

AIR FORCE ASSOCIATION FIELD OPERATIONS GUIDEBOOK



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TABLE OF CONTENTS

TABLE OF CONTENTS	I
FOREWORD	V
Organizations Responsible for This Guide	v
Using this Guide	vi
Changes	vi
Other Documents	vi
CHAPTER ONE - INTRODUCTION	1
AFA Structure	2
AFA National Office	3
Air Force Magazine	5
CHAPTER TWO - ASSOCIATION GOVERNANCE	6
National Convention	6
National Officers and Board of Directors	7
CHAPTER THREE—NATIONAL EVENTS AND PROGRAMS	9
National AFA Events	9
Corporate Membership	9
AFA's Wounded Airman Program (WAP)	10
CHAPTER FOUR - AEROSPACE EDUCATION	12
Important Dates for Aerospace Education Functions	14
The Roles of Chapter/State/Region Aerospace Education Vice Presidents	16
National Aerospace Education Programs	17

Other Educational Activities Available to AFA Chapters	23
Financial Support of Aerospace Education Programs	24
CHAPTER FIVE - ARNOLD AIR SOCIETY/SILVER WINGS	26
The Arnold Air Society (AAS)	26
Silver Wings	27
Awards	28
Working with Arnold Air Society/Silver Wings Units	28
National AFA Unit Exceptional Service Award (ESA)	29
CHAPTER SIX - COMMUNITY PARTNER PROGRAM	30
Community Partner Renewals	31
Recognition	31
CHAPTER SEVEN - THE REGION	32
Responsibilities of the Region President	33
Responsibilities of Region Officers (Appointed)	34
CHAPTER EIGHT - THE STATE ORGANIZATION	35
Requirements of a State Organization	35
Privileges of a State Organization	36
Forming a New State Organization	36
Responsibilities of the State Organization and its Officers	37
The State Organization	37
Governing Body	38
Recommended State Officer Responsibilities (Appointed)	41
Chapter Closure Procedures	42
CHAPTER NINE - THE CHAPTER	45

Requirements of a Chapter	45
Privileges of a Chapter	46
Organizing a New Chapter	46
The Chapter Organization	48
Governing Body	48
Officer Responsibilities – Chapter (Appointed - optional)	51
CHAPTER TEN - PLANNING AND REPORTING	54
Guide to Preparing Plans and Reports	54
Procedure for Submission of Semi-Annual Reports	55
IRS Employer Identification Number (EIN)	56
AFA Tax Status and IRS Form 990	56
CHAPTER ELEVEN - INDIVIDUAL MEMBERSHIP	57
Membership Options	57
Membership Renewals	57
Affiliating with a Chapter	58
CHAPTER TWELVE - FINANCES	59
Region Presidents' Travel Expenses	59
Responsibility of State and Chapter Organizations to Generate Funds	59
State Organizations – Support Payments	60
State Performance Criteria	60
Chapter Organizations – Support Payments and Member Rebates	60
CHAPTER THIRTEEN – RESOURCES FOR FIELD UNITS	62
The AFA Website	62
Online Field Leadership training	62

Membership Rosters	63
AFA Supplies and Materials	63
Complimentary Copies of <i>Air Force Magazine</i>	63
Speakers	64
CHAPTER FOURTEEN - AFA NATIONAL AWARDS	65
General Rules for Submission of Nominations for National Awards	65
AFA Unit Membership Recruitment Awards	67
Community Partner Awards	67
AFA Unit Achievement Awards	68
AFA Individual Awards	69
National Aerospace Education Awards	72
AFA-Sponsored National Aerospace and Special Awards	73
CHAPTER FIFTEEN – LEADERSHIP DEVELOPMENT	75
Emerging Leader Program (ELP)	75
ATTACHMENT 1 – ABBREVIATIONS AND ACRONYMS	76

FOREWORD

The Field Operations Guide (FOG) is established to provide guidance for AFA Field units at every level. It identifies established AFA policies and resources for the region, state and chapter organizations; it provides operational and procedural guidance for day-to-day operations; and identifies linkages to AFA core documents.

ORGANIZATIONS RESPONSIBLE FOR THIS GUIDE

The Field Council (FC) is responsible for the overall content and direction provided in this document. Other AFA councils, committees, and national staff organizations provide additional input and coordination. As necessary, the Field Council will coordinate the contents and guidance of this document with these other organizations to ensure the information provided herein is correct, current, and compliant with higher level guidance.

FOG RESPONSIBLE COMMITTEES AND ORGANIZATIONS		
Chapter	Chapter Name	Organization
	Foreword	Field Council
1	Introduction	Field Council
2	Association Governance	Strategic Planning Committee
3	National Events and Programs	National Staff
4	Aerospace Education	Aerospace Education Council
5	Arnold Air Society/Silver Wings	Aerospace Education Council
7	Community Partner Program	Membership Committee
8	The Region	Field Council
9	The State Organization	Field Council
10	The Chapter	Field Council
11	Planning and Reporting	Field Council
12	Finances	Finance Committee

FOG RESPONSIBLE COMMITTEES AND ORGANIZATIONS

continued

Chapter	Chapter Name	Organization
13	Individual Membership	Membership Committee
14	Resources for Field Units	National Staff
15	AFA National Awards	Field Council
16	Emerging Leader Program	Field Council

USING THIS GUIDE

The latest version of the FOG is always available online in AFA Field Resources. We strongly recommend that users refer to the online version instead of printing the FOG; the online version is the only one that is guaranteed to be the latest version.

CHANGES

Recommendations for changes should be submitted to field@afa.org. Suggested changes will be presented to the Field Council for approval.

OTHER DOCUMENTS

In any case where conflict exists with the [AFA Constitution](#) or [Operations and Procedures Manual \(OPM\)](#), those documents will take precedence, and any resolution will be as determined by the Executive Committee.

This document is intended to be a one-stop reference document for Field Leaders. However, to keep the size reasonable and avoid unnecessary changes to this document, many forms and additional resources are linked throughout this document.

CHAPTER ONE - INTRODUCTION

The Air Force Association (AFA) is a non-profit, independent, professional military and aerospace education association promoting public understanding of aerospace power and the pivotal role it plays in the security of the nation. AFA publishes *Air Force Magazine*, conducts national symposia and disseminates information through outreach programs. It sponsors professional development seminars and recognizes excellence in the education and aerospace fields through local and national awards programs. Through its Mitchell Institute for Aerospace Studies, AFA sponsors and presents original studies and analyses designed to stimulate greater awareness of the unique role of airpower, broadly defined, in today's national security environment. AFA operates the Wounded Airman Program to take care of our wounded, ill and injured service members and their families. To excite students about education and careers in science technology, engineering or math (STEM), AFA created and operates the National Youth Cyber Education Program, CyberPatriot, and the National High School Space Design Challenge, StellarXplorers. Through them, we reach thousands of middle and high school students every year promoting STEM education and teaching principles of cyber security and space system design by providing meaningful educational materials and exciting national competitions. AFA presents scholarships and grants to Air Force active duty, Air National Guard and Air Force Reserve members and their dependents, and awards educator grants to promote STEM education at the elementary and secondary school level. Additionally, AFA publishes a wide range of materials on www.afa.org.

The mission of the Air Force Association is to promote a dominant United States Air Force and a strong national defense, and to honor Airmen and our Air Force heritage. To accomplish this, we:

- **EDUCATE** the public on the critical need for unmatched aerospace power and a technically superior workforce to ensure U.S. national security.
- **ADVOCATE** for aerospace power and STEM education.
- **SUPPORT** the total Air Force family and promote aerospace education.

AFA membership is open to anyone with an interest in supporting its mission.

AFA is led by volunteer leaders at the national, state and local levels. AFA's state organizations and more than 200 chapters conduct programs to increase public understanding of key national security issues in their communities. Programs range from luncheon and dinner activities to symposia and legislative roundtables with Congressional leaders.

Chapter officers are elected by the chapter membership annually. State officers are elected annually by the state executive committee. Region Presidents are elected annually by the members of the region executive committee.

National officers and directors are elected by Convention delegates attending the National Convention. Delegates are chosen at the state and chapter levels to represent AFA's membership and vote on AFA policies. AFA's "[Top Issues](#)" are approved by the delegates at the National Convention to reflect the priorities of AFA members. AFA's Top Issues will then be used to drive AFA's legislative priorities for the following year.

AFA is an IRS Section 501(c)(3) organization. Chapter and state organizations subordinate to AFA are recognized under IRS Group Exemption Number (GEN) 5392. Chapter Contributions to AFA and subordinates are fully tax-deductible for federal income tax purposes.

AFA STRUCTURE

The Air Force Association is organized into local chapters, state organizations, regions, national officers, a Board of Directors and a national office with a professional staff. The Association is governed by the delegates at the annual National Convention through the election of national officers and directors and approval of changes to the [AFA Constitution](#) and other governing documents. Between conventions, the elected officers and directors exercise the authority to conduct the business of the Association within the structure of the governing documents.

ELECTED NATIONAL OFFICERS of the Association are a Chairman of the Board of Directors (COB), a Vice Chairman of the Board for Field Operations (VCOB-FO), a Vice Chairman of the Board for Aerospace Education (VCOB-AE), a Secretary, and a Treasurer. They are elected at the National Convention for terms of one (1) year. No person may be elected to the office of Chairman of the Board, Vice Chairman of the Board for Field Operations or Secretary for more than two (2) consecutive terms. No person may be elected to the office of Vice Chairman of the Board for Aerospace Education for more than three (3) consecutive terms. No person may be elected to the office of Treasurer for more than four (4) consecutive terms.

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

VOTING MEMBERS:

1. The nine (9) directors elected at the National Convention of the Association for a term of three (3) years, with one-third (1/3) being elected each year. Two (2) of these directors shall be elected on an at-large basis from across the Association and one (1) director shall be elected on a geographical basis each year. Geographical areas and order of election shall be as defined by the Board of Directors and reflected in the Operations and Procedures Manual. Should a National Convention be cancelled, elections shall be authorized as defined in the Operations and Procedures Manual.
2. The elected national officers of the Association.
3. The immediate past retired Air Force Chairman or Vice Chairman of the Joint Chiefs of Staff, the immediate past retired Chief of Staff of the United States Air Force, and the immediate past retired Chief Master Sergeant of the Air Force if they accept the

invitation to serve as directors. Should either the immediate past retired Chief of Staff of the United States Air Force or Chief Master Sergeant of the Air Force decline to serve, the Chairman of the Board may, with the concurrence of the Board, appoint another retired Air Force senior leader to the Board.

4. A maximum of three (3) additional Directors appointed annually by the Chairman of the Board, with the approval of the Board of Directors, who will serve until the adjournment of the next National Convention. These Directors will provide expertise in matters of particular and current concern to the Association.

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

FOURTEEN REGIONS are each responsible for the activities within their assigned geographical area, consisting of one to six states. They are responsible for leading and supervising the activities of the state and chapter units within their area. The Region President elected for each region shall be its chief executive officer and, in addition, each region shall have an Executive Committee consisting of the President of each state within its jurisdiction, as well as appointed officers as necessary for the conduct of regional business.

STATE ORGANIZATIONS coordinate the activities of the chapters within its geographical area. They have the primary responsibility for organizational effort in areas interested in forming a chapter, lend assistance to existing chapters when needed to ensure that the mission of AFA is being properly served, conduct meetings and an annual convention, and focuses attention on projects or problems of a statewide nature. A minimum of two active chapters are required before a state organization may be chartered. The state organization shall have an Executive Committee consisting of the State President, the elected and appointed officers and the president of each associated chapter.

THE CHAPTER is the local unit in the organizational structure of AFA. Through the chapters, AFA members work together to carry out the mission of the Association. Chapters conduct meetings, symposia and seminars, aerospace education projects and programs which serve to focus attention on the Air Force and to support AFA objectives. A minimum of 20 voting members are required for a chapter charter to remain valid.

AFA NATIONAL OFFICE

The Air Force Association national office is in Arlington, Virginia. Its location allows the Association to represent its members at the highest levels of the federal government and the Department of Defense.

The President of the Association is selected and supervised by the Association Board of Directors and is responsible for managing the national office operation and the professional staff.

National operations include the following activities:

- Providing customer service and membership fulfillment to all AFA current and prospective members.
- Assisting AFA units in the development and conduct of activities.
- Conducting fundraising and membership campaigns and retention efforts.
- Arranging and coordinating all national meetings and convention activities.
- Maintaining constant contact with the senior military and civilian leaders of United States Air Force, the Department of Defense, elected congressional representatives and other government agencies and committees on items approved by the Association.
- Sponsoring national programs and activities to focus public attention on the Air Force and its people:
- Editing and publishing the Association's official publications, [Air Force Magazine](#), and the Daily Report.
- Development of public awareness and appreciation for the contributions of airpower and the United States Air Force to our national security, through the [Mitchell Institute](#).
- Sponsoring and conducting Aerospace Education/STEM programs that support the Association's mission to educate and advocate for unmatched aerospace power and a technically superior workforce to ensure U.S. national security.
- Through AFA's CyberPatriot Program Office, operating the National Youth Cyber Education Program – CyberPatriot, including the National Youth Cyber Defense Competition and other elements, such as AFA Cyber Camps.
- Through AFA's StellarXplorers Program Office, planning and executing the National High School Space Design Challenge, StellarXplorers.
- Through AFA's Wounded Airman Program Office, operating the Wounded Airman Program to take care of our wounded, ill and injured service members and their families.
- Sponsoring programs and services to AFA members including credit cards, product discounts (travel, hotel, car rental) and insurance (term life, accident, hospital indemnity, cancer, and others).

- Conducting a Corporate Membership Program for member companies, including dissemination of information about the U.S. Air Force mission and requirements by means of briefings and published materials.
- Establishing working relationships and working with other organizations whose objectives are consistent with those of the Air Force Association.

AIR FORCE MAGAZINE

Air Force Magazine is the journal of AFA and is one of the world's foremost military and aerospace publications. It is distributed to each AFA member, the Washington DC office of each member of Congress as well as to libraries and other educational organizations who subscribe.

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

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

Air Force Magazine also publishes the Daily Report, an electronic summary of key published articles and other items of interest to AFA members to provide credible, reliable and up to date information on the Air Force and national defense issues. This is available to anyone who subscribes online.

CHAPTER TWO - ASSOCIATION GOVERNANCE

The authority and responsibility to establish policy and direction for the Air Force Association is vested in the delegates at the National Convention. The authority and responsibility to execute established policy rests with the members of the Board of Directors. Between Board meetings, the Board of Directors acts through an Executive Committee which serves as an extension of the Board.

The structure and function of the Association's various bodies and the policies, rules and procedures by which they operate may be found in the [AFA Constitution, Operations and Procedures Manual \(OPM\)](#) and this Field Operation Guidebook (FOG). Each of these documents is available online in the Field Resources library.

NATIONAL CONVENTION

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

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

- Adopt the Association's Annual [Top Issues](#);
- Consider for adoption amendments to the [AFA Constitution](#);
- Establish standards and procedures to be followed by the Association and its units;
- Elect national officers and members to the Board of Directors;
- Act upon any other matters of concern to the Association.

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

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

The complete and current text of the rules and procedures to be followed at the National Convention, including details on certification of delegates, the procedures for submission of resolutions, general voting rules, election of officers and directors, and general rules are in the [Operations and Procedures Manual](#).

