tax exemption (identify those expenditures which will be exempt)?

    e. Name of conclave staff member who researched the answers to the above four

        questions:

11. Proposed staff for key functions (indicate school for all):

    a. Command: (1) AAS:

                (2) SW:

    b. Registration:

    c. Director of Financial Management:

    d. Protocol:

e. Transportation:

f. Hotel Liaison:

g. Social Events:

h. Entertainment:

i. Area Commander(s):

j. Region Executive Officer(s):

k. Area/Region Chief of Protocol:

II. Budget and Revenue.

    A. Revenue.

        1. Expected number of paying attendees:

           a. AAS:

                    _____

           b. SW:

                    _____

           c. PAS/Advisors and spouses:

                                          _____

           d. Possible donations:

                            _____

                NOTES: (1) Do not include AAS of SW National HQ representatives, the National Chief of Protocol, or Executive Management Center representatives as paying attendees.

                              (2) Do not include invited dignitaries as paying attendees. Dignitaries who will be funded by Industry, other associations, or themselves will be shown as contributions.

        2. a. Proposed registration fee $ per person

                          _____

           b. Income carried forward from prior ARCON or other activities $

                                                    _____

           c. Any other donations promised or expected $

                                  _____

    B. Expenditures (please read notes 1 and 2 at the end of this form).

        1. Variable costs (expenses reported in this category are those which will vary according to the number of paying registrants in attendance).

           a. Meal costs per person (actual basic food costs);

                  Breakfast $ per person

                              _____

           Brunch $ _____ per person

           Lunch $ _____ per person

           Banquet Dinner $ _____ per person

b. Wine or other special costs per person $ _____

c. Excursion (ranch, BBQ, riverboat, etc.) $ _____

d. Mandatory gratuity   % _____

e. Sales tax   % _____

2. Fixed Costs (report those expenses which must be paid, regardless of the number of paying guests in attendance).

    a. Music:

       (1) Commercial: _____

       (2) Incidental support to a DoD band: _____

       (3) Extra electric power, audio, or lighting expenses: _____

    b. Charge for bartender time and number of bartenders: /
                                                              _____   _____

    c. Special event charges (not based on per person attendees; e.g. ski lift, amusement park, museum, etc. for which the conclave buys a closed group reservation block): _____

    d. Special event transportation (explain): _____

       _____

3. Photography (list expense and type of coverage): _____

    _____

4. Function space charges (if complimentary, so state; if not, complete below. Normally, AAS and SW ARCONs which have weekend business sessions and food functions do not pay public function space charges. If such a charge is requested, list the charges here and confer with the Executive Director before entering into any agreement.):

    a. Ballroom: _____

    b. Meeting space (list how many rooms): _____

    c. Clean-up: _____

_____

   d. Other:

_____

5. Hosted rooms paid for by the Conclave (list all by name and position of each guest and show whether single or double occupancy and refer to protocol guidance on page 161 of this attachment for required guest planning and budgeting):

_____   _____   _____

6. Hosted meals paid for by the Conclave (list all, including conclave staff members who do not pay registration fees):

_____   _____   _____

7. Are any additional expenses involved (i.e. flowers, candles, lighting, etc.)?

Yes ☐   No ☐   If yes, please provide budget dollar amounts by each type of expense: _____

_____

8. Using the sample format on page 174 as a guide, **prepare and submit a proposed budget** as an addendum to this planning package. Update this budget as necessary throughout the planning cycle. See also para A4.2.

III. Hotel or Other Property Sleeping Room Charges. (*NOTE:* Please read the Hotel Negotiation Guide starting on page 180 of this attachment before contracting a commercial hotel/motel property.)

  A. Hotel proposal for room rates:

    1. Per room per night for quad occupancy $

_____

    2. Per room per night for triple occupancy $

_____

    3. If requested, list per person rate in multiple occupancy (trips or quads) $

_____

Will the hotel honor this rate? (***NOTE:*** If the hotel is agreeable, what is the per person rate or the flat dollar amount per room, provided three or four are in the room?) $

4. Per room per night double occupancy $ _____

5. Per room per night single occupancy $ _____

B. City/state tax rate on rooms _____ % (Included in the rates shown above? Yes ☐ No ☐)

C. Does the proposed registration fee include sleeping accommodation charges?

Yes ☐ No ☐

D. What parking charges will be associated with this Conclave?

_____

E. Any other charges not indicated elsewhere on this form?

_____

IV. Timing and Responsibility.

   A. Deadline for accepting proposal by hotel or other facility?

                  _____

   B. Date guest list will be completed:

        _____

      NOTE: Send copies of the guest list to AAS and SW National HQ, the Executive Management Center, and the National Chief of Protocol.

   C. Registration and invitations:

     1. Registration packet mailout suspense date:

              _____

     2. a. Guest invitation mailout suspense date:

              _____

        b. Reviewing Official:

        _____

   D. Entertainment contracts or USAF Band request dates:

       _____

   E. Publicity notifications to (show date):

     1. *Arnold Air Letter:*

          _____

     2. *Silver Wings National Newsletter:*

              _____

     3. *Air Force Magazine:*

        _____

     4. Local media:

        _____

NOTES:

1.   AAS and SW are school-sponsored and approved activities. It is advantageous to pay local purchase and hotel banquet function charges through the university which is usually exempt from state sales tax. Additionally, some schools will provide a small advance operating fund credit line to be repaid from conclave revenue.

