FIELD OPERATIONS GUIDEBOOK

The guide to information and resources for Region, State and Chapter organizations.

"The Field is the Heart, Soul and Conscience of this Association."

Jimmy Doolittle

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Foreword

The Field Operations Guidebook (FOG) is a guide to established AFA policies and resources for the Region, State and Chapter organizations. Updates or changes are approved by the Field Council or the Aerospace Education Council to reflect changes in policies or procedures that have been adopted by the AFA Board of Directors, the various councils responsible for the specific content and/or the Delegates at National Convention. In cases where conflict exists with the AFA Constitution or Operations and Procedures Manual, those documents will take precedence, and any resolution will be as determined by the Executive Committee. Recommendations for changes should be submitted to Field Services (field@afa.org) at AFA National who will submit them to the Field Council or the Aerospace Education Council for consideration.

DISTRIBUTION

The most current version of the FOG is available on the AFA website (www.afa.org) in the Field Resources Library and may be downloaded and or printed if desired.

CHANGES

Changes to this guidebook will be made administratively to reflect new policies as they are approved. Notification of changes will be made to Region, State and Chapter Presidents using e-mail by AFA National.

OTHER DOCUMENTS

Also available in the Field Resources Library (Governing Directives) are the source documents which establish the policies outlined in this guide. These include:

- AFA Constitution
- AFA Operations and Procedures Manual (OPM)
- Model State Constitution
- Model Chapter Constitution
- Chapter Operations Handbook
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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 of Airpower 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. To excite and attract youth to pursue careers in science technology, engineering or math (STEM), AFA created and conducts THE High School Cyber Defense Competition, CyberPatriot, reaching hundreds of thousands of students annually. 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 in September. Delegates are chosen at the state and chapter levels to represent AFA’s varied membership and vote on AFA policies. When finally adopted at the convention, AFA policy takes the form of an overall "Statement of Policy" and "Top Issues."

The AFA is an IRS Code 501(c)(3) organization. Chapter and State organizations subordinate to AFA are recognized under IRS Group Exemption Number (GEN) 5392. Contributions to AFA and subordinates are fully tax-deductible for federal income tax purposes.
Closely affiliated with the AFA are the AFA Veterans Benefit Association (AFA VBA) and the Air Force Memorial Foundation (AFMF). Information on these organizations can be found on the AFA website under the AFA Affiliates tab.

**AFA Structure**

The Air Force Association is organized into local chapters, state organizations, regions, national officers, a Board of Directors and a national headquarters with a professional staff. The 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. The elected officers and directors of AFA also serve in their same positions as the officers and directors of the AFA Veterans Benefit Association and the AF Memorial Foundation. Names and contact information for all elected officers and directors, Region Presidents, State Presidents and Chapter Presidents are available on the AFA website. The AFA National Headquarters staff can be contacted through the AFA website.

**ELECTED NATIONAL OFFICERS** of the Association are a Chairman of the Board of Directors, a Vice Chairman of the Board for Field Operations (VCoB-FO), a Vice Chairman of the Board for Aerospace Education (VCoB-AE), a Secretary, and a Treasurer. They are elected at the National Convention of the Association for terms of one (1) year. 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

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 from 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 the 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 the 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 Offices

The Air Force Association National Office is located 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 to manage the headquarters operation and the professional staff.

National operations include the following activities:

- Assisting AFA units in the development and conduct of activities.
- Conducting membership campaigns, as well as handling all other membership fulfillment responsibilities.
- Arranging and coordinating all national meetings and convention activities.
- Maintaining constant contact with the 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.
- Sponsoring and conducting Aerospace Education 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—this includes STEM education and CyberPatriot.
- Sponsoring programs and services to AFA members through the AFA Veterans Benefit Association 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.
- Managing the Air Force Memorial for the United States Air Force.
- Establishing working relationships and working with other organizations whose objectives are consistent with those of the Air Force Association.
Air Force Magazine

*Air Force Magazine* is the monthly journal of AFA and is one of the world's foremost military and aerospace publications. It is mailed 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 more than six 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 National Constitution, Operations and Procedures Manual (OPM) and this Field Operation Guidebook (FOG). Each of these documents is available on the AFA website in the Field Resources/Library section.