NATIONAL OFFICERS AND BOARD OF DIRECTORS

The elected officers of AFA are a Chairman of the Board of Directors, a Vice Chairman for Field Operations, a Vice Chairman for Aerospace Education, a Secretary and a Treasurer who assume their respective offices effective October 1 following the conclusion of the convention. The Board of Directors includes 9 elected, voting Directors, the elected officers of the Association and other specific directors as provided for in the [AFA Constitution](#). The duties and responsibilities of the elected national officers and directors can be found in the [OPM](#).

The [AFA Constitution](#) provides for the Executive Committee, the Nominating Committee and the other committees and Councils listed below. Their duties and responsibilities are listed in the [Operations and Procedures Manual](#). Other committees may be determined to be necessary from time to time and may be appointed by the National Convention, the Board of Directors, the Chairman of the Board, or the President.

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

- ✓ Audit Committee
- ✓ Constitution Committee (when formed)
- ✓ Finance Committee
- ✓ Development Committee
- ✓ Presidential Evaluation Committee
- ✓ Strategic Planning Committee (SPC)
- ✓ Field Council (under jurisdiction of the Vice Chairman of the Board for Field Operations (VCOB-FO))
- ✓ Membership Committee (under jurisdiction of the VCOB-FO)
- ✓ Aerospace Education Council (under jurisdiction of the Vice Chairman of the Board for Aerospace Education (VCOB-AE))
- ✓ Wounded Airman Program Committee (under jurisdiction of the VCOB-FO)

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

- ✓ Air National Guard Council
- ✓ Air Force Reserve Council
- ✓ Civilian Advisory Council
- ✓ Enlisted Advisory Council
- ✓ Company Grade Officer Advisory Council
- ✓ Veterans/Retiree Advisory Council

CHAPTER THREE—NATIONAL EVENTS AND PROGRAMS

The Air Force Association conducts its missions of advocacy, education, and support through multiple events and ongoing programs each year.

NATIONAL AFA EVENTS

The major events conducted in support of the AFA mission are the annual Air, Space & Cyber Conference, the National Convention, the Air Warfare Symposium and the AFA Breakfast Series. Details of these events including schedules and agendas are available on the [AFA website](#).

CORPORATE MEMBERSHIP

For more than seven decades, the Air Force Association has worked with the private sector and the Air Force to ensure that the United States has the best equipment, systems, and people to protect our country. AFA's Corporate Membership provides industry partners with the opportunities needed to advance their objectives.

AFA Corporate Member benefits include:

1. Invitations to monthly briefing programs conducted by senior Air Force leaders and periodic policy discussions about topical issues and emerging trends
2. Set number of individual AFA memberships based on Corporate Membership level
3. Eligible to exhibit and sponsor at AFA's Air, Space & Cyber and Air Warfare Symposium conferences and technology expositions
4. Discounts on print and online advertising channels with AFA
5. Receipt of all AFA publications, newsletters and special reports
6. Sponsors invited to special senior level events at AFA's Air, Space & Cyber Conference and Air Warfare Symposium as space allows
7. Access to AFA's Congressional member and staff education briefing materials (Legislative Updates)
8. Invitations to meet senior leaders from foreign air forces at numerous events including AFA's Annual Air Attaché Reception

AFA Corporate Membership provides industry partners:

- ✓ Professional education
- ✓ Networking and business development
- ✓ Strengthening of customer relationships
- ✓ Exposure to potential new customers and industry partnering opportunities
- ✓ Knowledge exchange forums around industry issues, best practices, challenges and trends
- ✓ Exclusive invites for C-level representation at AFA conference leadership events
- ✓ Numerous marketing channels to get your products and services in front of decision makers
- ✓ Company branding and logo placement on AFA website, Air Force Magazine and AFA's annual report

AFA'S WOUNDED AIRMAN PROGRAM (WAP)

AFA's [Wounded Airman Program \(WAP\)](#), established in 2011 as a grassroots initiative, provides life-changing and lifesaving assistance to seriously wounded, ill and injured Airmen and their families. In 2013, AFA signed a Memorandum of Understanding (MOU) with the Air Force to form a partnership with the Air Force Wounded Warrior (AFW2) program office ensuring that our wounded Airmen are always taken care of. There are currently over 8,000 wounded Airmen enrolled in the AFW2 system that need our support. Since its inception, the Wounded Airman Program has provided more than \$500,000 to Air Force wounded warriors.

AFA's Wounded Airman Program is designed to step in where the Air Force, the VA and the Air Force Aid Society cannot support. WAP is designed to fill in the gaps to make sure all the needs of our Air Force wounded warriors are met.

Financial Assistance Grants

We provide financial assistance grants to wounded Airmen and caregivers as needs are identified by their AFW2 Recovery Care Coordinators or Non-Medical Case Managers. All financial assistance grants go before the Wounded Airman Program committee for an ethics review. The Wounded Airman Program is designed to act quickly and support wounded Airmen in emergency situations.

Airman for Life Grants

The Wounded Airman Program provides travel grants for wounded Airmen and caregivers to attend the DoD Warrior Games and Air Force Wounded Warrior CARE events offering caregiver

training, adaptive sports rehabilitation, recovering Airmen mentorship programs, employment bootcamps and ambassador training. Wounded warriors that have been medically retired are not funded by the Air Force to attend these events, but they are often the ones who need these events the most. These events get them off the couch and connect them with their family. So often we hear wounded Airmen say they feel pushed out or left behind by the Air Force. By bringing them in to these events, we are not only equipping them with the resiliency training they need, we are also bringing them back into our Air Force family.

Caregiver Support

AFA's Wounded Airman Program is dedicated to taking care of our Air Force Wounded Warrior caregivers who take care of so many others. Around the country, AFA hosts groups of caregivers for much needed resiliency training and rest and relaxation days. Events can range from a spa day to breakfast with a motivational speaker.

CHAPTER FOUR - AEROSPACE EDUCATION

This chapter describes the current Aerospace Education program, its requirements, and techniques for chapter, state, and region implementation. For further, more detailed information and techniques, see individual program websites inserted as links from this document.

Aerospace Education is a fundamental and historical element of both the U.S. Air Force and the Air Force Association. General H. H. "Hap" Arnold's *Bill Bruce Aviator* book series in the 1920s inspired a generation of youthful Airmen. In mid-1945 General Arnold asked Kodak Executive Ted Curtis and Medal of Honor recipient General Jimmy Doolittle to form a private, nonprofit organization to "keep the gang together," but also (in the words of AFA's first Constitution) to "educate themselves and the public at large in the development of adequate aerospace power for the betterment of all mankind." On February 4, 1946, the Air Force Association was incorporated in Washington, D.C., with Curtis as the first Chairman of the Board and Doolittle as the first National President. Doolittle made it clear that the new organization would sponsor educational programs for its members and the public.

In the 1950s and 1960s, AFA education activities focused on supporting development of technological education strategies to support Air Force personnel training. AFA was instrumental in the development and evolution of Instructional Systems Development (ISD), and in 1967, AFA's Project Utah was the genesis of the Community College of the Air Force (CCAF) that has provided post-secondary education for thousands of Air Force enlisted personnel making our Air Force the "most educated" of all the Services by a large margin. Another key AFA growth strategy was to extend the Education mission to the general public via the nation's public school systems. Through several major AFA Aerospace Education conferences, with the support of the United States Commissioner of Education, several thousand professional educators across the United States initiated Earth and Space Science curricula, incorporated ISD technology into many subject areas, and Aerospace Education curricula expanded into communities facilitated by AFA chapter, state, and region organizational outreach to local communities.

Over the years, AFA's programs expanded to include National Education Programs such as CyberPatriot and StellarXplorers, academic scholarships, education grants, educator and student recognition, workshops, symposia, and technical competitions that include partnerships with Civil Air Patrol, AFJROTC, AFROTC, and public and private educational institutions nationwide. Additionally, the top level of public airpower education has evolved into the Mitchell Institute for Aerospace Studies, an independent, nonpartisan policy research institute, established to provide creative, insightful policy options that better empower our nation's leaders. The Aerospace Education programs offered by AFA are the basic tools of community outreach through which AFA chapter, state, and regional organizations conduct AFA's Aerospace Education mission.

The true strength, and greatest potential, of AFA AE resides in the ability of Field units at all levels to connect with local communities with a varied spectrum of programs/activities. There is no area in our country that does not desire the very best education for their children to prepare them for the remainder of the 21st Century. Linking these efforts with the fund-raising potential of Community Partners – who invariably are eager to support local education – can strengthen a unit's visibility, financial situation, and increase the likelihood that those now-engaged will want to hear the full Air Force and AFA story.

AFA chapters, states and regions are empowered and encouraged to run *any* programs they deem useful to improve STEM and aerospace education in their community. Using any of the programs mentioned in this chapter, or any other appropriate programs available, STEM education initiatives should be at the forefront of all chapter, state, and region outreach initiatives. Educational programs result in the added advantage of making large numbers of educators, students and parents aware of the AFA and its mission and will give the chapter greater potential to recruit new members and volunteers. The programs are also an avenue to increased unit financial health; many individuals and organizations that would not support an Air Force-related organization may be willing to donate to a 501(c)(3) educational organization. A robust aerospace education program is seen in virtually all the most active and successful chapters in the Association.

AEROSPACE EDUCATION AT A GLANCE				
PROGRAM	TARGET	AWARD/COST	WEBSITE	NOTES
CYBERPATRIOT	K-12 STUDENTS	C: \$0-\$195	HERE	EDUCATION/COMPETITION
STELLARXPLORERS	GRADES 9-12	C: \$200	HERE	SPACE COMPETITION
CAP STEM	K-12 STU/TEACHERS	C: \$0-\$75	HERE	GREAT LOW/No COST PROGRAMS
GRANTS				
EDUCATOR	K-12 TEACHERS	A: \$500	HERE	RETURN FEEDBACK REQUIRED
AFJROTC	AFJROTC UNITS	A: \$250	HERE	ADMINISTERED THRU HQ JROTC
CAP UNIT	CAP UNITS	A: \$250	HERE	ADMINISTERED THRU CAP
TEACHER RECOGNITION				
CHAPTER ToY	LOCAL TEACHERS	A: \$250	HERE	K-8 & 9-12 CATEGORIES (1 FUNDED)
STATE ToY	FROM CHAP. ToYs	A: \$500	HERE	ONE AWARD PER STATE
NATIONAL AE ToY	PREV. STATE ToY	A: \$3/2/1,000	HERE	AWARD 1 ST , 2 ND , 3 RD
AWARDS				
PITSENBARGER	CCAF GRAD	A: \$400	HERE	SPRING & FALL THRU BASE ED

AEROSPACE EDUCATION AT A GLANCE

continued

PROGRAM	TARGET	AWARD/COST	WEBSITE	NOTES
SCHOLARSHIPS				
MUELLNER	AAS-SW MEMBERS	A: \$5,000	HERE	ADMINISTERED THRU AAS-SW
BURGSTEIN	Svc. Mbr. Dep.	A: \$1,000	HERE	PRIORITY FOR Svc/DECEASED/WW
CALLAHAN	NON-TECH MA/MS	A: \$1,000	HERE	ACTIVE USAF/AFRES/ANG
DONLEY	TOTAL AF SPOUSES	A: \$2,500	HERE	AF MIL & CIV SPOUSES
FERRETTI	ENLISTED – STEM	A: \$5,000	HERE	FOR FIRST COLLEGE YEAR
SPENCER	GRADUATE ED	A: \$5,000	HERE	ED. TO ENHANCE LEADERSHIP
CADET AWARDS				
AFROTC/JROTC/CAP	TOP AFJROTC Cdt.	RIBBON/MEDAL	HERE	MANAGED AT CAP/ROTC/JROTC
OTHER PROGRAMS				
AIR MUSEUM INITIATIVE	OUTREACH	C: \$0	HERE	PROMOTE AE & STEM
AIR MINDED STRATEGIES	OUTREACH	C: \$0	HERE	EDUCATE PUBLIC
FINANCIAL SUPPORT				
CONTRIBUTIONS		C: \$ANY	HERE	SUPPORT AFA AE
WINGS SOCIETY		C: \$150+/YEAR	HERE	SUPPORT AFA AE
FELLOWSHIPS		C: \$50-5,000	HERE	SUPPORT AFA AE

IMPORTANT DATES FOR AEROSPACE EDUCATION FUNCTIONS

JANUARY

- [CAP Outstanding Squadron Cadet of the Year Award](#) applications accepted between 1 December and 15 January
- [AFJROTC and ROTC Outstanding Unit Cadet Awards](#) mailed during January

FEBRUARY

- [AFJROTC Grants](#) – First of two deadlines, 10 February
- [AFA Educator Grants](#) Awarded
- AFA [Air Warfare Symposium](#), Orlando, FL

MARCH

- [CAP Educator Grant](#) spring deadline, 31 March
- [AFJROTC Grants](#) awarded
- [CyberPatriot](#) National Competition, Baltimore, MD

APRIL

- Spring [Pitsenbarger Awards](#) at CCAF graduations
- [StellarXplorers](#) Finals, Space-related location
- [CyberPatriot](#) registration opens
- [National AFA Scholarships + Chapter/State Teacher of the Year](#) application deadline, 30 April

MAY

- 1 May: Submissions for all AFA Field Individual and Unit Awards, including those for Aerospace Education Achievement and Excellence, due to AFA National
- [StellarXplorers](#) registration opens
- State submissions for [National Teacher of the Year Award](#) due to AFA National, 31 May
- [Chapter/State TOY](#) award elements distributed plus complimentary [CAP AE Memberships](#)

JUNE

- [CAP Unit Grants](#) summer deadline, 30 June
- AFA Awards Committee selections made

JULY

- [National Teacher of the Year](#) award winner announcement
- [AFA Educator Grants](#) applications open July – November

AUGUST

- [CAP's free K-6 Aerospace Connections in Education Program](#) opens mid-August

SEPTEMBER

- AFA [National Convention](#)
- AFA [Air, Space & Cyber Conference](#)
- [CAP Educator Grant](#) fall deadline, 30 September
- [AFJROTC Grants](#) awarded

OCTOBER

- Fall [Pitsenbarger Awards](#) at CCAF graduations
- [CyberPatriot](#) registration closes
- [AFJROTC Grants](#) 2nd of two deadlines; 10 October
- [StellarXplorers](#) registration closes

NOVEMBER

- [AFA Educator Grant](#) Deadline

DECEMBER

- All [AFA Scholarship](#) applications available on the AFA website
- [CAP Unit Grants](#) winter deadline, 31 December
- [CAP Outstanding Squadron Cadet of the Year Award applications](#) accepted between 1 December and 15 January
- [CAP's Free K-6 ACE Program](#) closes, 31 December

YEAR ROUND

- [AE Fellowships](#) accepted
- [CAP's Aerospace Education Programs](#) for AFA chapters
- AFA/CAP [Air Museum Initiative](#) activities and involvement by AFA chapters

THE ROLES OF CHAPTER/STATE/REGION AEROSPACE EDUCATION VICE PRESIDENTS

Aerospace Education programs are AFA's fundamental community outreach. The primary responsibility of the Aerospace Education Vice President (AEVP) at the field level is to facilitate that outreach within the respective community – local city/town/county, state, or region. Essentially, the AEVP is the education program facilitator for National AFA education programs.