2.   If room costs are not included in the registration fee, be sure members pay hotel and room charges and other incidental costs directly to the hotel. Do not permit these charges to be placed on the conclave master account because post-event collections are never totally successful.

Sample Budget Planning Format

EXPECTED REVENUE FOR ARCON (see note 1)

Source	Projected Attendees	Fee/Person	Total
Registration fee	125	40.00	5,000.00
Fund-raisers			70.00
Donations			100.00
Carry-forward from past ARCON			100.00
		TOTAL REVENUE	5,270.00

EXPECTED EXPENSES FOR ARCON

PART A – VARIABLE COSTS (see note 2)

Food Functions	Projected Attendees	Cost/Person	Total
Military Banquet	125	15.00	1,875.00
Continental Breakfast #1	125	5.00	625.00
Continental Breakfast #2	125	5.00	625.00
Special Disneyland function	125	6.00	750.00
		TOTAL VARIABLE COSTS	3,875.00

PART B – FIXED COSTS (see note 3)

Administration	**Total**
Letterhead	

Agenda Cover

Programs for Awards Banquet (AB)

Tickets for AB

Portable Files

Telephone

ADMINISTRATION SUB-TOTAL

_____

Public Affairs   **Total**

Video Tapes

Film

PUBLIC AFFAIRS SUB-TOTAL

_____

Protocol/Social   **Total**

Gift(s) for Guests(s)

VIP Favors

Place Cards

Flowers for AB

Head-Table Reception

No-host Bar (bartender cost if sales are less than minimum)

PROTOCOL SUB-TOTAL

_____

Operations   **Total**

Crests

Registration Packets – Incidental Costs

Auto Rentals

Gas for Transportation

DJ or Band for AB

Walkie-Talkies

OPERATIONS SUB-TOTAL

_____

NON-PAYING GUESTS AND CONCLAVE STAFF COSTS (other than Protocol/Social—see note 4)

Expected non-paying guests:

    2 – speaker and spouse (meals only)

    3 – national representatives (AAS, SW, Chief of Protocol)

    2 – university official and spouse (meals only)

    1 – Executive Director

    1 – member board of trustees

    2 – AFA state president and spouse (meals only)

    5 – ARCON staff

Cost of sleeping rooms at $35.00/night (single or double occupancy) plus 7.5% city hotel tax

Cost of meals

    Brunch = $5.95 + 6% sales tax + 18% gratuity

    Military Ball Dinner - $15.95 + 6% sales tax + 18% gratuity

Sleeping rooms required

SW Natl Rep and Chief of Protocol in one room for two nights	75.26
AAS Natl Rep (room with area staff member paying quad rate	
($37.63 less $9.41) for two nights)	56.44
Trustee	75.26
Area staff: one room plus one complimentary room for two nights	75.26

Meals

15 @ $25.21	378.15

OPERATIONS SUB-TOTAL (from above)   _____

NON PAYING GUEST SUB TOTAL   _____

Miscellaneous

Bank Charges

Check Printing

Contengency   _____

                              MISCELLANEOUS SUB-TOTAL

                                                                                    _____

                              TOTAL FIXED COSTS

                                                                                                    _____

                              TOTAL PLANNED EXPENDITURES

                              (Variable plus Fixed Costs)

                                                                                                    _____

NOTES:

1.   Isolate and test the factors on which attendance is planned. For example, last year's attendance was 200 in City X. However, this year, the ARCON is in CITY Y. Are the same factors present in City Y as City X?

2.   Variable costs are those expenses incurred based on actual numbers of attendees (i.e. meals consumed, etc.).

3.   Fixed costs are those expenses incurred based on plans and commitments made by the conclave HQ which must be paid, regardless of the number of people who attend.

4.   Numbers used in this sample format are illustrative only.

5.   Attach a copy of your proposed budget to the planning package.

Hotel Negotiation Guide

Commercial hotel rates are very market sensitive. This short guide lists some basic considerations which can be helpful to conclave planners. For more detailed information and experience in your area, please contact the AAS Executive Management Center.

1.   Except for resort areas in season or special event periods in any area, the AAS and SW conclave occurring during a fall weekend, including food functions, is considered good business by the hotel industry.

   a.   Many properties (hotels) in smaller towns dominated by a college campus plan their annual operating profit on college events. Often, the property is owned by the school and operated by a franchisee. Price negotiation is usually ineffective. In larger (e.g., medium-sized college towns), hotels will provide lower rates during slack periods. Therefore, avoid planning a conclave concurrent with a homecoming, major athletic event, large trade show, etc.

   b.   The Society has a well recognized history with many of the larger chains, such as Hyatt, Marriott, Hilton, ARCOA (Clarion), and Preferred. Coordinating early negotiations through the AAS Executive Management Center often will enable an ARCON to benefit from any national, long-term business which may be associated with AAS and SW.

   c.   Some well known national hotel "brands," such as Holiday Inn, Ramada, Quality, and Best Western, often are not true chains, but are separately owned and operated franchises. The same is true of some Sheratons and Hiltons. Negotiation, as well as quality standards, can vary widely with the individual franchisees. More detailed agreements with local operators are a wise precaution.