National Convention

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

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

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

The membership of the Association is represented 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. Each official delegate to the National Convention receives a copy of the Rules and Procedures in his/her Delegate Kit.

National Officers and Board of Directors

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
- Field Council (under jurisdiction of the VC for Field Operations)
- Membership Committee (under jurisdiction of the VC for Field Operations)
- Aerospace Education Council (under jurisdiction of the VC for Aerospace Education)
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 Programs and Events

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

The major program conducted in support of the AFA mission is the annual National Air & Space Conference and Technology Exposition, usually scheduled in conjunction with the National Convention. Other significant events include:

- The Outstanding Airmen of the Year Banquet (in conjunction with the National Air & Space Conference and Technology Exposition)
- The Air Warfare Symposium
- The Global Warfare Symposium
- The Air Force Ball
- The Air Force Academy Outstanding Cadet Squadron Banquet

Details of these events including schedules and agendas are available on the AFA website.

The AFA also sponsors national symposia on a variety of subjects in a number of locations nationwide. These events feature the nation's leading experts on national security subjects and are attended by civic, industry and military leaders from throughout the country.

These symposia are organized and conducted by the AFA national staff with the support and participation of national officers. Chapters and state organizations, where appropriate, frequently hold a military ball, golf tournament, or other similar event in conjunction with these symposia.
Chapter Four—Aerospace Education

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

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

This chapter of the Field Operations Guide includes chapter, state, regional and national AE programs and products designed to help accomplish those portions of the mission of the AFA that include the perpetuation of an interest in science, technology, engineering, and math (STEM) education and careers:

- **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.

**Important Dates for Aerospace Education Functions**

**January**

- All AFA Scholarship applications available on the AFA website
- AFA Educator Grants awarded
- 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 Jan
February
- AFA Air Warfare Symposium, Orlando
- AFJROTC Grants 1st of two deadlines, 10 February

March
- CAP Educator Grant spring deadline, 31 March
- AFJROTC Grants awarded
- AFA CyberFutures Conference

April
- Spring Pitsenbarger Awards at CCAF graduations
- Spouse Scholarship deadline
- CyberPatriot registration opens

May
- Submissions for AFA Field Individual and Unit Awards for Aerospace Education Excellence and Achievement due
- National Teacher of the Year nomination deadline, 31 May

June
- Jodi Callahan Memorial Scholarship application deadline, 30 June
- Grantham University Scholarship application deadline, 15 June
- Lt Co Romeo & Josephine Bass Ferretti Scholarship deadline, 30 June
- AFA Awards Committee selections made
- CAP Unit Grants summer deadline, 30 June

July
- General Carl Spaatz Award (ACSC Writing Award)
- National Teacher of the Year winner announcement
- AFA Educator Grants- open, 1 July

August
- AFA Resolutions Committee/ AFA Executive Committee Meeting
**September**
- AEC AE Award Certificates mailed
- AFA National Convention
- AFA Air & Space Conference and Exposition
- Visions of Exploration deadline
- CAP K-6 Aerospace Connections in Education (ACE) Program opens, 1 September
- CAP Teacher Grant fall deadline, 30 September

**October**
- Invoices sent to chapters for *Visions of Exploration* classrooms
- Fall Pitsenbarger Awards at CCAF graduations
- CyberPatriot registration closes
- AFA Educator Grants deadline, 17 October
- AFJROTC Grants 2nd of two deadlines; 10 October

**November**
- Global Warfare Symposium/Air Force Ball, Los Angeles, CA
- CAP’s K-6 ACE Program closes, 1 November

**December**
- CAP Unit Grants winter deadline, 31 December
- CAP Outstanding Squadron Cadet of the Year Award applications accepted between 1 December and 15 January

**Year Round**
- AE Chapter Matching Grant applications accepted
- Fellowships accepted
- Chapter Teacher of the Year & State Teacher of the Year award/certificates provided by AFA Headquarters along with Complimentary CAP AE memberships
- CAP’s Aerospace Education Programs for AFA chapters
- AFA Air Museum Initiative activities and involvement by AFA chapters
Chapter/State/Region
Aerospace Education Vice Presidents

In 1986, the Aerospace Education Vice President (AEVP) program was established, which makes AFA state and chapter aerospace education vice presidents the primary point of contact for Aerospace Education programs. In 2011, the Field Council agreed to establish Region AEVPs to enhance communications flow.