It is the responsibility of AEVP to:

- Know and understand the AFA AE programs and their respective schedules;
- Read and disseminate AE program information from the Aerospace Education Council (AEC) Newsletter, Newsline, and special communications directed to the AEVP;
- Maintain open and frequent channels of AE program information among AFA levels and the National Staff;
- Recognize that AE program participants are potential AFA members (especially at the chapter level where the program is implemented in the community);
- Help the AFA unit identify which program(s) to work with annually and facilitate that activity within the unit to include ensuring the integration of the program leaders (educators, CAP, ROTC, etc.) into unit activities;
- Identify appropriate contacts with in local schools/school systems to make them aware of these various opportunities;

- Coordinate implementation of the program(s) between the AFA unit and the school; and
- Provide feedback to the National AFA office via the various feedback and reporting media.

The following is a starter list of ideas for accomplishing the tasks:

- Study the programs to know what, why, where and when of each. Communicate the options to the AFA unit to identify resources and contacts within the unit to help with the community outreach;
- Establish rapport with our AFA partners, the AFROTC, AFJROTC, Arnold Air Society/Silver Wings, and CAP units, within the unit area; invite them to send a representative to chapter or state meetings;
- Discuss the AFA programs with the partners and identify how to work together on them;
- If funding is needed, contact Community Partners and/or other relevant community resources;
- Regularly check the AFA website and Newsline for program updates and calendar changes;
- Schedule meetings (taking along chapter/state AFA member resources to help with introductions) with: School Superintendent, School Principals, School Curriculum Coordinators, and
- Communicate with other AEVPs within the state/region or National Staff.

NATIONAL AEROSPACE EDUCATION PROGRAMS

[CyberPatriot](#) - The National Youth Cyber Education Program for Elementary, Middle, and High School Students

AFA's National Youth Cyber Education Program, CyberPatriot, is AFA's flagship initiative to address the nation's critical need for STEM students and to develop the cyber and other technical workforces of tomorrow.

The program's largest element is its National Youth Cyber Defense Competition which runs from October to April of each year. Competition is held in three divisions: The Open Division for high school student teams from public, private, parochial, charter, or home school groups as well as teams from scouting units, Boys and Girls Clubs, and other bona fide youth organizations; The All Service Division is comprised of cadet teams from JROTC programs of all Services, CAP units, and U. S. Naval Sea Cadet Corps teams; and The Middle School Division is for teams of middle school students regardless of affiliation.

Teams are led by an adult coach. They register, learn, train and compete online through several rounds of competition. The top 28 teams earn all-expenses paid trips to the CyberPatriot National Finals Competition held in Baltimore each spring where they compete for national honors and scholarships.

AFA's Elementary School Cyber Education Initiative (ESCEI) provides educators, parents, and others with downloadable engaging and entertaining learning activities that teach basic cyber safety and cybersecurity skills to elementary school students.

Week-long AFA CyberCamps are held nationwide during the summer months. They are hosted by a variety of organizations including colleges and universities, national CyberPatriot sponsors, high schools, civic organizations, and others. They teach through fun activities and other means basic cybersecurity skills and encourage students to form CyberPatriot teams in the fall.

AFA Chapters are encouraged to support the program by promoting the adoption of ESCEI in local elementary schools; by recruiting (and supporting) teams from local middle schools, high schools, JROTC programs, and CAP and U.S. Naval Sea Cadet Corps Units to the annual National Youth Cyber Defense Competition; and by promoting, attending, and representing AFA at camps in their communities and states.

Full details are available at the program's website (above) and from AFA's CyberPatriot Program Office at info@uscypberpatriot.org.

StellarXplorers - The National High School Space Challenge

StellarXplorers is a second AFA initiative to address the nation's critical STEM education requirements. Space is a great venue to inspire students to pursue careers in STEM. It is exciting and inspires students of all types. The vision of the StellarXplorers Program is to inspire and motivate pre-college age students and their educators to pursue studies and careers in STEM through a challenging, space system design competition.

The program runs from May to April each year, culminating in the National Finals Competition at a space-related location. Participation in StellarXplorers demands students expand and sharpen their skills in critical thinking, problem solving, communications, teamwork, and leadership. Competitors work in teams of two to six to determine orbital parameters, designate spacecraft components, and select an appropriate launch vehicle, all while staying within technical and fiscal constraints, creating an educational experience where the students must exercise multiple STEM disciplines. In addition, the Finals competition includes a scored team briefing, which requires students to exercise critical communications skills. It is a direct, immersive practicum.

The program is open to high school age students (13-18 years old) from any public, private, parochial or home school, as well as Scouting units, Boy and Girls Clubs, Junior ROTC, CAP, and Naval Sea Cadets. AFA Chapters are encouraged to promote the program by identifying

potential teams, recruiting Team Directors (teachers) and subject matter mentors, presenting certificates to state and regional winners, and securing media coverage for registered teams.

Full details are available at the program's website, www.stellarxplorers.org.

Civil Air Patrol - No-Cost STEM Outreach Products and Programs for AFA Chapters.

AFA and CAP have joined hands to collaborate, join each other's organization, leverage resources, and work toward promotion of STEM careers. Each organization brings unique alliance contributions found [HERE](#).

AFA chapters are encouraged to take advantage of free CAP programs that AFA chapters can promote and support in classrooms and youth organizations at no cost to the chapters or to the youth organizations. Two options for chapter involvement are available:

1. Sponsor one or more local educators with the FREE CAP AE Membership. See all the free STEM materials and get the FREE membership code for educators to join [here](#). Each educator sponsored by the AFA chapter can receive about \$1,000 worth of free STEM materials each year! Sponsorship is open year-round.
2. Sponsor one or more classes and/or schools with the \$75 per class of 30 ACE program shirts! To find out how a chapter can be a part of the exciting ACE program for which AFA is the *Presenting Sponsor*, click [here](#). AFA chapter registration for sponsorships of ACE classes is open 1 September through 1 December.

CAP also provides support to AFA-supported programs, as noted below:

- [Support to the AFA's Aerospace Museum Initiative](#)
- [Support to the AFA-supported Arnold Air Society and Silver Wings STEM Outreach](#)

For more information on any CAP program for AFA chapters, contact afa@capnhq.gov.

K-12 Grants

AFA provides a series of grants. Grant recipients are selected from online applications and must demonstrate development and application of innovative aerospace STEM activities within the prescribed institutional curriculum. The number of awards in each category varies annually based upon available funds, and numbers of available grants, amounts, and deadlines are at the websites.

Educator Grants - AFA believes that one of the most significant means to affect student learning is to fund grants to meet the unmet and unfunded educational needs of students. Each school year, the Association awards grants of up to \$500 to worthy projects that significantly enhance student learning.

Air Force JROTC Grants - The AFJROTC Grant was established to promote aerospace education throughout classrooms and is managed at HQ AFJROTC. We offer this opportunity to stimulate cadets' thinking on how aerospace plays a prominent role in today's and tomorrow's society. Applications will be judged by the importance and the impact the selected aerospace activity.

Civil Air Patrol Unit Grants - These grants are managed at HQ CAP for CAP units to provide educational opportunities for America's youth. These grants are to help cadets appreciate the important role of aviation and space in America's future and motivate them to obtain the educational background required to pursue aerospace careers.

Teacher of the Year Awards

NOTE: AFA elected officers, voting board members, employees, and their immediate family members (spouse/children) are not eligible for this recognition.

The AFA TOY program provides local recognition of classroom teachers for their accomplishments and achievements in exciting K-12 students about science, technology engineering, and math (STEM) and preparing students to use and contribute to tomorrow's technologies. This is a unique opportunity for chapters and states to reward outstanding teachers who are furthering excellence in making coming to class a relevant adventure. Pre-K teachers are eligible for the award as long as they teach within the K-12 structure, but not if they teach at a daycare or preschool only facility.

AFA Chapter Teacher of the Year - Chapters may select one TOY from grade levels K-8 or 9-12 who will be provided award components from AFA national. *If the chapter wishes to recognize more than one Chapter TOY at either or both grade levels, they may do so, but must contact AFA National to purchase additional Chapter TOY award components. National will supply only a single \$250 check – additional awards must be funded by the chapter. Chapter TOY nomination packages will not be accepted at National after April 30 each school year.*

AFA State Teacher of the Year - At this level, the program recognizes an exemplary classroom teacher selected from the Chapter TOYs in that state. Only one state TOY may be selected for this award each year from grades K-12. All nomination forms for the State Teacher of the Year must be submitted to National by April 30 in order to be eligible for the running of National Teacher of the Year, if submitted. *State organizations are encouraged to consider supplementing the financial portion of the award as resources allow. If a state wishes to recognize more than one State TOY, such as runners up, the state will be responsible for award components.*

AFA National Aerospace Teacher of the Year - The purpose of the program is to recognize classroom teachers at the national level for their accomplishments and achievements in the engagement of K-12 students in STEM subjects, preparing them to use and contribute

to tomorrow's technologies. This is a unique opportunity for the AFA to honor and support a national AFA STEM education ambassador who can inspire other educators to seek to go above and beyond in STEM career preparatory programs. Sponsored by Rolls Royce, there is only one AFA National TOY honored at the AFA National Convention, but awards are also presented to the 2nd and 3rd place National TOY finalists. *Criterion: To be eligible, the candidate must be an AFA State Teacher of the Year selected during the current or past academic year. All national TOY nomination packages should be submitted to National not later than May 31.*

Pitsenbarger Award

The [Pitsenbarger Award](#) provides a one-time grant of \$400 or a \$750 tuition waiver at University of Maryland University College (UMUC) to selected top USAF enlisted personnel graduating from the Community College of the Air Force (CCAF) who plan to pursue a baccalaureate degree. Recipients also receive a one-year AFA eMembership. Students wishing to apply should contact their base education office to learn about application deadlines and procedures.

National Scholarships

AFA [Scholarships](#) are a unique way for AFA members to help support and perpetuate the educational endeavors of the Air Force family. All scholarships are non-renewable, one-year awards, and amounts awarded each year may vary due to funding available.

George and Vicki Muellner Foundation Scholarship - This scholarship is made possible through a generous contribution to AFA by George and Vicki Muellner and is only available to Arnold Air Society and Silver Wing members. The George and Vicki Muellner Foundation Scholarship is integrated into an existing Arnold Air Society and Silver Wings scholarship program. It provides funds to Arnold Air Society and Silver Wing students to use toward their undergraduate studies. The program will fund two, \$5,000 scholarships annually. Announcements will be sent out by the Arnold Air Society and Silver Wings Executive Management Center each December.

Colonel Aaron Burgstein Memorial Scholarship - This scholarship program is made possible by a bequest from Mr. and Mrs. Michael and Judith Burgstein, in memory of their devoted son and AFA Lifetime Member, Colonel Aaron Burgstein. Minor dependents of (officer or enlisted) active duty, prior service, or retired service members, reservists or National Guard members of all branches who are/will be pursuing a two-year or four-year degree at an accredited college/university. Priority is given to those dependents whose parent/guardian served for eight or more years, has had a parent die while serving on or in an active duty status, or has a parent that has been classified as a wounded warrior through the Air Force Wounded Warrior program. At least one scholarship in the amount of \$1,000 each will be awarded annually (number may increase with funding).

Captain Jodi Callahan Memorial Scholarship - This scholarship is in memory of Captain Jodi Callahan who was an AFA Under-Forty National Director and a Trustee of the former Aerospace Education Foundation. This scholarship is made possible through contributions to the Jodi Callahan Memorial Fund by her family and friends. This award provides a \$1,000 scholarship to an active duty Air Force, full time Air National Guard or full time Air Force Reserve (officer or enlisted) pursuing a master's degree in a non-technical field of study.

Mike & Gail Donley Spouse Scholarship - The Mike and Gaily Donley Spouse Scholarship program is designed to encourage Air Force spouses worldwide to pursue associate, bachelor or graduate/postgraduate degrees. The number and amount of scholarships awarded depends on available funding and on the number of qualified applicants.

Lt Col Romeo and Josephine Bass Ferretti Scholarship - This scholarship is made possible by a bequest from the estate of Lt Col Romeo and Josephine Bass Ferretti and was established for minor dependents of active duty Air Force, Air Force Reserve or Air National Guard enlisted airmen. It is for students pursuing an undergraduate degree in the area of science, technology, engineering or math (STEM). The scholarship in the amount of \$5,000 will be awarded to a student who has graduated from high school and who is entering as a first-year student at an accredited institute of high learning.

Colonel Loren J. and Mrs. Lawona R. Spencer Scholarship - This scholarship is made possible through a generous endowment from the Spencer estate. It provides funds to United States Air Force personnel (officer or enlisted, Air Force civilian, full time National Guard and full time Reserve) to pursue graduate level education in management and administration fields in preparation for senior-level leadership roles. The scholarship will be made available to the top qualified applicant(s) based on academic achievement, job performance and completed application materials. A recipient will have a check in the amount of \$5,000.00 sent to their education office. The number of recipients will depend on available funding and number of qualified applicants.

AFROTC, AFJROTC and CAP CADET Medals and Awards

AFA is proud to support the accomplishments of cadets at the grassroots level with an [award package](#) that includes a silver medal accompanied by a sky-blue ribbon and a certificate. Each year, between December 1 and January 15, each CAP squadron may select one outstanding cadet of the year and request an award package from AFA. AFROTC detachments and AFJROTC units do not need to officially request an award package. AFA National will automatically mail a package out at the end of January/beginning of February.

Award packages are managed at the AFROTC, AFJROTC and CAP Headquarters level. Therefore, there are no grass roots chapter coordination activities required. However, AFA chapters are encouraged to establish relationships with local AFROTC, AFJROTC and CAP units

so that when award presentations are scheduled, arrangements can be made to have a chapter member present the awards at the appropriate ceremony.

AFA Outstanding AFROTC Cadet of the Year Award - The AFROTC Detachment winners of the outstanding cadet award are nominated for AFA Randolph Lovelace Award as the most outstanding junior year cadet in the AFROTC Region. Selection for this award is made by the AFROTC Region Commander. Winners of the AFA Randolph Lovelace Award are nominated for the AFA Outstanding AFROTC Cadet of the Year Award. The AFROTC Commander makes this selection and the award is presented at the AFA Air & Space Conference.

AFA National CAP Aerospace Education Cadet of the Year Award - CAP senior leadership selects one top performing CAP cadet in the area of AE for the National CAP AE Cadet of the Year Award. By March 15 each year, CAP regional leaders send an outstanding cadet nominee AE to CAP NHQ/AE for selection of the award winner. The recipient of this award is recognized at the annual AFA Air, Space & Cyber Conference each fall.

OTHER EDUCATIONAL ACTIVITIES AVAILABLE TO AFA CHAPTERS

AFA/CAP Museum Initiative

An additional effort to address America's need to promote science, technology, engineering and math (STEM) subjects and careers, the Air Force Association, working closely with the Civil Air Patrol, has begun a quest to assist air museums across the country in expanding community outreach, especially through youth and educator initiatives. AFA chapter members are connecting with local aviation/space and/or military aviation museums to promote the historical contributions and future importance of aerospace to our nation. AFA Chapters are encouraged to work with local air and space museums to help perpetuate the legacy of aviation and space to the advancement of America. Working with museums for community and educational outreach events helps to inform the public about the AFA and its mission to educate, advocate and support the Air Force family and aerospace/STEM education. Information on how chapters can become involved is found at the CAP website [here](#).