2.   Hotels have an established rate for walk-in customers, sometimes referred to as the "rack rate." Rack rates frequently accommodate discounts to corporations, special credit cards, associations, people over 65, etc. Knowing the hotel's annual customer experience and applying that factor to annual expenses and expected annual profit margin, the hotel management must then make an overall annual revenue amount from its food, entertainment, sleeping accommodations, and incidental income, such as shop rental, parking, etc. The key words are "annual profit." Every hotel has peak and slump periods. The slump periods are a price-negotiable time for conventions. The kitchen has to be kept open, the sleeping rooms need occupants, etc. Winter weekends are slump periods in many parts of the nation. Business, client-oriented hotels, including airport hotels, are the most susceptible to weekend slumps. An understanding of the local area will help conclave planners. The AAS Executive Management Center is a repository of much AAS and SW experience and can often provide helpful guidance. The first convention rate and ancillary charges proposed by any hotel are often just that -- the first proposal.

3.   The Society has an excellent reputation for good conduct and fiscal responsibility among national hotel organizations. If the conclave planners will be flexible in place and date plans, the good hotels will generally try to accommodate Society requirements.

   a.   Flexibility in location -- if properties near the host campus or in the host campus city are in short supply, expand consideration geographically. Conclave planners have often hosted excellent affairs 50 to 100 miles away.

b.   Flexibility in time -- adjust the timing for the conclave to avoid other major gatherings and peak seasons (e.g., the Florida Atlantic coast peaks from the end of January to the third week In March). If Christmas vacation lasts until mid-January, a conclave during the last weekend of Christmas break might be a consideration.

4.   Hotel caterers are sometimes reluctant to quote food prices more than six months in advance of a convention. However, preliminary planning must include some approximation of food prices, since food is a major factor in setting a registration fee. Use the existing menu and price structure, but project a certain percentage upward adjustment if the conclave date is far in the future. Relative to other hotels, most caterers maintain a standard position from year to year. ***NOTE:*** be sure to include the local required gratuity percentage and sales tax in planning for food costs.

5.   AAS and SW area conclave planners should not agree to pay charges for public function space, meeting rooms and ballrooms. Because the conclave normally involves a minimum of 30 sleeping rooms and one or two major food functions, public function room space (e.g., for meetings) should be complimentary.

6.   Most hotels provide one complimentary sleeping room for every 50 sleeping rooms paid for. If the conclave is scheduled during a slump period, most properties will provide the complimentary room even when the actual number of rooms paid for falls short of 50. This complimentary room or suite will be essential for the operating space of the concave staff.

7.   If a parking fee is normal for hotel guests, ask the hotel to waive the fee for your group. If you fail to get a full waiver, ask for a parking pass for a certain number of cars belonging to the conclave staff, drive-in guests, dignitaries, and others who you deem necessary.

8.   During the preplanning phase, achieve a clear agreement or understanding on the numbers of waiters per table, bar minimum guarantees, check-out procedures, control of the master account, first night room guarantees, audio-visual equipment, in-house printing, marquis announcements, security requirements, hotel vehicle assistance, and other variables according to the type and location of the hotel. Consult with the AAS Executive Management Center for suggestions.

9.   Multiple occupancy negotiation -- in negotiating sleeping room charges, advise hotels that multiple occupancy, lower cost accommodations are preferred.

a.   However, remember that "no-shows" in the quad configuration cause problems at check-out. Some hotels will give a flat dollar rate per person, regardless of triple or quad occupancy. For example, a $48.00/room multiple occupancy rate is $12.00 per quad occupant and $16.00 per triple occupant.

b.   To negotiate a flat per person rate of $14.00 per person per night might be preferable. The hotel collects $56.00 for a quad and $42.00 for a triple, which averages out to $49.00, thereby eliminating the checkout hassle.

10. Public relations in negotiations:

a.   Select at least two diverse hotels (in the hotel industry, they refer to themselves as properties) and telephone for an appointment to meet with a sales director or sales manager.

b.   Be on time and in uniform. You may have to wait, but, by being prompt and professional, you're on the way to overcoming the "college kid" image. You want the property managers to know you represent a professional organization and that is whom they will be hosting.

c.   Honestly explain your requirements, attendance expectations, and the need for heavy use of multiple occupancy sleeping rooms to cut costs for the attendees.

d.   Never "play" one hotel's price bid against another. Hotel sales representatives resent it and most of them know each other. However, it is a smart negotiation technique to indicate you must obtain a critique from and coordinate with the AAS Executive Management Center before you can close the deal. When an experienced sales representative knows another seasoned professional is in your loop and on your side, they are often inspired to "sharpen their pencil" on the spot. At least it is easier for the AAS Executive Management Center to help the conclave planner negotiate lower costs when the hotel sales representative is expecting such a call.

e.   After meeting with the sales representative, ask the representative of each property you visit to send a written proposal to the proposed area conclave commander and send courtesy copies to the AAS Executive Management Center.