Aerospace Education programs directly support AFA state and chapter and region outreach efforts. It is through the liaison with the chapter, state and region aerospace education vice presidents that AFA is able to deliver programs to support the Air Force family. AEVPs serve the AFA mission by disseminating information within their local communities; by supporting local aerospace education programs; by seeking support for local programs through matching grants; and -- perhaps most importantly -- by communicating their aerospace education needs to the AFA Officers, Directors and staff to ensure that AFA programs are responsive to Air Force Association local needs.

PROGRAM OBJECTIVES

- Establish viable communications between the AEC and all region/ state/chapter AEVPs.
- Facilitate the flow of AE Program information, data, and program support to the AEVPs.
- Coordinate and work with the National Officers and AFA Headquarters staff to ensure AE programs are viable and can be effectively used by AFA state and chapter Aerospace and STEM Education programs.
- Provide new ideas, projects and events, as needed or requested.
- Review and make recommendations for appropriate organizational and functional structure for the AEVP and Aerospace/STEM Education programs at chapter, state and region levels.
- Develop and disseminate information in support of AE programs.
- Provide one-on-one liaison with AEVPs through meetings during AFA state and regional workshops.

ACTION

- Each chapter, state, and regional organization is encouraged to appoint and support a Vice President for Aerospace Education. Please advise Field Services (field@afa.org) at AFA Headquarters of the selection and any changes that occur.
Financial Support of Aerospace Programs

All financial support opportunities listed below are also found at the Contributions list on the AFA Educational Opportunities website.

The Air Force Association gives members the opportunity to help educate America about science, technology, engineering, math (STEM) and national defense. As a 501(c)(3) organization, donations to the AFA are 100% tax-deductible.

Listed below are several different ways to give. For any further questions on giving please contact development@afa.org or 703-247-5832. All contributory categories listed in this section are found on the AFA website.

**General Contributions**

General donations are accepted over the phone, online or in response to an AFA letter sent to members. Payments are accepted by check, cash or credit card mailed to headquarters, or, online by going to the Contributions website and click the link, “Make a Contribution.” This is a secure area for credit card use.

**Honorary Contributions**

This is a gift for the person who has everything. Birthdays, Memorial Day, Veterans Day, the Fourth of July, and other special dates or events are reasons to make an honorary gift. Contributions to AFA in honor of a special person help to support the AFA missions. A secure honorary contribution form can be accessed on the Contributions website.

**Memorial Contributions**

Memorial contributions in memory of a loved one or friend may be made to AFA by phone or by e-mail. A secure memorial contribution form can be accessed on the Contributions website above and clicking the link, “Memorial Contributions.”

**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, Visions of Exploration classrooms, and other similar commitments.
Honorary Fellowships

AFA members and chapters can designate a special Fellowship in honor of the significant contributions of individuals to the advancement or understanding of aerospace power through donations to support AFA programs. Detailed information is found at the Honorary Fellowships link on the Contributions website and in this reference guide.

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

The H.H. Arnold Fellowship was established in 2003 to honor General H. (Hap) Arnold and his leadership in the formation of both the Air Force and the Air Force Association. The honoree receives a shadow box with a minted coin honoring General Arnold and a personalized engraving.

General Bernard A. Schriever Fellowship - $2,500 contribution

The General Bernard A. Schriever Fellowship was established in 2000 to honor General Schriever and other leaders who, like General Schriever, have created an Air Force Space Program that is second to none in the world. The honoree receives a Lucite pyramid containing a minted coin honoring General Schriever.

Chief Paul W. Airey Leadership Fellowship - $2,500 contribution

The Chief Paul W. Airey Leadership Fellowship was established in 2011 to recognize others who possess the same qualities of leadership, dedication, resilience and innovation that were so prevalent in Chief Airey’s personality. The honoree receives an engraved plaque set with a minted coin honoring Chief Airey.