Air Minded Strategies

The Strategic Alternatives Education program provides an opportunity for AFA Chapters, in cooperation with Arnold Air Society Squadrons and Silver Wings Chapters, to work with history professors at their universities to research past military operations and collaborate to conduct commemorative events on campus. Events can celebrate the full range of Air Force contributions to the success of past military operations; encourage historians to examine past operations from an Air Force perspective; prepare Air Force supporters to advocate for the Air

Force; and where possible, create a stronger link between individual AAS/SW units and local AFA chapters. Specific elements of the program include:

- AFA Chapters: Challenge universities to research national security events from multiple perspectives, and present observations and insights in papers, workshops, and other forums available to academia (in cooperation with AFA chapters, local AF bases, and AFROTC units).
- Arnold Air Society Squadrons/Silver Wings Chapters/AFROTC Cadets: Conduct events commemorating Air Force history as a means to provide this information to university students and members of the community to help them understand the value of the United States Air Force, better appreciate AF history, gain insights into events today, and understand the roles and functions of the future Air Force.

For additional information, email AFA AEC Member Bob Elder at relder@gmu.edu.

FINANCIAL SUPPORT OF AEROSPACE EDUCATION PROGRAMS

The Air Force Association gives members the opportunity to help educate America about science, technology, engineering, and math (STEM) and national defense. As a 501(c)(3) organization, donations to AFA are 100% tax-deductible. General, Honorary, and Memorial contributions are accepted over the phone, online or in response to an AFA letter sent to members. Payments are accepted by checks mailed to AFA National or online. This is a secure area for credit card use. When making a donation online, please select "Aerospace Education" under "AFA Programs" if you would like your donation restricted to support of AFA's Aerospace Education programs. For further questions on giving please contact development@afa.org or 703-247-5832.

Wings Society

Sustained giving by AFA members ensures AFA's programs are preserved for the future. Detailed information about each contribution level is found at the Wings Society section on the Contributions website. The Wings Society was expanded in 2001 to include Education Partners. This is a recognition program for sustained giving by an AFA unit. AFA Education Partners include AFA chapters; state and regional units; groups, such as the Los Angeles Ball Committee; and any other group not designated as a corporate partner. All contributions received will be counted towards membership in the Wings Society. Contributions include fellowships and other similar commitments.

Aerospace Education Fellowships

Created in the 1970s under Sen. Barry Goldwater's Aerospace Education Foundation leadership, AFA's [Aerospace Education Fellowships](#) honor supporters whose efforts merit special recognition, with the first fellowship awarded to Jo Doolittle, wife of General Jimmy Doolittle. Built on this legacy, AFA's fellowship program enables donors to show their commitment to furthering aerospace education. The minimum contribution to AFA to establish a Fellowship will be \$100. Fellowship levels and award elements can be found on the AFA [website](#).

CHAPTER FIVE - ARNOLD AIR SOCIETY/SILVER WINGS

THE ARNOLD AIR SOCIETY (AAS)

The Arnold Air Society, an AFA affiliate, is a professional honorary service organization of selected AFROTC cadets from the nation's leading colleges and universities. It is a private, non-profit organization with a membership of approximately 3,000, about 25% of the AFROTC cadets. Membership in the Society is voluntary, open to all cadets, and is by selection and acceptance.

The Air Force Association is the national sponsor of the Arnold Air Society and its partner, Silver Wings. All members of the Arnold Air Society are members of the Air Force Association. The AAS's National Commander serves as an ex-officio (non-voting) member of AFA's Board of Directors, and sits on the Aerospace Education Council.

The Society, originally named the Arnold Society of Air Cadets, was formed in October 1947. Over the years, AAS has grown to approximately 135 squadrons throughout the United States, organized into 11 Areas. A list of the Squadrons and Areas may be found [here](#). AFA chapters are strongly encouraged to identify, contact and build mutually beneficial working relationships with AAS squadrons near them. The United States Air Force officially recognized the Society in 1948 and has continuously authorized and encouraged Air Force support since. In 1950, the Arnold Air Society became affiliated with the Air Force Association, establishing the following objectives:

- ✓ To aid in the development and production of Air Force officers.
- ✓ To create a closer and more efficient relationship within the Air Force Reserve Officers Training Corps.
- ✓ To further the purpose, traditions, and concepts of the United States Air Force.
- ✓ To support aerospace power and its role in national security.
- ✓ To advance air and space age citizenship.

The Society is the professional association for United States Air Force officer candidates in university-level programs. It concentrates on one major role—to enhance Air Force officer candidate selection and training in university programs. The three primary functions of that role are: (1) expanded communication among peers and with leaders in Air Force, government, industry, academic and sponsor or support organizations, (2) expanded leadership and management opportunity at squadron, regional or national levels, and (3) campus and community service projects. The service projects are continuous and diverse.

Nationally, the Society selects each year one major project conducted jointly with Silver Wings.

The Society and Silver Wings are encouraged to coordinate with AFA to consider a National Project that furthers Association objectives, but final decisions rest solely with AAS/SW delegates at the National Conclave (NATCON).

The National Headquarters of the Arnold Air Society rotates each year to a college or university selected by a majority vote of the NATCON delegates who are the decision body for Society rules and legislation. There are also Regional and Area Conclaves (ARCON). The administrative and financial functions of the Arnold Air Society are temporarily co-located with Air Force Association National at 1501 Lee Highway, Arlington, VA 22209, mgmt.center@arnold-air.org.

SILVER WINGS

Silver Wings is a national, co-educational, professional organization of selected and dedicated students from leading colleges and universities across the nation. Silver Wings is a partner of the Arnold Air Society. Annual membership is approximately 600 on nearly 50 campuses. The National President of Silver Wings serves as an ex-officio (non-voting) member of AFA's Board of Directors, and sits on the Aerospace Education Council.

Originally named Angel Flight, Silver Wings Society began at the University of Omaha in 1952. It spread rapidly and by 1957 Angel Flight had a national reach. At the 1958 NATCON Angel Flight elected as its first National Headquarters Pennsylvania State University; a year later Angel Flight approved its first National Constitution and Standard Operation Procedures (SOP).

In the late 1980's, membership characteristics began to change. The once all-female group of civilians interested in contributing to their university's AFROTC program evolved into a diverse amalgamation of men and women dedicated to service of the AFROTC program, campus and community. In 1997 the society reorganized into a more civilian-oriented organization emphasizing creating proactive, knowledgeable, and effective leaders through community service and education about national defense. The society formally changed its name to Silver Wings at the 1998 NATCON. It is recognized by the United States Air Force and receives support from the Air Force Association through Arnold Air Society sponsorship.

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

The national headquarters of Silver Wings rotates each year to a college or university selected by a majority vote of the National Conclave delegates. There are also Regional/Area Conclaves. These allow region delegates to legislate their respective Areas/Regions.

The administrative and financial functions of the Silver Wings are temporarily co-located with Air Force Association National at 1501 Lee Highway, Arlington, VA 22209, and the email address is mgmt.center@arnold-air.org.

AWARDS

Using the following guidelines, the Arnold Air Society/Silver Wings Executive Director may recommend to the AFA Chairman of the Board AFA Individual Awards (Medals of Merit and Exceptional Service Awards) for superior service:

Medal of Merit:

- ✓ National Administrative Consultants, after 5 years of volunteer service
- ✓ The three National Staff Advisors
- ✓ AAS and SW National Staffs

Exceptional Service Award

- ✓ National Administrative Consultants, after 10 years of volunteer service
- ✓ National Staff Advisor, after serving two years

WORKING WITH ARNOLD AIR SOCIETY/SILVER WINGS UNITS

AAS/SW has nearly 4,000 individuals who can potentially be active partners with AFA chapters, states and regions. A review of chapter rosters will identify these members. These young people are the future of AFA; it is in the best interest of Field leaders at all levels to work actively to involve AAS squadrons and SW Chapters in Association activities.

- ✓ Invite the AAS Commander and SW President to become a member of the chapter/state Executive Board
- ✓ Ensure the chapter/state Newsletter is distributed to the AAS/SW members
- ✓ Identify mutual activities/events (fund-raisers, community efforts, aerospace education mentoring, etc.) in which both organizations participate
- ✓ Invite AAS/SW to participate in chapter/state meetings by general attendance and by providing Color Guard, Invocations, reports on their activities, etc.
- ✓ State and Region AFA leaders coordinate state and region meeting(s) to coincide with the AAS/SW ARCONs)
- ✓ Establish and maintain close coordination with the AAS/SW AFROTC advisor(s) and Cadre

- Recognize AAS/SW awards (e.g. awards from conclaves, scholarships, campus recognition) at chapter/state meetings
- Attend AAS/SW meetings on campus. This also contributes to AFA visibility to the USAF personnel assigned to the Cadre

NATIONAL AFA UNIT EXCEPTIONAL SERVICE AWARD (ESA)

In 2017, a National Exceptional Service Award was established to recognize the AFA Unit that demonstrates the most outstanding cooperation with its Arnold Air Society/Silver Wings organizations. Guidance on how to self-nominate a chapter or state for this award is found in Chapter 15 of the FOG.

CHAPTER SIX – COMMUNITY PARTNER PROGRAM

Community Partners have a unique opportunity to make an investment in the future of the United States Air Force, to provide support and assistance to the Airmen who provide the aerospace defense of our nation and to increase their involvement with and access to the senior AF leaders in their chapter area. By becoming an AFA Community Partner, they demonstrate to their customers and the community that they support the AFA and its mission.

Community Partner businesses receive the following:

- A **plaque** identifying the office or business as a Community Partner, providing instant recognition from Air Force people served.
- A current year **medallion** to affix to plaque.
- A **window decal** identifying the business as a Community Partner that “Supports our Troops.”
- **Status** as an AFA Community Partner, attesting to participation in AFA community activities and support of Air Force personnel.
- **Opportunities** to sponsor and participate in AFA activities and meetings and meet other local business, political and military leaders.
- **Tours** of local military facilities and business leader activities including in some cases, familiarization flights and unit briefings.
- **Recognition** as a Community Partner in the Chapter Newsletter and at chapter functions.
- **Ability** to use AFA Community Partner status in company advertising.

There are two categories of AFA Community Partners:

Category One may designate one person in the Partner organization as a member of AFA, to receive all the benefits of a member. Standard dues are \$90 per year.

Category Two may designate two persons in the Partner organization as members of AFA. Standard dues are \$180 per year.

Note: Some chapters charge more than the standard dues level for a Community Partner membership based on the evaluation of the financial value of participation to the company and to the chapter. In any case, the amount payable to AFA National is limited to that shown below.

The chapter should make every effort to encourage the business to designate someone who is not already a member of AFA so that more people can be exposed to AFA and its benefits. These are full, voting members of the AFA, entitled to participate in all aspects of the chapter activities.

Each designated member receives *Air Force Magazine* each month and all benefits of membership.

The chapter is entitled to retain a portion of the annual Community Partner dues. When a Community Partner is enrolled or the membership is renewed, the chapter deposits the check into its own account and then forwards a check for \$45 (Category One membership) or \$90 (Category Two membership) to AFA Field Relations Department along with the completed Community Partner Program [application](#). The chapter will receive a plaque, a medallion and window decal to be presented to the new Community Partner. All persons designated as members in the program will be affiliated with the chapter.

COMMUNITY PARTNER RENEWALS

AFA National will notify the Chapter VP of Community Partners when the Community Partner memberships are approaching their expiration date. The invoices for the Community Partners will be sent to the chapter approximately three months prior to their last day of membership. This will allow enough time for the VP of Community Partners to personally contact the Community Partner, obtain the renewal, and forward the forms and funds to National for processing. Appointment of this chapter leader is a key element in conducting a successful Community Partner program. The renewals, plaques and medallions, along with all Community Partner correspondence materials will be sent directly to this person.

The relationship between chapters and Community Partners is an important one. Community Partners were initially solicited by chapter members. Therefore, a member, preferably the VP of Community Partners, should personally contact the Community Partner to obtain the renewal. Unless the Community Partner participates in chapter programs this may be the only time in which the Partner meets and talks with an AFA member. Show the Partners you value their memberships by using this personal approach. It provides an excellent opportunity to speak about AFA's mission, and to answer any questions they may have.

RECOGNITION

It is strongly suggested that the chapter provide multiple opportunities to demonstrate its appreciation of Community Partners. The Community Partner, as AFA member, should be invited to attend Chapter meetings and their attendance should be recognized. They should be asked to serve on committees or as chapter officers. The names of Community Partners should be placed on the chapter letterhead and recognized in the Chapter newsletter.

CHAPTER SEVEN – THE REGION

THE REGION serves its state organizations and chapters by providing leadership and coordinating all AFA activities within its geographical area.

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

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

Each region is headed by a president, who is elected annually by the members of the Region Executive Committee. No person may be elected to the office of Region President for more than three consecutive one-year terms. Region Presidents may not serve concurrently as National Directors. Each region Executive Committee consists of the Region President, appointed Region Officers and the president of each state within its jurisdiction.

The Region organization is not an operational unit, but its president has coordination, administrative and leadership responsibility for state organizations (and acts as the equivalent of the state organization in those locations where there is no state organization) and is the senior representative for AFA within its geographical boundaries. Responsibility for carrying out

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

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

Europe: Countries with an APO/FPO AE mailing address

Pacific: Countries with an APO/FPO AP mailing address

Chapters located in other countries report to the VCOB-FO. The VCOB-FO may appoint an individual to serve as the Special Assistant for each of these areas.

RESPONSIBILITIES OF THE REGION PRESIDENT

1. Provide leadership to the state organizations and chapters and coordinate their activities within the Region in support of the AFA mission.
2. Appoint Region Officers when appropriate to provide guidance to state and chapter organizations on specific areas and programs. Recommended appointed officers include a VP for Aerospace Education and a VP for Leadership Development.
3. Chair the Region Executive Committee.
4. Review and approve annual plans and semi-annual reports for state and chapter organizations and submit to AFA National as required.
5. Conduct annual Region Workshops on topics of interest and concern to the state and chapter organizations.
6. Attend state and chapter meetings to provide guidance and support for local activities.
7. Manage the annual individual and unit awards nomination process and ensure that proper recognition is given to those who are performing at a high level.
8. Work with state and chapter organizations to evaluate under-performing units and provide assistance in their rejuvenation or in conjunction with the chapter president, recommend their closure after the procedures outlined in Chapter 9 have been followed.
9. Attend Region Presidents Meetings as scheduled by the VCOB-FO and represent the interests and concerns of the organizations and individuals within the region in discussions and deliberations. In the event of an Region Presidents absence at required

meetings, appoint a backup to represent the Region at all required meetings including monthly Region President Vidyo calls.

10. Represent AFA at the appropriate level to other organizations within the region in furtherance of the AFA mission to educate the public on the need for a strong national aerospace defense.
11. Participate on national councils and committees when requested to provide guidance and input to issues and programs of interest to the entire Association.
12. Monitor and oversee completion of monthly training modules, as described in Chapter 14, for all chapter, state, and region officers.
13. Actively coordinate with States to identify future leaders and support their nominations to the Emerging Leaders program.
14. See Section V of the [Operations and Procedures Manual](#) for additional discussion of the responsibilities of the Region President.