Attachment 5—Roundtable Evaluations

Section A5-1—Outline

A5.1. **Introduction.** Welcome to the exciting world of AAS Roundtable Discussions. The following pages are designed to give you an outline of how this idea came about, what it is, and how to successfully perform one. While this attachment is geared toward area staffs and their evaluations of squadrons, every AAS member should understand this system. This is an outline of how the process was done in the past. You are encouraged to make notes as you read through this attachment and come up with ideas that you feel can improve the system. With the prior approval of the National Vice Commander, please feel free to implement your ideas on a test basis. Should your concepts be successful, the Society can make changes to this attachment. The only way this system will work is if it changes with the times -- that responsibility lies in the creativity of each member.

A5.2. **History of the Roundtable.** For many years, AAS had been inspecting squadrons through a one-on-one interview during which the area staff "picked the brains" and reviewed the work of each squadron staff officer. Next, the area HQ staff assigned a number value to each squadron staff position in each of several different categories and duties. That number was then recorded on a form and sent back to the squadron member. The only time written feedback was required was if an officer received a below or above standard rating. This left many people with a "meets standards" attitude. Also the stress often felt at the time of an inspection caused an incorrect picture to be painted of the squadron member and the squadron as a whole. Many squadron officers would return from an ARCON (where the inspection took place) feeling very unmotivated. They may have been told what was wrong and told how to fix it. As you may agree, though, being told what to do is often a very demotivating experience. In 1992, after experiencing and hearing of this process and the complaints that came with it, area staffs began to question how to change the whole inspection system. Many area HQs came up with slight variations which included written feedback for all aspects of the inspection. This helped in communication, but squadrons were still being told what to do. These different ideas, however, developed into the Roundtable Evaluation. This was an effort to bring "TQM" into AAS. This system provided an opportunity, during ARCONs, for all squadron officers of the same position to sit down and discuss various aspects of their respective jobs. The process is divided into three parts: discussion; self-inspection; and personal feedback. Each of these are explained in detail later in this attachment. This system of evaluation was first initiated at the Area VII ARCON in 1992. The following information captures what was done at that ARCON, as well as improvements added since then thanks to inputs from Society members around the country.

A5.3. **Goals of the Roundtable.** There are three main reasons why the Society conducts evaluations: to ensure the maintenance of standards in squadron operations; to offer feedback for improvement in areas noted as having problems; and to facilitate the distribution of annual awards to officers and squadrons. The Roundtable Evaluation is a system which implies self-help, as opposed to an inspection system which imposes help from above. The four goals listed below are the backbone of the system. They should always be kept in mind when performing a discussion of deciding on improvements to be made. The goals of the Roundtable are:

A5.3.1. To model the Air Force theme of TQM.

A5.3.2. To give each squadron officer a chance to talk to other officers in the area and share ideas and suggestions.

A5.3.3. To make evaluations more productive than the former inspection method by letting everyone hear what other squadrons do in the same functional area, thereby allowing each individual to rate him or herself based on their peers' performance.

A5.3.4. To allow all the squadron officers to participate in the decisions about what the area should emphasize and what should be changed.

Section A5-2—Execution Of The System

A5.4. **Preparation for the Roundtable.** Preparation is the key to the success of the officers' discussion. Each area officer will facilitate his or her own discussion. Each officer must know exactly what is going to take place to the minute during the entire time allotted. The area/CV is responsible not only for his or her own discussion, but for ensuring the staff is properly prepared for their discussions. The following is a suggested format for preparing for the discussion. We will use the deputy commander position as an example.

A5.4.1. **ARCON Scheduling.** ARCON scheduling of Roundtables should be arranged as early as possible. The discussions should be held at a time when maximum attendance can be assured. In the past, the evening of arrival has caused many problems. Saturday afternoon works best.

A5.4.2. **Area Staff's Preparation.** First, prepare the self evaluation checklists that each officer is going to use. Suggested versions of these checklists are contained in the AAS National Headquarters Form 701 series (see AASMAN-1, Attachment 5, Section A5-6). They can be varied slightly or simply used as-is. The squadron officers will rate themselves during the discussion based on what they hear from their peers. Please refer to AASNHQF 701-CD, Deputy Commander's Self Evaluation Checklist now. From this form, each officer divides up the amount of time they feel necessary to spend on each topic during the discussion. For example, the area/CV may find it necessary to spend more time on "AFA Relations" than "Squadron of the Month." The important thing is that all the time is budgeted. Each officer will need to thoroughly know every squadron's strong and weak points. It will also be very beneficial for each area officer to prepare a talking paper as a personal reference during the entire discussion. For example, a part of the talking paper for the area/CV may look like that shown below.

<div align="center">

CD DISCUSSION
Area CV Talking Paper

AFROTC Affairs 20 Minutes

</div>

Introduce the topic -- AFROTC Affairs is our opportunity to speak directly to HQ AFROTC with suggestions for improvement. Also, explain the process their ideas go through to get to the HQ.

Ask a question -- James Lee Squadron has good suggestions; get them to speak because their method for gathering ideas works. Watch for Nickelodeon and Carl Johnson Squadrons because both seem to lack motivation and ideas.

Concluding remarks -- Reemphasize the importance of the committee and the squadron's inputs. Let them know they make a difference.