Jimmy Doolittle Educational Fellowship - $1,000 contribution

The Jimmy Doolittle Educational Fellow honors the late General Jimmy Doolittle who actively promoted public understanding and support for aerospace power. The honoree receives an engraved plaque, which holds a specially-minted coin honoring General Doolittle.

Ira Eaker Historical Fellowship - $1,000 contribution

The Ira Eaker Historical Fellow honors General Ira Eaker and his leadership in inspiring widespread appreciation of the significance of our vital aerospace history, its role in our national security and the contributions aerospace achievements have made to the betterment of mankind. The honoree receives a spinner containing a minted coin honoring General Eaker.
Fellows and Associate Fellows of the Association

These two categories were established in 1995 to recognize outstanding contributions to aerospace education. Information about these programs is also found at the Contributions website. Fellow of the Association - $500 contribution
The award consists of a special certificate.

Associate Fellow of the Association - $250 contribution
The award consists of a special certificate.

Presentation Fellowship - $50 minimum contribution (may be any amount over $50)
This program allows a sponsor to honor an individual; provide for a memorial of an individual; or commemorate an event or activity. Once the Fellowship has been established in the name of an individual or an event, it will be permanently available for others to give. This program does not replace or have any impact on current programs for memorial contributions or “in lieu of flowers” contributions.

The minimum contribution to AFA to establish a Fellowship will be $50. The presentation piece will be a certificate on a walnut plaque displaying the name of the honoree, the name of the recipient, the reason it is being presented and the name of the sponsor.

For more information regarding giving opportunities, go to www.afao.org/plannedgiving.

Chapter & State Aerospace Education Programs

All of the following programs are listed on the AFA’s Educational Opportunities website

CyberPatriot Program for High School JROTC/CAP Cadets, Sea Cadets and High School Teams

Website: http://www.uscyberpatriot.org

The AFA’s National High School Cyber Defense Competition (NHS CDC) runs from April to March each year, culminating in the National Finals Competition in National Harbor, Maryland, in conjunction with the AFA CyberFutures Symposium. The goals for CyberPatriot are to excite, educate, and motivate the next generation of cyber security professionals and other science, technology, engineering, and mathematics (STEM)-trained individuals needed by America.

AFA Chapters are encouraged to promote the program, recruit teams from Jr. ROTC and, CAP Squadrons and Sea Cadet units, recruit and sponsor Open Division teams, solicit team mentors, assist in training and secure media coverage for competing teams.
The AFA Museum Initiative

Website: http://www.capmembers.com/media/cms/CAPs_Support_to_the_AFAs_Museum_Initiative_830BC0F072D0A.pdf

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 education.

Why the Museum Initiative?

1. Aerospace-oriented museums provide communities a rich history of progress made in aviation and space to advance America within the global environment.

2. Many of AFA members are involved in aerospace careers that blend in with the educational mission of museums and can assist the museum staff and visitors in many ways.

3. The AFA has partnered with CAP to help provide programs, products, and personnel that complement the AFA Museum Initiative. Click here for information.

4. AFA educator workshops support the museum & help inform the public about the AFA mission to educate, advocate & support the Air Force.

How an AFA Chapter/State becomes involved

1. Chapter VP for Aerospace Education or other chapter officer initiates contact with the Museum.

2. Chapter members become involved with the Museum.

3. The Museum and Chapter work together to determine how the chapter can help the museum achieve a mutual goal.

4. The chapter recruits members, community partners and other interested associations to work the museum projects.

5. Chapter should try to focus on STEM education efforts, and therefore should work with museums that have an aerospace or STEM focus. For free Civil Air Patrol STEM support information, click HERE.

6. Chapter assists the effort by holding fund raising events in support of the museum project they are working on.

7. Recruit museum visitors and employees to become AFA members and to financially support the AFA to the extent the museum allows.

8. Enlist the assistance of Arnold Air Society and Silver Wings students to help conduct STEM Outreach programs and other project support at the museum.
Arnold Air Society and Silver Wings

STEM Outreach Program

Website: http://arnold-air.org/joint-national-project AFA Chapters are encouraged to support college AFROTC Arnold Air Society and Silver Wings squadrons in their efforts to promote STEM education and career exploration for young people. Providing guidance, assistance, support and potential funding for such programs helps inform the public about the AFA’s excellent educational outreach programs to promote STEM careers.