RESPONSIBILITIES OF REGION OFFICERS (APPOINTED)

Region officer positions are not required but are highly recommended to help the Region President perform his or her responsibilities and ensure leadership succession.

Region Vice President for Aerospace Education

The Vice President for Aerospace Education is an appointed position by the Region President and is the primary person responsible coordinating the Aerospace Education Programs conducted by the States. Specific responsibilities include:

1. Serve as a member of the Region Executive Committee.
2. Conduct a Region Teacher of the Year (TOY) program (optional).
3. Coordinate and support State and Chapter Aerospace Education programs to ensure continuity and cross communication of ideas and approaches.

Region Vice President for Leadership Development

1. Serve as a member of the Region Executive Committee.
2. Serve as the chairman of the Region Nominating Committee.
3. Arrange and preside as chairman at meetings of the Region Leadership Development committee which are deemed necessary to complete identification, selection, training and mentoring of candidates for Region offices.

CHAPTER EIGHT – THE STATE ORGANIZATION

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

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

REQUIREMENTS OF A STATE ORGANIZATION

To receive and retain a charter an AFA state organization, must meet the following requirements which are specified in the [AFA Constitution](#), [Operations and Procedures Manual](#), or have been established by the Executive Committee.

1. Maintain two or more local chapters, each of which must have the minimum required number of members and comply with all required programming and reporting procedures.
2. Maintain a constitution (see AFA website for [model state constitution](#)) and bylaws, consistent with the [National Constitution](#), which has been coordinated with and endorsed by the Region President and approved by the VCOB-FO. A copy must be provided to the [Field Operations Department](#) for retention.
3. Review and approve a constitution and bylaws for each chapter in the state, to be sure it is consistent with that of the state and the AFA National Constitution and forward such constitutions and bylaws to the Region President for endorsement and approval by the VCOB-FO and subsequent retention by AFA National.
4. Operate under an elected President, an Executive Committee and such other officers as the state determines necessary. (See suggested organization and duties included in this section.)
5. Provide for representation of each chapter on the organization's Executive Committee.
6. Accept, as non-chapter members, all individuals who specifically choose to be registered as unaffiliated Association members and whose official mailing addresses, as registered with AFA National, are located in that state; represent these members at the

annual convention; and provide comparable rights and privileges for all members, chapter and non-chapter. (No member, however, may hold a state elected or appointed office, serve on a committee, or vote in connection with, the affairs or election in any state unless he/she shall be a member of a chapter located in that state).

7. Conduct an annual state convention to include a business meeting and election of officers.
8. Sponsor a minimum of four state executive committee meetings each year. These meetings may be in person or virtual. Some States meet at the National Convention which is a suitable substitution.
9. Submit a State Officer Roster following the annual elections using the Field Portal by October 31 each year. If there are no changes, you must still log in to validate your officer roster. Update your roster if any changes occur during the year.

PRIVILEGES OF A STATE ORGANIZATION

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

FORMING A NEW STATE ORGANIZATION

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

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

RESPONSIBILITIES OF THE STATE ORGANIZATION AND ITS OFFICERS

The primary responsibilities of the state organization are leadership, assistance and oversight of the chapters within its area of responsibility. The state organization must be prepared to offer guidance and direction to local chapters to help them meet the objectives of AFA and must maintain control of all activities so that the organization can remain a compact, effective unit in fulfilling these objectives.

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

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

All reports completed by chapters must be reviewed and approved by the State President in AFA's Field Portal. As the first organizational level to obtain these reports, the State President is the key official in the "chain of command". In many respects, this office is one of the most important in AFA.

Just as the State President must be aware of all activities going on in the state, it is important that the Region President know what programs are being planned and conducted. The Vice Chairman of the Board, Field Operations (VCOB-FO) and AFA National must also be familiar with all programs around the country. It is most important, therefore, that Activity and Financial Reports be available to all levels of the Association. To accomplish this, all reports must follow the same channels: State President to Region President to AFA National.

THE STATE ORGANIZATION

Required State Officers (Elected)

President; Vice President(s); Secretary, Treasurer (or Secretary/Treasurer).

Recommended State Officers (Appointed)

Vice President for Aerospace Education; Vice President for Leadership Development;
Vice President for Government Relations; Vice President for Veterans Affairs; Vice
President for Communications; and Vice President for Awards

Suggested State Committees

Finance; Constitution, Leadership Development; Nominating Committee

GOVERNING BODY

Executive Committee

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

Officer Responsibilities – State President

1. Serve as Chairman of the State Executive Committee.
2. Preside at every regularly scheduled or special meeting of the state organization or ensure that the State Vice President is available to do so.
3. Represent the state in all chapter functions in which the state is invited to participate or ensure that the State Vice President or another state officer is available to do so.
4. Represent the state at all regional and national meetings such as the in-person Region and State Presidents Meeting each fall and when appropriate or ensure that the State Vice President or another state officer is available to do so.
5. Serve as the Head of Delegation for the state at the National Convention or appoint another individual to serve.
6. Maintain proper liaison with all chapters in the state, with the state officers and committees, with the Region President, and AFA National.
7. Receive all pertinent communications from the chapters in the state, the Region President and AFA National and take appropriate action regarding them.
8. Continually monitor the health of each chapter in the state and work to rejuvenate those who appear to have become dormant or lost their leadership.
9. Monitor and oversee completion of monthly training modules, as described in Chapter 14, for all chapter and state officers.
10. Review all reports submitted by local chapters; reject those not properly prepared and those where the program or activities reported on are not in accord with AFA objectives and requirements, and forward approved reports to the Region President.
11. Require the completion of appropriate State Annual Plans and Semi-Annually Report Forms by the Secretary and Treasurer through the Field Portal.

12. Ensure that an IRS Form 990 or 990-N is filed with the Internal Revenue Service annually and that a copy of this form is sent to the [Field Operations department](#).
13. Review and endorse charter applications for newly organized chapters and forward such applications to the Region President for review and endorsement.
14. After following the procedures in the “Chapter Closure” section of this chapter, if appropriate, recommend to the Region President that a chapter be closed or merged if it appears that it cannot be made viable.
15. Ensure that the Region President is notified well in advance of any state sponsored program, activity, or meeting. The Region President should be considered an honored guest at state sponsored social functions.
16. Ensure that contact is made with the Senators for the state and their local staff and invite their involvement in AFA activities. Encourage acceptance of a [complimentary AFA Congressional membership](#) after every federal election cycle, even if they are remaining in office. The membership address should be the state office rather than the office in Washington, DC.
17. In coordination with the VP for Aerospace Education (if appointed), ensure the selection and submission of a [State Teacher of the Year is made in a timely manner](#).
18. Identify and develop existing and emerging leaders to support the mission and vision of AFA at the Field and national level.
19. See Section V of the [Operations and Procedures Manual](#) for additional discussion of the responsibilities of the State President.
20. Routinely evaluate and approve any changes of zip code alignments for chapters.

Officer Responsibilities – State Vice President

1. Serve as a member of the State Executive Committee.
2. Preside at any meeting or function when the State President is unable to do so. The State Vice President is normally the individual who will be the next State President and as such should be involved in all state functions. He should assist the State President in fulfilling his or her responsibilities and prepare to assume the State President’s position. Chairing some of the state committees, being involved in the annual state activity and financial plans as well as helping plan and implement quarterly activities is recommended.
3. Maintain an active interest in, and knowledge of, all activities of chapters, reporting all pertinent information to the State President.
4. Offer all possible assistance to the State President with respect to official duties.
5. Perform all duties conferred upon the office of State Vice President by the State Constitution.

6. Maintain the State Charter. Assume responsibility for all physical properties belonging to the state, except those for which other officers have been expressly made responsible.

NOTE: Some states, because of size, have two or more vice presidents, each representing a specific area.

Officer Responsibilities – State Treasurer

1. Serve as Chairman of the State Finance Committee if formed.
2. Serve as a member of the State Executive Committee if formed.
3. Maintain current record of expenses, assets, and liabilities.
4. Ensure online completion of required Annual Financial Plans, Semi-Annual Financial Reports and the annual IRS Form 990 or 990-N and the submission of all proper forms to the State President.
5. Maintain all state financial accounts and ensure proper and prompt deposit of all funds and payment of liabilities.
6. Maintain close liaison with the State President on all financial matters.
7. Ensure compliance with all regulations, laws and statutes (federal, state and local) with respect to financial operations of the state organization.

Officer Responsibilities – State Secretary

1. Serve as a member of the State Executive Committee.
2. Record, transcribe and deliver to the State President the official minutes of every regularly scheduled and special meeting.
3. Maintain official Minutes Record Book containing copies of minutes.
4. Complete the State Annual Activity Plan and Semi-Annual Activity Reports online and, submit the proper forms to the State President for approval and forwarding to the Region President.
5. Receive and acknowledge, if required, all official correspondence; maintain complete liaison with the State President on all correspondence; initiate correspondence when requested to do so by the State President and State Vice President.
6. Serve as Chairman of the State Constitution Committee, and custodian of the State Constitution; ensure all necessary revisions in the Constitution are correctly made.
7. Maintain appropriate files containing copies of all bulletins and mailings sent or received by the state organization.

RECOMMENDED STATE OFFICER RESPONSIBILITIES (APPOINTED)

State Vice President for Aerospace Education

The Vice President for Aerospace Education is an appointed position by the State President and is the primary person responsible coordinating the Aerospace Education Programs conducted by the chapters. Specific responsibilities include:

1. Serve as a member of the State Executive Committee.
2. Conduct the [State Teacher of the Year \(TOY\)](#) program.
3. Coordinate the scholarship, educational grant and cadet programs.
4. Coordinate and lead chapter aerospace education programs to ensure continuity and cross communication of ideas and approaches.

State Vice President for Leadership Development

1. Serve as a member of the State Executive Committee.
2. Serve as the chairman of the State Nominating Committee.
3. Arrange and preside as chairman at meetings of the Leadership Development committee which are deemed necessary to complete identification, selection, training and mentoring of candidates for state offices.

State Vice President of Government Relations

1. Serve as a member of the State Executive Committee.
2. Maintain contact with the staff of the Senators for the state and encourage their participation in AFA activities. Offer and urge acceptance or renewal of complimentary AFA membership after each two-year election cycle.
3. Stay current on the legislative goals and initiatives of the Association and provide input to the local Senators' staff explaining the AFA position and offering background material to support their evaluation.
4. Coordinate the efforts of the Chapter VPs of Government Relations to ensure that all congressional representatives in the state are offered AFA membership and are encouraged to participate in AFA activities.
5. Coordinate the efforts of the Chapter VPs of Government Relations in respect to contacts with members of the state legislature in area of interest and concern to the Association, especially those involving USAF members and facilities within the state.

State Vice President, Veterans Affairs

1. Serve as a member of the State Executive Committee.
2. In conjunction with the State VP of Government Affairs, monitor all legislation at the federal, state and local level that affects military veterans and offer input and assistance to the legislators in their deliberations.
3. Establish and maintain contact with local veteran and veteran support organizations to coordinate efforts and agendas for the benefit of military veterans.
4. Establish and maintain contact with the local Veterans Administration offices to offer AFA support to their programs.

CHAPTER CLOSURE PROCEDURES

The AFA [Operations and Procedures Manual](#) (OPM), Section II, provides general policy guidance for the closure of state and chapter organizations. The purpose of this section is to supplement the OPM guidance with specific procedures for recommending and closing chapters in an orderly manner. Sample letters can be found in [Field Resources](#).

Chapter closures are last resort measures. Prior to any consideration for closure, chapter, state and region leaders need to be engaged and make every effort to reinvigorate chapters that have lost direction, become dormant, or lost leadership. Chapter members should have already been informed of the issues facing the chapter and been urged to help turn the chapter around. Membership size, the community environment, possibility for rejuvenation (if not now, maybe later), and the causes of failure should all be considered first.

A chapter is closed by the revocation of its AFA charter. State and Region Presidents may recommend closure of chapters, but the Vice Chairman of the Board for Field Operations (VCOB-FO) alone is authorized to revoke a chapter's charter. The OPM specifies that a chapter's charter may be revoked after a period of inactivity of nine months or more. It does not specifically address revoking a charter for other reasons, for example because the chapter has determined it can no longer function, or there is a recommendation to merge with another chapter. It does state that the VCOB-FO has final approval of chapter mergers. In any of the above cases, if a State or Region President believes there is due cause to close or merge a chapter, he or she will follow these procedures. Deviations from these procedures must be pre-approved by the VCOB-FO. For the purposes of this document, "written communication" may be via hard copy or email.

Chapter closures should not be taken lightly. Once closed, it is very difficult to re-establish a chapter. As stated earlier, size, location, environment, the chances for finding new leadership and other factors need to be taken into consideration before closure is recommended. In any event, closure must be approached in a deliberate and thoughtful manner, and in accordance with the OPM and the procedures outlined below.

Detailed Chapter Closure Procedures

1. The State President (or Region President in the absence of a State President) will recommend closure of a chapter to the VCOB-FO when they have determined there is little or no chance that the chapter can be rejuvenated. In most cases, the period of inactivity specified in the OPM will have been exceeded, the chapter will have failed to submit an officer roster, annual activity or finance plans, or the corresponding semi-annual reports, and/or there is no indication that any members are willing to lead an effort to rejuvenate the chapter. The President will provide this determination to the VCOB-FO and will recommend that the VCOB-FO place the chapter on suspension. This written determination is forwarded to the VCOB-FO through the Region President.
2. If the VCOB-FO concurs, he/she will inform the State President when the chapter is to be officially placed on 30-day suspension. The start date will be coordinated with the president to ensure closure notifications can be made within the suspension timeframe. An official period of suspension will be observed prior to closure regardless of how long the chapter has been inactive.
3. At the time of suspension, the State President will inform all current chapter members via email or hard copy letter that the chapter has been suspended due to lack of activity and leadership and will solicit and encourage members to step forward to take charge and rejuvenate the chapter. The State President will contact the last serving chapter officers, if possible, as a last-ditch effort to spark renewed interest and provide a rallying point for members who may be willing to step forward. The State President will inform chapter members that in the absence of new leadership the chapter will be closed effective on a specified date and advise them which chapter(s) they will be affiliated with if that occurs. Members will also be informed how to request to affiliate with a specific chapter of their choice or to elect non-affiliation. A sample letter to members is available in [Field Resources](#) and may be customized for the specific circumstances surrounding the proposed closure. If necessary, the State President may request assistance from AFA National through the VCOB-FO for preparing the mass mailing (form letters, mailing lists, etc.). Chapter funds may be used to offset the expenses of sending out the notification letters if funds are available. In the absence of chapter funds, state or region funds should be used. Requests for reimbursement may be made to the VCOB-FO if insufficient funds are available from any of the above sources.
4. After the suspension period expires, the State President will recommend to the VCOB-FO in writing whether to proceed with closure using the sample letter as a guideline. The VCOB-FO will notify the State President of the final decision in writing.
5. If a chapter is closed, the State President will ensure that chapter assets and funds are properly accounted for. The State President will determine if there are assets which should be redistributed (e.g. banners, flags, equipment, supplies, etc.), whether there are files worth preserving, and where those should go. The President should enlist the

help of the most recent chapter officers to create a complete inventory of chapter assets to ensure no AFA or chapter assets are left in private hands. The inventory will record how each asset was disposed of and will be turned in to the VCOB-FO when the disposition has been completed. Asset redistribution costs may be paid for with chapter funds, if available. Remaining chapter funds should be distributed according to the recommendation of the most recent chapter leaders, if any, and/or in accordance with the recommendation of the state or region organizations. Funds must remain within AFA. They may be distributed to one or more other chapters, the state/region organization, an AFA program, or the AFA general fund. Chapter funds will not be distributed to an individual except to reimburse closure expenses.