Each topic to be discussed would have a section similar to this. With a guide like the one above in front of the area officer, all points would be prepared for. The information to create such a guide should be taken from interim reports, phone and E-mail correspondence, and past files. As you can probably imagine, each officer must know the squadron officers quite well. This is essential for a successful discussion. With a limited time, the area officer must guide the discussion perfectly so no time is wasted. Every area officer must prepare himself or herself for their discussion. It will be a direct reflection on how successful each discussion is.

A5.4.3. **Squadron Notification.** Squadrons will need to be made aware of what will be occurring at ARCON for their evaluation. This is the responsibility of the area/CV and should occur NLT 7 days prior to ARCON. If certain squadron officers can not attend ARCON, they should have a representative attend the Roundtable. Since this representative may be another squadron officer, the discussion schedule should be staggered with only half the discussions occurring during a given time period.

Section A5-3—Procedure For The Roundtable

A5.5. You may want to kick things off with an introduction of yourself and what will be occurring at the discussion. Keep the mood light and enjoyable. Next, pass out the self evaluation checklist. As the group discusses each topic, each squadron officer will rate his or her own performance in relation to what others have done. This lets the individual put their own actual standing into perspective and gives them the satisfaction of knowing that they have found any problems which may exist and developed a solution on their own or as a group. This leads to continued motivation after ARCON.

A5.5.1. **Supplemental Questionnaire.** In addition to the checklist, you may want to add a supplemental questionnaire. This can give each area staff member a chance to ask any important questions which need a written explanation or list rather than a numerical rating. The questionnaire can also be used for feedback on the Roundtable format which will let the area staff member know how he or she performed. It also can add suggestions for improvement to the Roundtable system for later years.

A5.5.2. **Recording of Discussion.** The discussion should be recorded in some way, either via minutes or tape recording. This will be needed when you go to do your feedback and ratings for awards.

A5.5.3. **Length.** One hour and 30 minutes seems to be an ideal length for each discussion. Many people suggested more time; however, scheduling at ARCONs is sometimes difficult.

A5.5.4. **Conclusion.** At the conclusion of the discussion, the area officer should collect the SECs and explain what type of feedback the squadrons will be receiving. This point is explained in detail in the next section.

A5.5.5. **Miscellaneous.** Please realize that the procedure your staff uses is up to you. For this reason, very few examples are being given in this text. Realize that the forms used are also only suggestions. A certain amount of success was experienced with this procedures; so, it is a good starting point. The area/CV needs to be creative. Please let National HQ know of anything you do that may improve this process. This way, more areas can use the idea next year and this attachment can be updated.

Section A5-4—Work After The Roundtable

A5.6. The feedback everybody gets from the Roundtable will be extremely valuable. From the minutes and SECs, each area staff member should have a good idea of how each squadron stands. This is needed to rate officers and units in a way that will later facilitate the distribution of awards. However, the ratings should also be based on what the interim reports look like before the discussion and afterwards. Also, the rating is not the main thing to be taken from the evaluation. Rather, it should be the lessons learned and this should all be summarized in the area staff's feedback to each squadron officer.

A5.6.1. **Feedback.** At a bare minimum, feedback should include a copy of the SEC and a recap of the discussion points. It is the responsibility of the area staff to ensure quality and personal feedback to each squadron officer. The amount any type of feedback which each officer offers is to be decided by the area/CV and area/CC. In the past, written feedback was given to each squadron officer addressing each topic from the discussion. The are officer made reference to what he or she saw at the discussion and what was occurring in the reports of a given squadron. This works well because it gives everybody individual attention. It may be a good idea to make your post-ARCON feedback to the squadrons a semester summary. It is this personal feedback which will result in a tremendous improvement the following semester. For this reason, be sure and stress continuity of the Roundtable if officers will be changing. Everyone's efforts should not go to waste just because a new rotation of officers arrives.

A5.6.2. **After-Action Report.** The final part of work following the Roundtable is the area/CV's After-Action Report. It should document all steps done by the area HQ and include suggestions for improvement. This should be submitted to National HQ NLT 30 days after ARCON. The National Vice Commander will then use those suggestions to update this attachment.

Section A5-5—Quick Reference Outline and Timeline

A5.7. **Thirty Days Prior to ARCON.** Area/CV should understand the Roundtable Evaluation system and brief the area staff on what will occur. Also, the area/CV ensures ARCON HQ is made aware of the Roundtable schedule and that separate meeting rooms are scheduled for each officer's discussion.

A5.8. **Twenty Days Prior to ARCON.** Area/CV informs the National Vice Commander of the area's Roundtable plans.

A5.9. **Ten Days Prior to ARCON.** Area staff has SECs and talking papers done.

A5.10. **Seven Days Prior to ARCON.** Area/CVs inform squadron of what is on the SEC and the area staff completes preparation for discussions.

A5.11. **Seven Days After ARCON.** Minutes from discussions are transcribed and the area staff begins writing feedback to squadrons.

A5.12. **Twenty-eight Days After ARCON.** Feedback to squadrons (including courtesy copies required in AASMAN-1, para 12.12.3) mailed.

A5.13. **Sixty Days After ARCON.** Area/CV sends Roundtable After-Action Report to National Vice Commander.