The Arnold Air Society (AAS) and the Silver Wing (SW) organizations on our nation’s university campuses conduct a Joint National Project (JNP) to enhance and prepare students to develop cognitive, intellectual, and creative interests in STEM fields. The JNP, STEM Outreach, gives AAS cadets and SW students opportunities to instruct or advocate various STEM topics in schools or other youth settings. This, in turn, helps build a stronger and well-equipped society in the 21st century to defend our freedom and ideals in a changing world.

How AFA Chapters, States and Regions get involved

See: http://www.afrotc.com/college-life/college-locator

1. AFA Chapter/State leaders contact the Professor Aerospace Sciences (PAS) at universities in their area that have an AAS Squadron for permission to visit with AAS leaders to assess their progress with the STEM Outreach program.

2. Determine the desire of AAS and/or SW leaders for assistance with STEM Outreach.

3. Should the AAS/SW leadership desire assistance with STEM Outreach, the following should be considered:
   a. Determine if any AFA members have a network connection with area teachers, principals, or superintendents and then utilize their contacts to facilitate the process of gaining access to schools.
   b. Work with PAS to connect with university’s Education Department school liaison to gain entry into area elementary schools for potential STEM Outreach program implementation.
   c. Emphasize the security background AAS cadets have undergone that make them safe school volunteers.
   d. Visit with connected educators and introduce the importance and value of AAS/SW personnel to conduct STEM Outreach with area elementary students.
   e. Review the typical classroom experience provided by AAS/SW individuals. (Preferably, have an AAS/SW individual accompany you in the meeting.)
f. Share the Quality Assurance Instruments the AAS/SW individuals will be using following the conduct of STEM Outreach with elementary students.

g. Introduce AAS/SW teams to youth organizations (scouts, YMCAs, Civil Air Patrol, museums, etc.) for other venues and groups with which to conduct STEM Outreach.

h. Involve AAS/SW in community events to conduct STEM Outreach.

i. Connect AAS/SW with the Civil Air Patrol National Headquarters at afa@capnhq.gov to gain access to free STEM materials and program certificates. Click here for CAP resources that support the AAS/SW STEM Outreach program.

j. Determine any financial need the AAS/SW individuals may have to conduct STEM Outreach. Share with these individuals any capacity the local AFA organization has to financially assist.

A tool to aid in the location of ROTC units where AAS/SW teams may be located is available for each state on the AFA Website’s Chapter Locator.

**Visions of Exploration**

**Science, Technology, Engineering & Math (STEM) Program**

**Website:** [http://www.afa.org/aef/visions](http://www.afa.org/aef/visions)

*USA TODAY* Education and the AFA chapters have celebrated a long history of partnership. Approximately 2.8 million students have been reached and led by thousands of teachers who strengthen student skills in STEM and aerospace education.

In the Visions of Exploration program teachers may choose either the regular print copy of *USA TODAY*, or e-Visions, which is the digital version of *USA TODAY* print edition for 30-student classrooms. Additionally, after registering as a Visions classroom, teachers may access a free Visions lesson library that promotes STEM education,
The Civil Air Patrol No-Cost STEM Outreach Products and Programs for AFA Chapters

Website: http://www.capmembers.com/aerospace_education/general/what_does_cap_do_for_the_air_force_association.cfm

Since 1996, the AFA has provided almost $400,000 to support STEM education for CAP units and educator members impacting about 400,000 students and encouraging an interest in STEM careers. In addition, AFA provides recognition of outstanding CAP cadets both at the squadron and the national levels.

The 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 at www.capmembers.com/afa.

AFA Chapters are encouraged to take advantage of CAP’s no cost educational outreach programs to promote STEM education and careers:

1. Free AE Membership for each AFA Chapter and State Teacher of the Year
2. Complimentary In-kind AE membership for any chapter-sponsored teacher

These two free teacher membership opportunities provide an easy opportunity for AFA chapters to provide free resources and benefits to educators: K-12 educational products; online AE resources to include rocketry, robotics, and cybersecurity; grant, professional development, and award programs; and teacher orientation airplane flights.

There are several 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. Click on each program link below for details of each program. For more information, contact afa@capnhq.gov.