6. Once the VCOB-FO has determined a chapter should be closed, the AFA staff's Vice President of Member and Field Relations will be directed to remove the chapter from AFA's active roll. The State President will be directed to realign chapter zip codes within the state to account for the closure. Click [here](#) for a sample letter from the State President to the Vice Chairman of Field Operations to indicate that it has been determined that a chapter should be closed.

CHAPTER NINE - THE CHAPTER

Active and involved chapters are the foundation of the Association and without them the mission of AFA cannot be accomplished. Understanding and articulating the basic objectives of AFA must begin at the community level, thus the importance of the role of the chapter in AFA's structure. Chapters operate effective programs of many different types. These programs serve to educate the members and the public and to demonstrate the commitment of the Association to supporting our USAF.

Chapter leadership must work to avoid an inward-looking, self-serving process where the focus of the organization is simply to serve its members and perpetuate its existence. Outreach, service and involvement with other like-minded organizations must be the hallmark of the chapter.

REQUIREMENTS OF A CHAPTER

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

1. Maintain a membership of least 20 voting members.
2. Maintain a constitution and bylaws, consistent with that of the State and National Constitutions.
3. Inform the state and national office of any amendments to the chapter's constitution. An up-to-date copy should always remain on file with AFA National..
4. Conduct all activities within the framework of the officially adopted constitution and bylaws.
5. Operate with an elected group of at least 3 officers (President, Vice President and Secretary/Treasurer).
6. Comply with all requirements and abide by all official decisions of the state organization, regional body and delegates at the National Convention.
7. Submit or validate a Chapter Officer Roster via the Field Portal by October 31 each year. Update your roster if any changes occur during the year.
8. Prepare an annual Financial Plan and Activity Plan (in support of the AFA Strategic Plan themes) for the calendar year of January 1 through December 31. Submit a copy in the Field Portal with State and Region President approval not later than January 15.

9. Submit an Activity Report and a Financial Report semi-annually and file an IRS Form 990 or 990N with the District Director of Internal Revenue annually. (See Chapter Ten for detailed information on preparation and submission of required reports).

PRIVILEGES OF A CHAPTER

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

1. Plan its own programs and develop its own projects.
2. Determine its own financial program, except that all activities must be consistent with the Air Force Association mission.
3. Conduct projects for raising funds in addition to membership support payments and rebates.
4. Include in the constitution and bylaws provisions which will strengthen the chapter.
5. Participate in the Association's national activities through representation at the AFA National Convention.

ORGANIZING A NEW CHAPTER

The following steps should be followed by AFA members in organizing a new chapter:

- ✓ Request organizational assistance from the State President or, if no state organization exists, from the Region President. The State President will coordinate the process with existing AFA chapters to ensure that membership conflicts are resolved.
- ✓ Request a roster of AFA members for the area (by zip code) to be served by the chapter, along with a charter application, organizing information and membership materials from AFA National. (The organizing information packet includes a sample constitution and bylaws, as well as detailed information on publicizing and conducting organizational meetings).
- ✓ Contact those AFA members in the area and invite them to a meeting at a central location where an informal atmosphere can be maintained. At the same time, ask them to invite along any friends who might be interested in joining AFA. The initial meeting should not be too large, but all current members should be offered the opportunity to attend and participate in the forming of the chapter. If possible, have a representative of the state organization in attendance to answer questions and provide organizational assistance.

- At the initial meeting, have the people present confirm their interest in establishing a chapter, and their willingness to actively participate in running and sustaining the chapter. Have those present also give names and addresses of their friends in the area who are potential members and workers. Urge them to get at least one potential member to attend the next meeting.
- Form a Membership Committee for the purpose of contacting other AFA members in the locality who did not attend the meeting; give them a progress report and invite them to the next meeting.
- Determine if there are adequate resources (volunteers & finances) to continue organizational activities for an AFA chapter in this location. AFA National does not provide startup funds for new chapters. This is the responsibility of the state organization. If there is enough interest, discuss and confirm the time and place of the next meeting. This should normally be held within one month's time to take advantage of the interest and momentum gained at the initial meeting.
- Send the completed charter application form to the State President for endorsement. The State President will forward the charter application to the Region President for endorsement and forwarding to VCOB-FO for final approval and submission to the [Field Operations Department](#) at AFA National. Include in the package all new membership applications, Chapter Affiliation Requests, a roster of elected (or temporary) officers; and a proposed constitution and bylaws.

A minimum of 20 voting members is required to qualify for chartered status. When this figure is reached, elect officers and appoint committees. (It is recommended that at least 25 members be obtained before sending in a charter application, to assure that at least 20 will still be current at the time of approval. This is especially important when recruiting a large number of current members, some of whose memberships might have expired during the organizational period.)

Following approval by the VCOB-FO, the chapter charter will be sent to the State President (or Region President for those states with no State organization) for formal presentation at a mutually acceptable time. At that time, a second information packet will be sent to the chapter from AFA National. Included in this material will be information on any changes in administering a chapter, reporting forms and additional membership materials.

THE CHAPTER ORGANIZATION

Required Officers (Elected)

President; Vice President(s); Secretary; Treasurer (or Secretary/Treasurer)

Recommended Officers (Appointed)

Vice President for Aerospace Education; Vice President for Communications; Vice President for Government Relations; Vice President for Veterans Affairs; Vice President for Leadership Development; Vice President for Membership; Vice President for Community Partners; Vice President for Airmen and Family Programs.

Recommended Committees

Membership; Finance; Constitution (when required); Programs; Awards; Leadership Development; Community Partners.

GOVERNING BODY

Executive Council

Composed of the elected and appointed officers, the chairman of each of the above committees, and additional members as prescribed by the chapter constitution. Each member shall have one full vote with respect to any matter considered by the Council. The Chapter President shall be chairman of the Executive Council. The Executive Council should meet monthly.

Officer Responsibilities – Chapter President

1. Serve as Chairman of the Chapter Executive Council.
2. Preside at every regularly scheduled meeting or special meeting of the chapter or ensure that the chapter Vice President or another chapter officer does so.
3. Represent the chapter in all community functions in which it is invited to participate or ensure that the Chapter Vice President or another chapter officer is does so.
4. Represent the chapter at all state, regional and national meetings (including Conventions), or ensure that the Chapter Vice President, or another chapter officer or member is available to do so; and ensure that such officer or member is properly appointed and given proper credentials.
5. Maintain proper liaison with other chapters in the state, with the State President, the Region President and with AFA National.

6. Receive all pertinent communications from the state organization, AFA National staff and national officers, and take appropriate action.
7. Require the completion of appropriate rosters, annual plans and semi-annual reports from the Secretary and Treasurer and approve all reports in the Field Portal.
8. Require that an IRS Form 990 or 990-N (see Chapter 10) is filed with the Internal Revenue Service annually and that a copy of this form is sent to AFA National.
9. Monitor and oversee completion of monthly training modules, as described in Chapter 14, for all chapter officers.
10. Ensure that the National Directors in the chapter area, the Region President and the State President are invited to chapter programs and functions when appropriate. These are the chapter's contact with the policy making level of AFA.
11. Appoint other chapter officers as required to assist in operating the chapter.
12. Ensure timely submission of nominations for AFA individual and chapter awards as well as for regional, state or chapter awards if such programs exist.
13. Conduct a Chapter Teacher of the Year program each year.
14. Establish contact with any Congressional Representatives from the chapter area and members of their staff, through their local offices. Discuss AFA's mission and the local chapter's role in the community. Offer and encourage the Member to accept a complimentary AFA membership. They should be invited to participate in local chapter activities.
15. Establish chapter committees to assist carrying out chapter functions and activities.
16. Mentor chapter officers and future leaders through participation in AFA national, regional and state leadership training sessions.
17. Accomplish the program or activity goals established by the chapter in the annual activity plan.
18. Communicate with all members in the chapter quarterly. If your chapter produces a newsletter, ensure that a copy is sent to [Field Operations](#) directly at the time it is published.

Officer Responsibilities - Chapter Vice President

1. Serve as a member of the Chapter Executive Council.
2. Preside at any meeting or function when the Chapter President is unable to do so.
3. Maintain active interest in, and knowledge of, all activities of chapter committees, reporting all pertinent information to the Chapter President.

4. Assist the Chapter President in every possible way with respect to their official duties. The Chapter Vice President is normally the individual who will be the next Chapter President and as such should be involved in all chapter functions. This should include assistance to the Chapter President in fulfilling his or her responsibilities and becoming prepared to assume the Chapter President's position. Chairing some of the chapter committees, being involved in the annual chapter activity and financial plans as well as helping plan and implement quarterly activities is recommended.
5. Perform any additional responsibilities required by the chapter Constitution.
6. Maintain the chapter charter.
7. Maintain responsibility for all physical property belonging to the chapter, except those properties for which other officers have expressly been made responsible.

Officer Responsibilities – Chapter Secretary

1. Serve as a member of the Chapter Executive Council.
2. Record, transcribe and deliver to the Chapter President the official minutes of every regularly scheduled or special meeting.
3. Maintain an official Minutes Book (either on paper or in an electronic format) containing copies of all meeting minutes.
4. Complete the chapter Annual Activity Plan and Semi-Annual Activity Report based on input from other chapter officers and, submit it to the Chapter President in time to allow it to be submitted to the State President in accordance with the established schedule.
5. Receive and acknowledge all official unit correspondence; maintain liaison with the Chapter President on all correspondence, initiate correspondence when requested to do so by the Chapter President or Vice President.
6. Serve as Chairman of the Chapter Constitution Committee if one is formed. Maintain the Chapter Constitution, ensuring that all necessary revisions are properly made in order to keep the Constitution in accord with the State Constitution and National Constitution.
7. Maintain the chapter files.
8. Ensure the completion and submission of the Chapter Officer Roster following the annual elections. This must be completed annually (even when there is no change in officers) and transmitted through the State and Region President. It must be submitted to by October 31 and updated when changes occur during the year.

Officer Responsibilities - Chapter Treasurer

1. Serve as a member of the Chapter Executive Council.
2. Serve as Chairman of the Chapter Finance Committee.
3. Maintain current record of expenses, including assets and liabilities and all chapter bank accounts including deposits, withdrawals, and prompt payment of all liabilities
4. Complete IRS Form 990 or 990-N for submission to the Chapter President every year.
5. Ensure that the Chapter President is informed about all chapter financial matters.
6. Ensure that the chapter complies with all regulations, laws and statutes (federal, state and local) with respect to financial operations of the Chapter.
7. Complete the chapter Annual Financial Plan for review by the Chapter Executive Committee and submission in the Field Portal not later than December 31 each year.

OFFICER RESPONSIBILITIES – CHAPTER (APPOINTED - OPTIONAL)

Chapter Vice President – Airmen and Family Programs

The Vice President, Airmen and Family Programs is appointed by the Chapter President and serves as a member of the Chapter Executive Council. He/she is the primary person responsible to the Chapter President for coordinating Chapter affairs supporting Airmen and their families. This may include contact with local Family Support Centers (if collocated with a base) and the local community. Support may include, but is not limited to, the Wounded Airman Program (WAP), Employment Boot Camps and other Family Support programs. The Chapter Airmen and Family Programs Vice President will assist the Chapter President in the annual planning and reporting processes by identifying, planning, executing and reporting completion of programs and activities in support of Airmen and Family Programs as outlined below. Specific responsibilities may include the following:

1. Support for the Key Spouse program, deployment programs, connecting to the local Airmen and Family Readiness Centers, resiliency training, the Military Spouse Ambassador Network and others.
2. Responsible for identifying the needs of Airmen and families at the local level and communicating those to the Vice President of Member and Field Relations.
3. Handles information on all chapter activities related to charitable assistance and fundraising to support the Wounded Airman Program as developed by the Chapter Executive Council.

4. Coordinates chapter participation in WAP initiatives and support when called upon by AFA National (for example: financial aid, visits to hospitals, transportation to doctor's offices, childcare, caregiver support, volunteers for events like adaptive sports camps, resume and job assistance). The Vice President of Member and Field Relations will coordinate with the Chapter President on all requests for support from National.
5. Submits articles and photos of chapter WAP activities to the AFA National staff.
6. Identifies and actively recruits new AFA members (individual and/or Community Partner) in conjunction with programs supporting Airmen and their families.

Chapter Vice President – Aerospace Education

1. Serve as a member of the Chapter Executive Council.
2. Conduct the chapter Teacher of the Year program.
3. Conduct the chapter scholarship and educational grant programs
4. Plan and conduct local programs to encourage and recognize education activities that promote Science, Technology, Engineering and Math in grades K-12.
5. Coordinate chapter expenditures for Aerospace Education purposes.
6. Serve as the liaison and coordinate the chapter's support to AFJROTC, AFROTC and CAP units in the chapter's area.

Chapter Vice President – Communications

1. Serve as a member of the Chapter Executive Council.
2. Prepare and distribute newsletters and blast emails to publicize programs, acknowledge accomplishments and inform the membership of AFA news and events.
3. Maintain the chapter website and social media pages.
4. Provide external publicity for AFA activities through press releases and announcements in local media.

Chapter Vice President – Government Relations

1. Serve as a member of the Chapter Executive Council.
2. Establish and maintain a relationship with the staff for each congressional representative within the chapter area. Encourage their participation in AFA activities. Offer and encourage acceptance of a complimentary membership for the representative after each election cycle, even if the representative has been re-elected.

3. Coordinate with other local organizations with goals and positions that align with the AFA to facilitate joint input to the local congressional representatives on positions of importance to the AFA.

Chapter Vice President – Veterans Affairs

1. Serve as a member of the Chapter Executive Council.
2. Monitor local and national issues of importance to veterans and provide input to the Chapter Executive Council on ways the chapter can support veterans in the local community.
3. Participate in state and local veterans' programs and provide support from the chapter when approved by the Chapter Executive Council.
4. Plan and conduct chapter veteran programs.

Chapter Vice President – Leadership Development

1. Serve as a member of the Chapter Executive Council.
2. Serve as the chairman of the Chapter Nominating Committee.
3. Serve as chairman of the Chapter Leadership Development Committee and oversee the identification of emerging leaders, provide training and mentoring for existing chapter leaders and provide nominations for chapter officers for each election cycle.

Chapter Vice President – Membership

1. Serve as a member of the Chapter Executive Council.
2. Monitor the chapter membership roster changes and conduct programs to encourage membership renewals by reminders to those whose membership is about to expire.
3. Conduct programs to recruit new chapter members.