Section A5-6—Self-Evaluation Checklist Forms

A5.14. **National Headquarters Self-Evaluation Checklist Forms.** AAS National Headquarters has established the following forms as self-evaluation checklists for each staff position. National Headquarters is the OPR for continued maintenance of these forms.

   A5.14.1. AASNHQF701-CC, Commander's Self-Evaluation Checklist.

   A5.14.2. AASNHQF701-CD, Deputy Commander's Self-Evaluation Checklist.

   A5.14.3. AASNHQF701-DO, Operations Officer's Self-Evaluation Checklist.

   A5.14.4. AASNHQF701-IM, Information Management Officer's Self-Evaluation Checklist.

   A5.14.5. AASNHQF701-FM, Financial Management Officer's Self-Evaluation Checklist.

   A5.14.6. AASNHQF701-PA, Public Affairs Officer's Self-Evaluation Checklist.

   A5.14.7. AASNHQF701-DT, Candidate Training Officer's Self-Evaluation Checklist.

   A5.14.8. AASNHQF701-DS, Support Officer's Self-Evaluation Checklist.

Attachment 6—Continuity Notebook Guidelines

Section A6-1—Outline

A6.1. **Introduction.** The guidelines presented below for continuity notebooks should be used to further the mission of Arnold Air Society by providing the information necessary for incoming staff members to study the accomplishments and lessons learned from the previous year. Outgoing staff members should strive to exercise good stewardship and give their incoming counterpart all the benefits of their recent experiences.

A6.2. **Explanation of Office.** For each staff position pertinent sections of AASMAN-1 should be photocopied with sections relating to the office highlighted or underlined.

A6.3. **Expectations of Officer.** Using AASMAN-1 and personal experience the outgoing officer should compile a list of specific duties, suspense items, and calendar events encountered while in office. Care should be given to ensure thorough explanation of additional items assigned that may not be referenced in AASMAN-1.

A6.4. **Goals and Term Accomplishments.** A list of goals from the previous year should be compiled and reviewed. Explain to what extent each goal was achieved. Focus on milestones and challenges to mission accomplishment. List any work in progress that the incoming staff might need to complete, provide insight and suggestions on how to continue the mission from its present status to completion. If goals were changed during the past term explain why these changes occurred.

A6.5. **Task Management.** List all suggestions that will aid incoming officers in efforts to improve efficiency. Add pertinent insights which will make activities, tasks, and programs more successful during the following term of office. Provide examples of past reports, activities, programs, and other tasks.

A6.6. **Contacts.** Utilize the AAS/SW Unit Address Roster. Provide an updated roster of USAF, AFA, University, AAS, SW, or community members who assisted in various aspects of office duty during the previous term. Include all addresses, phone numbers and e-mail if possible.

A6.7. **Forms.** Provide a master copy of all forms specific to the office.

A6.8. **Correspondence.** Provide copies of correspondence sent or received, including electronic mail communications.

A6.9. **Optional Sections.** Additional items can be covered in optional sections. Such information should be current, relevant to each office, detailed, and organized to improve the usefulness of the overall notebook.

Attachment 7—AAS Candidate Handout Concerning Hazing

A7.1. **Introduction.** The guidelines presented below are to be reproduced and a copy provided to each candidate at the start of their first training event.

A7.2. **AAS Hazing Policy.** You, as a candidate for membership in the Arnold Air Society (AAS) have the right not to be physically or mentally hazed at any time or in any way, as defined by the official USAF policy on hazing.

A7.3. **Definition of Hazing.** Hazing, as defined by the Department of Defense, and the USAF, is activity that exposes persons to cruel, abusive, humiliating, oppressive, demeaning, or harmful experiences. It can be physical, verbal, or psychological in nature. Examples of hazing include, but are not limited to, abusive tricks, threatening or offering violence or bodily harm to another, striking, branding, tattooing, shaving, greasing, painting, pinning, tacking on, blood wings, or forcing the consumption of food, alcohol, drugs, or any other substances. Any "rites of passage" should be strictly scrutinized by the chain of command to ensure that hazing does not occur.

A7.4. **Actual or Implied Consent to Hazing.** An actual or implied consent to acts of hazing does not eliminate the culpability of the perpetrator. This means that even if the candidates devise the program, the Cadet Training Officer (CTO) will be responsible for any event that is judged to be hazing by higher headquarters, and any other members involved will also be held accountable.

A7.5. **Initial Report of Hazing.** If suspicion or accusation of hazing arises, an initial report will be given to the Area Director of Training. The accusing candidate may remain anonymous. The Area DT and the Area Commander will then be responsible for investigating the incident and involving the appropriate cadre in its resolution. The investigators will submit a detailed post-investigation report to the National DT (Pending approval from the Area Commander).

A7.6. **Post-Investigation Report.** The post-investigation report will include the name of the squadron, detachment, and university involved. A detailed description of the incident will be included. Any resolution of the incident that has been accomplished by the report date will also be included. Persons involved in the resolution: cadre, AAS members, and candidates will have their names and phone numbers listed at the end of the report for further investigation into the incident. Again the initiator of the investigation may remain anonymous.

A7.7. **Determination of Hazing.** The final determination of whether hazing has occurred or not, will be determined by the Area and National DTs, and upon request will be re-evaluated by the AAS National Commander.