Chapter Vice President – Community Partners

1. Serve as a member of the Chapter Executive Council.
2. Manage the chapter Community Partner program including recruiting new Community Partners, insuring renewal of expiring Community Partner memberships and insuring that all Community Partners are integrated into the chapter activities.
3. Conduct chapter programs to introduce the Community Partner to AFA and to encourage their support of Airmen and their families.

CHAPTER TEN - PLANNING AND REPORTING

To maintain an active status and to qualify for membership rebates, support payments, and allocations, each state organization and chapter must meet established planning and reporting requirements. These requirements are held to a minimum, but the ones set forth are necessary to promote AFA's objectives and fulfill its mission, as well as to comply with federal regulations and requirements established by the Board of Directors, the VCOB-FO or by the Field Council. All plans and reports must be submitted through the chapter the Field Portal.

1. The process starts with completion of an Annual Activity Plan that is based on the current AFA Strategic Plan, as developed by the Strategic Planning Committee and approved by the Executive Committee. Each chapter must submit an Annual Activity Plan through the Field Portal. In addition, each state organization and chapter must complete and submit an Annual Financial Plan through the Field Portal. These plans must be approved by the State and Region President as part of the process of their submission. These plans must be coordinated to ensure that the state organization or chapter has the funds necessary to conduct the programs and activities that it plans.
2. Twice a year in August and January, each state organization and chapter must submit activity and financial reports to AFA National using the Field Portal. These reports should cover all activities conducted, supported or sponsored during the quarter. These reports must be approved by the State and Region President as part of the process of submission. A State or Region President may require bank statements or other supporting material if there is any reason to question entries in a finance report or if there is a question regarding the appropriate use of unit funds.
3. All states and chapters must file an IRS Form 990 or 990-N by May of each year and forward a copy to the [Field Operations Department](#).
4. Each state organization and chapter must submit an Officer Roster by updating or confirming information using the Field Portal following their annual elections no later than October 31.

GUIDE TO PREPARING PLANS AND REPORTS

Annual Activity Plans and Semi-Annual Activity Reports

The annual planning and reporting templates provide the specific format for preparing the annual plan and semi-annual activity reports. In addition, instructions for properly preparing the documents can be found in the Field Portal, as well as in [Field Resources](#).

Annual Financial Plan and Semi-Annual Financial Reports

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

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

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

Disbursements for education will be listed first among all disbursements in the Semi-annual Financial Report. Examples of educational disbursements include ROTC assistance funding, TOY funding, scholarship and grant funding, museum program funding, CAP funding, grants to teachers/educational institutions, Awards to Cadet/Airman of the Quarter/Year, and CyberPatriot school/team sponsorship. These disbursements are listed separately so the AFA National staff can quickly ascertain the amount of funding going towards education. If the chapter deems a program is part of their educational funding it should be included in these disbursements. If a chapter has a foundation which functions as a separate entity from the chapter, those disbursement do not need to be included on the Semi-annual Financial report.

After the Financial report has been completed and approved by the Chapter President and Treasurer (Financial Report), the report will be forwarded to the State President for approval. Reports for chapters located in states that do not have a chartered state organization will be directed to the Region President for approval. Chapters located overseas report directly to the VCOB-FO.

PROCEDURE FOR SUBMISSION OF SEMI-ANNUAL REPORTS

All chapter and state reports will be submitted online through the Field Portal. While viewing the chapter's activity report, the State President will determine whether the report qualifies

under the established reporting standards. If in his/her judgment, the report does qualify, the State President will approve the report. The report will then be directed to the Region President. If the State President determines that the report is not accurate or does not meet the established reporting standards, he or she can reject the report and ask for further information. The reporting process is then reverted back to the chapter to resubmit by the original deadline.

Due Date. The Semi-Annual Activity Report and the Semi-Annual Financial Report are due to AFA National by the 15th day of the second month following the close of the second and fourth quarters (the 15th day of August and February).

Deadline for acceptance of reports to qualify for payments. To qualify for membership rebates or support payments, both the Activity and Financial Reports must be submitted and approved by the due date.

For example, both the Activity and Financial reports for the January – June period must be received on or before August 15th to qualify. Semi-annual reports received after that date will not qualify the unit for membership rebates or support payment.

IRS EMPLOYER IDENTIFICATION NUMBER (EIN)

All state organizations and chapters units must have an IRS employer identification number (EIN). An EIN for new chapters or state organizations may be obtained by completing and submitting IRS form SS-4.

AFA TAX STATUS AND IRS FORM 990

All AFA chapter and state organizations are members of the 501c(3) Group Exemption Number (GEN) 5392. AFA and its subordinate units (State organizations and Chapters) use a January-December fiscal year. AFA National is the “parent” for all the subordinates in the group, and its EIN is **52-6043929**. All subordinate units must file with the IRS annually under their own EINs. Tax exempt status for AFA may be verified on the [IRS website](#) [search EIN: 52-6043929]. If difficulties are encountered verifying the organization’s 501c (3) status to an outside agency, contact the [Field Operations Department](#) for assistance.

Subordinate units are responsible for complying with IRS filing requirements. Units with average annual gross receipts less than \$50,000 are required to file an electronic (only) form 990-N. Units with gross receipts exceeding \$50,000 are required to file either Form 990 or 990-EZ (see <http://www.irs.gov> for additional information).

These instructions apply only to receipts paid directly to the state organization or chapter. If a separate foundation has been established to handle charitable contributions and disbursements, it falls outside the purview of the AFA Group Exemption and must be handled separately and not reported as an AFA activity to the IRS.

CHAPTER ELEVEN - INDIVIDUAL MEMBERSHIP

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

MEMBERSHIP OPTIONS

Regular Membership: The current membership rate is \$50 per year. Membership dues are set by the Board of Directors and approved by the delegates at National Convention. Regular membership dues include a hard copy subscription to *Air Force Magazine*. A three-year term membership is discounted to \$125.

eMembership: eMembers have all the same privileges and benefits as regular AFA members but will only receive an electronic copy of *Air Force Magazine*. The eMembership rate is \$35.00 for one year. A three-year eMembership is discounted to \$85.

Special Introductory Rate: AFA offers one-time introductory e-membership rate of \$20 to members joining AFA for the first time.

eLife Membership: Members can join as a Life Member for \$400. This rate will not include a print copy of *Air Force Magazine*, but Life Members receive an exclusive opportunity to purchase an annual print subscription to *Air Force Magazine*.

MEMBERSHIP RENEWALS

Members can renew their membership by mail, via telephone or [online](#). AFA National emails and mails renewal notices to all members approximately two months prior to the date the membership expires. If a renewal payment is not received, follow up notices are sent in an attempt to secure the renewal. The chapter should also monitor these renewals using data available on the membership roster and contact their members to encourage renewal. Additional information on this process is available through the AFA [Membership Department](#).

AFFILIATING WITH A CHAPTER

Each AFA member may choose to be affiliated with any chapter he or she wishes or may elect to remain unaffiliated with any chapter. If a member does not request a specific chapter or to be unaffiliated, the member will be automatically affiliated based on his or her zip code.

New members should request affiliation with a chapter by so indicating on their membership application. Current members can change chapter affiliation by so indicating on their membership renewal notice, on their AFA profile, or by contacting the [Membership Department](#).

Automatic affiliation is accomplished through zip code assignments. State Presidents are responsible for assigning zip codes within their state to the chapters and must notify the [Field Operations Department](#) of any changes made. When a new membership is processed and assigned to a specific chapter, he/she is notified of that assignment and is given the choice to 1) remain in that chapter; 2) request to be affiliated with another chapter; or 3) request not be affiliated with any chapter. Automatic re-affiliation will occur in the same manner when a member changes his/her address. The member's options when notified of the change remain as described above.

Members who elect not to affiliate with a chapter may not vote or hold any AFA elected or appointed office at any level. They are also ineligible for any AFA individual awards and may not be a delegate to the National Convention.

CHAPTER TWELVE - FINANCES

REGION PRESIDENTS' TRAVEL EXPENSES

- ✓ Each Region President can be reimbursed to cover his or her own expenses incurred on AFA organizational matters within the region if approved by the VCOB-FO.
- ✓ Requests must be presented to the VCOB-FO and approved before funds are obligated or travel undertaken.
- ✓ Filing for reimbursement of funds expended is as specified in the OPM, Section VII and expenses are subject to review by the AFA Finance Committee.
- ✓ In each quarter where the Region President requests funding, an activity report must be submitted to the VCOB-FO detailing the activities in which the expenses were incurred.

RESPONSIBILITY OF STATE AND CHAPTER ORGANIZATIONS TO GENERATE FUNDS

1. Neither state organizations nor chapters can expect to function effectively by relying solely on support payments from AFA National. Revenue generation ideas are available in [Field Resources](#).
2. Every state and chapter's Annual Activity and Financial Plan should include several supplemental sources of income beyond allocations, rebates, and support payments. Some ideas include the following:
 - a. Dinners or programs
 - b. Registration fees for state meetings/conventions
 - c. A robust Community Partner Program (chapters)
 - d. Sale of advertising in chapter quarterly newsletters (however, see USPS Publication 417 for limitations) or convention programs
 - e. Fundraisers such as car washes or golf tournaments
 - f. Gifts or donations

STATE ORGANIZATIONS – SUPPORT PAYMENTS

1. Each state organization is eligible to receive a support payment from AFA National twice a year if Annual Activity and Financial Plans and Semi-Annual Activity and Financial Reports are submitted and approved before the deadline.
2. Support payments will be calculated at \$0.25 for each member affiliated with a chapter in the state and any unaffiliated members within the state. Payments will be made twice a year in August and February based on membership totals as of June 30 and December 31.
3. State support payments will not be issued for state organizations who have not completed and submitted online, the Semi-Annual and Annual Reporting requirements by the deadline.

STATE PERFORMANCE CRITERIA

1. The State organization must meet certain minimum performance criteria in order to be eligible to receive any funds from AFA National:
 - a. Maintain at least two active, chartered chapters within the state.
 - b. Have a current state officer roster on file through the Field Portal.
 - c. File semi-annual state activity and financial reports and approved chapter reports, as well as an IRS form 990 or 990-N.

CHAPTER ORGANIZATIONS – SUPPORT PAYMENTS AND MEMBER REBATES

1. Each chapter is eligible to receive a support payment from AFA National of \$0.60 for each member affiliated with the chapter.
2. Each chapter is eligible to receive a one-time member rebate payment from AFA National for new, paid, chapter-recruited members except for Community Partners.
3. Each chapter is eligible to receive a retention rebate from AFA National for members who joined the previous year at the \$20 introductory rate and renewed their membership. This retention rebate is only valid the first time the member comes up for renewal.
4. Rebates will be paid at 50% of the dues amount for all categories excluding Life Members. Life Members will be paid a rebate of \$75.
5. Payments will be made twice a year in August and February.

6. The following requirements must be met before ANY funds are paid to a chapter (either support payments or new member rebates).
 - a. Maintain a minimum membership of 20 voting members.
 - b. Have a current chapter officer roster submitted through the Field Portal by October 31.
 - c. Have current, approved annual chapter activity and financial plans submitted online by the deadlines.
 - d. File an IRS form 990 or 990-N each year.
 - e. Have current, approved semi-annual activity and financial reports submitted online by the deadlines.

Newly Created Chapters

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

CHAPTER THIRTEEN – RESOURCES FOR FIELD UNITS

THE AFA WEBSITE

AFA National maintains a [website](#) that is the central source of information for all AFA programs, activities and requirements. Access to the website is unrestricted and is open to the general public. However, access to some sections and specific information is password protected.

For Field leaders, the most used section can be found by selecting “Community” on the top navigation bar. From this page, you can click “Access Field Leaders Resources” to access the [Field Resources](#) Library which contains valuable guidebooks, forms, marketing materials and much more. Field leaders should access and use this resource frequently.

ONLINE FIELD LEADERSHIP TRAINING

Chapter, State, and Region officers, elected or appointed, need to know many things in order to be effective. Newly elected or appointed officers may not have had the prior experience with AFA as a whole, or at their new level in the Association, to have absorbed this knowledge through their prior experiences. In addition, the principles and best practices for leading a truly voluntary organization are in some cases significantly different from those in the business or government/military worlds. Thus, not only is a formal training program necessary, it needs to be presented in a way that respects the time commitment Field leaders have already made to the Association and, at the same time, be thorough and logically organized.

Chapter, State, and Region Presidents are responsible for seeing that their subordinate officers accomplish this training. Modules that apply to a wide range of chapter officers could, for example, be viewed as part of a chapter’s Executive Council meetings. Presidents at all levels should not rely exclusively on these modules but add their own experience and insights to them.

The Field Leader training modules, created by the Training Subcommittee of the Field Council, can be found in [Field Leaders Resources](#).

The modules cover a wide range of topics, including:

- Developing and submitting annual activity and financial plans
- Reporting actual semi-annual activities and finances
- Building and retaining effective chapter programs
- New member and leader recruiting and retention
- The AFA organization at every level, and
- Other topics, based in part on feedback from the Field about its needs

These modules are updated as required. The Training Subcommittee welcomes feedback from the Field through the end-of-module surveys or by direct contact with a Subcommittee member. This feedback is one of the best ways to ensure modules meet the Field's needs.

MEMBERSHIP ROSTERS

Care must be exercised with these rosters to protect the personal information of the members. The information they contain can only be used for AFA purposes, must not be posted online, must not be distributed publicly and must never be provided to any person or organization for commercial or political purposes. Rosters can be downloaded through the Field Portal.

AFA SUPPLIES AND MATERIALS

Membership applications, Community Partner applications, brochures, back issues of *Air Force Magazine* and giveaways in limited quantities (when available) are available upon request by contacting field@afa.org. The chapter is responsible for paying shipping costs of these items. AFA certificates, plaques and awards, and additional AFA promotional items for individuals and Field units are available for purchase at the [Hangar Store](#) or through your membership online account.

COMPLIMENTARY COPIES OF AIR FORCE MAGAZINE

Chapter officers can request to receive up to 10 complimentary copies of the *Air Force Magazine per chapter* upon receipt of an annual written request to field@afa.org. These copies are shipped in bulk and made available to the unit for personal delivery to local civic leaders and news media to assist in making AFA and the chapter better known in the community. Chapters must agree to distribute these copies to such civic and government officials as the mayor, president of the chamber of commerce, superintendent of schools, president of the junior chamber of commerce, publishers or editors of local papers or comparable persons in radio or TV or use them to support local membership drives. Occasionally, chapters may wish to distribute complimentary copies to local libraries, Air Force Reserve or Air National Guard units, or to nearby Air Force installations. As a portion of the annual membership drive, this type of distribution might increase visibility and awareness of the AFA. However, continued, regular distribution to these places might prove however to be a disincentive to recruiting the person as an AFA member.

SPEAKERS

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

CHAPTER FOURTEEN - AFA NATIONAL AWARDS

GENERAL RULES FOR SUBMISSION OF NOMINATIONS FOR NATIONAL AWARDS

AFA Unit Size Categories

For the purposes of many of the AFA unit awards, chapters compete based on their size. AFA recognizes that a 100-member chapter cannot perform to the same level of activity as a 3,500-person chapter. To this end, AFA has created size categories. Unless otherwise identified in this document, units compete in the appropriate size category as follows.