A7.8. **Infraction of Hazing.** If an actual infraction of hazing has occurred, the cadets involved as perpetrators will be removed from their positions immediately and be required to fulfill service hours as directed by the Area DT. If the infraction was severe, resulting in the injury of the individual, or violating university or state law, the perpetrator(s) will be removed from membership in the Arnold Air Society.

A7.9. **Air Force Training Guide.** All candidate training environments will adhere to the AFOATS Training Manual (ATM) T-700, concerning the incorporation of events of challenge, creativity, and training.

_____   _____
AAS Cadet Training Officer   AAS Candidate

Attachment 8—AFROTC Cadre

A8.1. **Introduction.** The information presented below is to assist in the general knowledge of AFROTC cadre. It is not all inclusive, and reading the entire contents of AASMAN-1 is highly encouraged.

A8.2. **Headquarters Air Force ROTC.** The HQ AFROTC Director of Operations is the office of primary responsibility for the activities of AAS and SW. The Director of Operations is the CSCOP and reserves the right to exercise directive control over AAS and SW, through the national and area advisors, in the event of conflicts of interest with USAF and AFROTC directives. The CSCOP will:

A8.2.1. Provide guidance to the AAS Executive Director on all AAS and SW activities as they relate to AFROTC.

A8.2.2. Apprise the AFROTC Commander of ongoing programs.

A8.2.3. Attend executive board meetings, national conclave planning meetings, national and area conclaves, and other special meetings in support of AAS and SW activities.

A8.3. **Region Commanders.** AFROTC Region Commanders are responsible for AAS and SW units, activities, and functions as follows:

A8.3.1. Each year unit advisors attend various AAS and SW functions as part of their assigned responsibilities. Region Commanders will coordinate with HQ AFROTC/DO to select advisors to attend required functions on HQ AFROTC/DO funded TDY orders.

A8.3.2. Region Commanders are encouraged to attend NATCON and the area conclaves held in their region.

A8.4. **Unit Commanders.** AFROTC senior unit commanders must be familiar with the mission, objectives, organization, and operation of AAS and SW; provide support; and maintain close liaison with the local squadron and chapter. Unit commanders will:

A8.4.1. Appoint a unit officer to serve as an advisor if the unit has an active AAS or SW organization.

A8.4.2. Serve as advisor to area, regional, national, or conclave headquarters. The National Headquarters Advisor will provide guidance to the headquarters staff, attend executive board meetings and conclaves and advise the CSCOP of the dates and locations of the conclaves.

A8.5. **AAS Squadron and SW Chapter Advisors.** Unit officers appointed as advisors are responsible for active support of the local squadron and chapter. Squadron and chapter advisors will:

A8.5.1. Ensure squadron or chapter directives are compatible with USAF and AFROTC directives.

A8.5.2. Ensure the squadron or chapter complies with USAF and AFROTC directives.

A8.5.3. Keep the unit commander informed of all current and planned AAS and SW activities.

A8.5.4. Act as advisor and monitor of AAS and SW fiscal policies and procedures and ensure all obligations incurred are appropriately paid on a timely basis.

A8.5.5. Ensure that no person or group of persons take undue advantage of, nor inflict cruelty upon, subordinates, such as hazing, indignity, oppression, or deprivation of any right or advantage to which they are legally entitled.

A8.5.6. Ensure AFROTC and USAFA Cadets do not solicit funds or support of any kind from industrial or commercial firms while wearing the AFROTC uniform.

A8.5.7. Ensure cadets participating in AAS and SW activities adhere to behavior and bearing standards befitting officer candidates.

A8.6. **AAS Squadron Commanders.** AAS Squadron Commanders hold a leadership position in a student organization, which may qualify them for leadership credit and enhanced cadet rank IAW AFOATSI 36-2008. The AAS Squadron Commander:

A8.6.1. Is elected by the AAS squadron at the unit.

A8.6.2. Directs the operations and activities of AAS within their area of jurisdiction to ensure that they are operating according to policies and procedures established by the Society.

A8.6.3. Will keep the cadet wing commander advised of current and proposed activities of the AAS.

A8.6.4. Will ensure AAS activities do not conflict with cadet wing activities.

A8.6.5. Will conduct, as special projects of the AAS unit, such extra curricular activities as drill team, military ball, Dining-In, etc., which are mutually agreed upon by the squadron commander and the Commandant of Cadets (COC) as falling within the AAS units purview and capabilities.

A8.7. **AAS Area Commanders.** AAS Area Commanders are selected at the AAS and SW National Conclave. At the discretion of the detachment commander (PAS) they may be awarded AFROTC rank of Cadet Lt Colonel and are normally not required to serve in any other cadet wing staff or line position.

A8.8. **AAS National Commander.** The AAS National Commander is selected by the majority vote of the delegates at the National Conclave. At the discretion of the National Headquarters Advisor (detachment commander) the cadet may be awarded the AFROTC rank of Cadet Colonel and is normally not required to serve in any other cadet wing staff or line position.

A8.9. **Funding for Travel in Support of AAS and SW Activities.** HQ AFROTC/DO will fund travel to national and area conclaves for selected advisors. The number of advisors funded is determined by available funds.