NUMBER OF MEMBERS	SIZE CATEGORY
20-200	SMALL
201-350	MEDIUM
351-650	LARGE
651 or more	EXTRA LARGE

For membership recruitment/retention awards only an additional size category of “1,100 or more members” is established. When this category exists, it is identified in the award details (below).

Nomination Package Submission Guidance

1. Specific directions for the submission of National Awards are provided to field leaders each year. Chapter Presidents must submit nomination packages and any supporting material to the State President who, in turn, is to submit them to the Region President. Nominations that originate at the State or Region level must get the endorsement of the officials above the submitter.
2. All nomination packages for annual Field and Aerospace Education awards are due to AFA National not later than April 30 of each year. Should April 30 fall on a weekend, the packages are due the first business day of May. Region and state organizations shall provide subordinate organizations with appropriate due dates to ensure that reviews and approvals can be conducted in a timely manner and still meet the National submission date.

3. The State President and, in turn, Region President, must recommend approval or disapproval of each nomination submitted to them as soon as possible and forward these nominations together with any appropriate comments. Nomination packages destined for AFA National should be sent via email to field@afa.org.
4. A chapter must initiate a nomination and provide adequate time for both state and region endorsements and receipt at AFA National; otherwise, no action will be taken by the Committee. No nomination will be considered without proper endorsement.
5. If a State President or Region President does not forward their endorsements and/or recommendations on a timely basis, the Awards Committee cannot act on the nomination. Endorsed nominations received after the deadline will not be considered.
6. In the case of a chapter nomination within a state with no state organization, the nomination is to be forwarded to the Region President for endorsement, and information copies furnished to the units/individuals involved.
7. Nominations for National Awards must be received by AFA National not later than April 30 of each year. This requires that chapters, states, and regions establish processing suspense dates which will provide adequate review time and still allow the nominations to be received by AFA National on/before the date indicated.
8. The AFA National Awards Committee, during its duly constituted meeting, may select individuals or units for an appropriate AFA award, without regard to nominated status.

Chapter Minimum Qualification Requirements for National Awards

To be eligible for AFA National Awards, State Organizations and Chapters must have been chartered at least two years and must have completed all reporting requirements for the previous year.

While chapters compete on the basis of their June 30 totals, there may be exceptions to this rule. For example, if a chapter gives up members to a newly formed chapter, the basis may be reduced by the number of members re-affiliating into the new chapter. Should a chapter merge or absorb a closed chapter, the basis may be adjusted upward by the number gained. Changes to the chapter membership basis will be initiated by the State President with the concurrence of the Region President and approval of the VCOB-FO.

AFA UNIT MEMBERSHIP RECRUITMENT AWARDS

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

The Storz Chapter Award

This award is the most prestigious AFA membership award as it is based on both the quantity of new members as well as sustained new member recruitment. The award is given to the chapter with the highest number of NEW members as a percentage of chapter size at the beginning of the qualification period, regardless of chapter size category. The qualification period runs from July 1 to June 30 of the next year. The chapter must also meet the following criteria:

- ✓ The chapter has been chartered for at least three years.
- ✓ The number of new members is greater than 25.

Jack Gross Award

This award, instituted in 1995, is given annually to encourage the recruitment of new members. One award will be given in each of the size categories (plus one for chapters with more than 1,100 members). The award will go to the chapters with the highest number of NEW chapter recruited members as a percentage of chapter size at the beginning of the qualification period. The qualification period runs from July 1 to June 30 of the next year. A minimum of 10 new members is required.

COMMUNITY PARTNER AWARDS

The Community Partner Award structure is as follows based on the total number of Community Partners as of the end of the qualification period (July 1 through June 30 of the following year).

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

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

AFA UNIT ACHIEVEMENT AWARDS

[Award Nomination Application](#)

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

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

Outstanding Chapters (By Size Category)

An Outstanding Chapter Award may be presented to the outstanding chapter in each of the size categories. Chapters will be judged on their accomplishments in the following fields of the AFA mission: new member procurement, community relations, aerospace education, overall programming, best single program and communications. The awards shall be presented at the National Convention.

Exceptional Service Award (Unit)

An Exceptional Service Award may be awarded for outstanding accomplishment in each of the following fields: Community Relations, Overall Programming, Best Single Program, Veterans Affairs, Airmen and Family Programs, Unit/AAS/SW Integration and Communications. Each shall have equal distinction, with no precedence. The awards, not to exceed one per category, shall be presented at the annual National Convention.

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

Outstanding State Organization

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

AFA INDIVIDUAL AWARDS

[Award Nomination Application](#)

AFA National Activity Awards for individuals shall be in eight categories, in the following ranking. Individuals nominated for these awards must be current members of the Association (with the exception of the Chairman's Award for Aerospace Education Achievement).

AFA Gold Life Membership Card

A special award may be presented to an AFA member whose AFA record, production and accomplishments on a national level have been outstanding over a period of years, reflecting the highest credit to the AFA mission, and culminating in a year of greatest individual achievement and distinction. The award shall be a gold membership card engraved with the signatures of appropriate AFA officers. While not mandatory, individuals selected to receive the Gold Card shall normally have received previous national awards for service. No more than a single card shall be awarded in any one year. The award shall be presented at the National Convention.

Member of the Year

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

Distinguished Sustained Aerospace Education Award

The Distinguished Sustained Aerospace Education Award does not have to be awarded every year. This educational recognition will only be awarded when the Aerospace Education Council, as the recommending entity, identifies a deserving individual and their recommendation is approved by the National Awards Committee. This award shall be presented in those instances to an individual AFA member whose AFA record overwhelmingly demonstrates distinguished sustained service in support of the educational mission of the Association over a period of years. Any AFA member and/or the National AFA staff may bring a worthy individual to the attention of the AEC. The AEC will prioritize its recommendations and forward them to the AFA Awards Committee. This award shall be presented at the National Convention or the Air, Space & Cyber Conference at the discretion of the Chairman of the Board.

Storz Individual Award

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

Chairman's Award for Aerospace Education Achievement

The Chairman's Award for AE Achievement does not have to be awarded every year. This educational recognition will only be awarded when the Aerospace Education Council, as the recommending entity, identifies a deserving recipient, and forwards the recommendation for approval by the National Awards Committee. The award is for special or sustained achievement in support of the AFA education mission statements; namely, advocate for STEM Education and/or support and promote aerospace education. The award is designed to recognize international, federal, state or local government; industry; community partner; any scholarly enterprise, or any private or public business. The award can be made to an individual(s), a single entity, or entities within the categories designated. AFA chapters and state organizations are not eligible for this award. Any AFA member and/or the National AFA staff may bring a worthy individual/entity to the attention of the AEC. The AEC will prioritize its recommendations and forward them to the AFA Awards Committee. This award shall be

presented at the National Convention or the Air, Space & Cyber Conference at the discretion of the Chairman of the Board.

Chairman's Citation

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

Exceptional Service Award (Individual)

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

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

Medal of Merit

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

Authority to determine those individuals to whom Medals of Merit will be awarded rests with the Region President. An allocation of awards is available based on a calculation of .05% of the March 31 regional membership count or 25% of the total number of active chapters in the region, whichever results in the larger number will determine the maximum number of Medals of Merit (with a minimum of 5) to be awarded to any given region. Region Presidents will be advised of that figure during the month of April each year. They will then approve/reject the

nominations received from the State Presidents and forward them on to AFA National for action by the national Awards Committee.

Medals of Merit will be forwarded to the appropriate State President who will work with the Region President to arrange an appropriate time and place for the presentation of the award, making every effort to have the presentation made by a National Officer or Director. Medals of Merit will be presented in the field.

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

Special Citations

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

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

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

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

NATIONAL AEROSPACE EDUCATION AWARDS

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

AFA Chapter Aerospace Education Achievement Award

[Application for Aerospace Achievement Award Form](#)

AFA chapters that complete the three Aerospace Education Goals under the AFA Strategic Plan (Educate the public about the critical role of aerospace power in the defense of our nation) will receive the Aerospace Education Achievement Award. Nominations are due to AFA National by the standard annual nominations' deadline.

The three Aerospace Education goals for this award are:

1. Reach the grassroots (non-choir audiences) through at least one outreach program per year, to include contact /speaking opportunities to service clubs, church groups, chambers of commerce, local newspapers-editorial boards, political organizations, etc.
2. Implement the Teacher of the Year recognition program.
3. Participate in at least one aerospace education program per year.

The award certificate will be mailed to each chapter that has qualified for the award by September 1 of each year.

Members of those chapters who receive this award and who are in attendance at the National Convention will receive an Aerospace Education ribbon to be worn on their convention badge.

AFA National Aerospace Education Excellence Award

[Application for Aerospace Excellence Award Form](#)

AFA chapters that have met the AE Achievement Award criteria for the current award year are eligible to apply for Aerospace Education Excellence Award by submitting a one-page narrative explaining why the Chapter's Aerospace Education programs are exceptional. The National Awards Committee will select the winners of this award.

One chapter in each of the AFA size categories as shown at the beginning of this chapter will be selected each year to receive the Excellence Award. The award consists of a chapter patch and will be presented at the AFA National Convention. Chapter members attending the AFA National Convention will receive an Aerospace Education ribbon to be worn on their convention badge.

A chapter is not eligible to receive the award two years in succession in the same chapter size category unless there is no other qualified candidate. At its discretion the Awards Committee may withhold the award in any size category if there is no qualified candidate.

AFA-SPONSORED NATIONAL AEROSPACE AND SPECIAL AWARDS

Each year the Air Force Association honors the outstanding achievements of men and women throughout the United States Air Force, government, academia and the aerospace industry. The Association presents the awards during the Air & Space Conference and Technology Exposition or at the recipient's organization. Nominations for these awards and selection of the recipients are managed by the AFA Awards committee or the USAF leadership. Nominations for AFA National Aerospace Awards are solicited from the United States Air Force, members and

leaders of AFA, the aerospace industry and U.S. citizens or organizations having a deep interest in aerospace activities.

Criteria and procedures for the following awards are documented in [AFI 36-28](#). To learn which Air Force office manages the nominations for a particular award contact the National Aerospace Awards Manager at AFA HQ. A listing of past recipients can be found on the AFA website.

Lifetime Achievement Awards - recognizes not a single achievement, but a lifetime of work in the advancement of aerospace.

National Aerospace Awards – for significant contributions to national defense.

Team of the Year Award – recognition of a specific USAF enlisted career field whose members display superior technical expertise, attract the praise of their superiors, and provide leadership and inspiration to their co-workers.

Citation of Honor Awards –awarded for the outstanding contribution of an individual or organization to the development of aerospace power for the betterment of mankind.

Crew Awards – recognition of the most outstanding operational crews in several categories.

Air National Guard and Air Force Reserve Awards – to individuals, units and teams in the ANG or USAF Reserve for outstanding contributions or achievements.

Professional and Civilian Awards – recognition of USAF members in professional career fields and civilians for outstanding contributions to the success of the USAF.

Civilian Employee Awards - for outstanding achievements by Air Force civilian employees.

AFMC Management Awards - for outstanding contributions to management while assigned to Air Force Materiel Command.

Environmental Achievement Awards - for outstanding achievements in the field of environmental conservation within the United States Air Force.

Outstanding Airmen of the Year - for recipients selected by the Office of the Chief Master Sergeant of the Air Force as the best enlisted personnel in the Air Force.

Education Awards – recognition of the outstanding AF ROTC cadet of the year, the Civil Air Patrol Aerospace Education Cadet of the Year and to an organization for long term commitment to aerospace education making a significant impact across the nation.

CHAPTER FIFTEEN – LEADERSHIP DEVELOPMENT

In order to ensure a strong and vibrant organization, it is incumbent on AFA to develop leaders at all levels. At the Chapter, State, and Region level AFA encourages the appointment of Vice Presidents for Leadership Development (VP-LD). The role of the VP-LD is to identify, encourage, and arrange for the continuing mentorship of emerging and developing leaders within the AFA community.

EMERGING LEADER PROGRAM (ELP)

The Emerging Leader Program (ELP) is a Field Council initiative to provide visibility and training for emerging leaders within AFA. While it is not mandatory that these emerging leaders be under 40, it has become clear that by identifying and mentoring leaders early in their careers, AFA reaps the maximum benefit from their involvement, and the emerging leader is able to leverage this leadership training throughout his or her life.

Participants will serve for one year, from October 1 through September 30. They will:

- Attend the Region and State Presidents meeting where they will participate in Field leadership orientation and training sessions.
- Attend two Board of Directors meetings as observers providing exposure to the roles and functions of the Board.
- Serve as delegates to the National Convention for their state organization. Participants will be encouraged to attend as many other meetings (Region Caucus, Field training sessions, etc.) during the convention weekend as their schedules allow
- Be assigned to, and actively participate as full members in one council or committee for the year.
- Be assigned a mentor for the year by the VCOB-FO. Mentors may either be the chairman of the council/committee to which the participant is assigned, or a serving or former national officer or member of the board.

The program will be administered by the VCOB-FO through a Field Council subcommittee which will also serve as the candidate selection committee. Additional resources can be found in [Field Resources](#).

ATTACHMENT 1 – ABBREVIATIONS AND ACRONYMS

The following abbreviations and acronyms are used throughout this document. This cross-reference list is provided as a convenience to the reader. Proposed changes, corrections and additions to this list shall be reported to the Field Council as per Attachment 1.

Abbreviation/Acronym	Clear-text meaning
12OAY	The Twelve Outstanding Airmen of the Year
501c(3)	Section 501(c), subsection (3) of the United States Internal Revenue Code (26 U.S.C. § 501(c)), defining categories of tax-exempt organizations
AAS	Arnold Air Society
ACSC	Air Command and Staff College
AE	Aerospace Education
AEC	Aerospace Education Council
AEVP	Aerospace Education Vice President (at any level)
AF or USAF	United States Air Force
AFA	Air Force Association
AFJROTC	Air Force Junior Reserve Officer Training Corps program
AFM	Air Force Memorial
AFMF	Air Force Memorial Foundation
AFROTC	Air Force Reserve Officer Training Corps program
AFVBA	Air Force Veteran Benefits Association
AWS	Air Warfare Symposium
CAP	Civil Air Patrol
CCAF	Community College of the Air Force
COB	Chairman of the Board
CP	Chapter President; also Community Partner(s)
CPA	Certified Public Accountant
EIN	[Internal Revenue Service] Employer Identification Number
ELL	Emerging Leaders List

ELP	Emerging Leaders Program
ESA	Exceptional Service Award
EXCOM	Executive Committee
FC	Field Council
FOG	Field Operations Guide
FOG-MC	Field Operating Guide Management Committee
JROTC	Junior Reserve Officer Training Corps program
LD	Leadership Development
MC	Membership Committee
OPM	Operations and Procedures Manual
OPR	Office (or Organization) of Primary Responsibility
PASS	Pacific Air and Space Symposium
ROTC	Reserve Officer Training Corps program
RP	Region President
SP	State President
SPC	Strategic Planning Committee
STEM	Science, Technology, Engineering and Mathematics
SW	Silver Wings
TOY	Teacher of the Year
USPS	United States Postal Service
VCOB-AE	Vice Chairman of the Board for Aerospace Education
VCOB-FO	Vice Chairman of the Board for Field Operations
VP	Vice President
VP-CP	Vice President for Community Partners
VP-LD	Vice President for Leadership Development
WAP	AFA's Wounded Airman Program