A8.9.1. HQ AFROTC/DO and region commanders will determine who will be funded to attend the National Conclave, using the following order of priority:

A8.9.1.1. AAS National Advisor and SW National Advisor.

A8.9.1.2. National Conclave Advisor.

A8.9.1.3. AAS Area and SW Region Advisors.

A8.9.1.4. Escort Officers for military airlift flights.

A8.9.1.5. AAS outstanding squadron advisor from each AAS area.

A8.9.1.6. Advisors from AAS squadrons and SW chapters bidding for National Headquarters of National Conclave Headquarters.

A8.9.2. The following advisors will be funded to the executive board meetings:

A8.9.2.1. AAS National Advisor and SW National Advisor.

A8.9.2.2. National Conclave Advisor.

A8.9.3. Advisors funded to attend area conclaves are authorized only surface travel.

A8.9.4. Advisors not selected for funding travel may attend NATCON or ARCONs. Permissive TDY is authorized and must be approved by the appropriate region commander. If permissive TDY is disapproved, member may attend on leave status.

Attachment 9—Arnold Air Society Vision Statement

The following vision statement was passed by the AAS National Conclave General Assembly in April, 2012. The document apporved by the Conclave Assembly is included below in full.

"Develop proactive leaders, Remain loyal to the ideals of the Arnold Air Society; Foster a synergistic society through selfless service of our dedicated members."

Over the last 65 years, the Arnold Air Society has developed a reputation of dedicated and selfless individuals. However, in recent years we have begun to face a national problem where the decline of motivated and dedicated members in our society is having a national effect on recruiting and retention. The decline of squadron attendance at conclaves coupled with the haphazard approach many squadrons take to the crucial elements of our society, such as the JNP, service, and professional development, leads higher headquarters to question where the future of our society is headed.

We must stress upon the members of this organization the foundation laid by our predecessors who established the cornerstones of the Air Force and instilled selfless service. The continuation of our society lies in their ability and drive to contribute to Arnold Air Society and its affiliated organizations.

The organization embraces a cadet run and cadet organized society that encourages creativity for members to reach their full, innovative potential. Cadets with the mentality for selfless service are the members who will further our mission, vision, and goals. Continuity, vertical and horizontal communication, and the recognition of its members will further a sense of camaraderie and dedication that permeates each level of the organization. To achieve this, ambition from every member of the society is imperative. We challenge you to rise beyond the current precedent and standards and leave a legacy in the society. You have the power to write the future!

ARNOLD AIR SOCIETY MISSION

TO CREATE OUTSTANDING AIR FORCE OFFICER CANDIDATES THROUGH THE IMPLEMENTATION OF ADDITIONAL TRAINING WHILE WORKING AS A SOCIETY TO FURTHER THE PURPOSE, TRADITIONS, AND CONCEPTS OF THE UNITED STATES AIR FORCE.

We will establish greater contact and integration with Silver Wings by fully supporting the goals of their organization. Dedicating the resources of Arnold Air Society to achieve the goals of Silver Wings will expand the influence that each society maintains within their communities, and will enable greater quality and quantity of activities.

We will establish greater contact and integration with the Air Force Association. At least half of the squadrons around the nation will have intimate relations with their respective AFA chapter. This not only benefits the current Air Force, but also aids us as AFA members by expanding our base of operations.

We will create positions within each squadron in the nation whose sole responsibility is to act as a liaison with the AFA and Silver Wings.

We will work to fully integrate technology into our day-to-day operations. Our website is the key to our future success. We are striving for a paperless Society: a Society in which all dues and forms are submitted via the Internet, a Society where the detailed history of members and events is a click away, and a Society where up-to-the-minute information is not an exception, but an expectation.

We will further aid in the development of Air Force officers by knowing the boundaries that exist in our involvement with Air Force training and use those boundaries to our advantage. We will not interfere with their Air Force training; but instead use it towards furthering development as future officers.

We will focus more on professional development and creating effective relationships through our projects. Service learning will become more of an emphasis as a Society. Service purely for project hours is not effective in benefiting our development as future officers. We must learn from the services that we offer—learn about ourselves, our fellow members, and our surrounding communities.

We will become better leaders by analyzing our own ethics and morals that affect our decisions as leaders. Through a greater understanding of ourselves as citizens and cadets, we can become more effective leaders.

We will contribute more to publications that benefit both the public and the Society. All squadrons will aid in Air Force, local, and Society publications. We will learn about what each other is doing, and the public will benefit more by learning what we are doing.

We will train future members of the Society with an intrinsic, mandatory respect. We will foster individual development as citizens, cadets, and leaders. Our trainees will become the future's trainers, and it is our responsibility to the future of the Society to ensure the protection of that intrinsic respect.

We will use the National and Area Conclaves to their fullest potential. We will take advantage of the only opportunity for cadets from all AFROTC detachments and the USAFA to unite for a common

purpose. We will develop ourselves through a learning and enjoyable environment, and we will take what we learn back to our detachments and educate others through our actions.

OUR VISION

TO INTEGRATE FULLY WITH OUR AFFILIATED ORGANIZATIONS,

FOCUS EQUALLY ON PROFESSIONAL DEVELOPMENT AND SERVICE,

AND TO USE CURRENT AND FUTURE TECHNOLOGY TO ITS MAXIMUM POTENTIAL.