- K-12 Aerospace Education Excellence (AEX) Award Program
- K-6 Aerospace Connections in Education (ACE) Program
- Teacher Orientation Program (TOP) Flights for AFA Teacher Workshops
- Support to the AFA’s Aerospace Museum Initiative
- Support to the AFA-supported Arnold Air Society and Silver Wings STEM Outreach

A tool to aid in the location of CAP squadrons is available for each state on the AFA Website’s Chapter Locator.
National Scholarships

Scholarships are a unique way for AFA members to help support and perpetuate the educational endeavors of the Air Force family. All scholarships are also listed on the AFA Educational Opportunities website.

Captain Jodi Callahan Memorial Scholarship

Website: http://www.afa.org/aid/callahan.asp

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.

Spouse Scholarship

Website: http://www.afa.org/aid/spouse.asp

The Air Force 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

Website: http://www.afa.org/aid/Ferretti.asp

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 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.

Scholarships will be awarded in the amount of $2,500. Recipients will be selected by committee based upon high academic achievement, good character and financial need.
Once the recipients are selected, the Air Force Association will notify them with a letter of congratulations. The recipients’ college or university will receive the check, which can be used for any education-related expense.

The scholarship is non-renewable.

**Grantham University Scholarship**

**Website:** [http://www.afa.org/aboutus/memben/grantham.asp](http://www.afa.org/aboutus/memben/grantham.asp)

The mission of the Air Force Association includes promoting aerospace education, specifically the study of science, mathematics and technology. Through AFA's affiliation with Grantham University, AFA is pleased to provide an online degree scholarship to an Active Duty Dependent, an AFA Member, or a dependent of an AFA Member. One (1) full scholarship to earn an undergraduate or graduate degree, bearing a total value of approximately $36,000 to Grantham University, also includes required books and software. To be eligible, candidates must have a high school diploma or GED and meet the university’s minimum admissions requirements.

This AFA Scholarship can be used for one of the many degrees offered by Grantham University. Visit [http://www.grantham.edu](http://www.grantham.edu) and hover over the academics tab for a list of degrees.

**Important Note to Active Duty:** If currently on active duty, Grantham already provides scholarships to cover what the military tuition assistance doesn't cover. Therefore, this AFA scholarship is not needed. Contact Grantham directly at 1-800-955-2527.

**Awards and Grants**

The AFA assists the members of the Air Force family by providing recognition for distinguished work with awards and grants to further their educational pursuits.

**Pitsenbarger Award**

**Website:** [http://www.afa.org/ae/5id/pit.asp](http://www.afa.org/ae/5id/pit.asp)

Pitsenbarger Awards provide a one-time grant of $400 to selected top USAF enlisted personnel graduating from the Community College of the Air Force (CCAF) who plan to pursue a baccalaureate degree. Students wishing to apply should contact their base education office to learn about application deadlines and procedures.

AFA supports the Air Force Wounded Warrior program. Air Force combat-related wounded warriors wishing to continue their Community College of the Air Force (CCAF) education can now do so after separating or retiring thanks to provisions in the 2012 National Defense
Authorization Act. Interested Wounded Warriors may contact any Base Education Office for more information. These Air Force Wounded Warriors will be considered for Pitsenbarger Grants through the CCAF.

Civil Air Patrol Unit Grant

Website: [http://members.gocivilairpatrol.com/aerospace_education/internal_specific/grants.cfm](http://members.gocivilairpatrol.com/aerospace_education/internal_specific/grants.cfm)

To support CAP’s aerospace education programs, the AFA provides aerospace education grants for Civil Air Patrol units.

**Requirement/Selection Criteria:**

1. Units are eligible to apply for grants every third cycle (grant cycles listed below).
2. Grants cannot exceed $250.00 per request.
3. Grants must be used for aerospace education-related items/activities such as books, videotapes, aerospace-oriented field trips, and aerospace education days.
4. Unit grants may NOT be used for uniforms, honor guard, or color guard activities nor may they be used for individual member flying instruction.
5. Grant recipients must file a follow-up report with HQ CAP/ED on how the AFA grant contributed to their AE program.
6. CAP unit AE grant cycle deadlines are June 30 and December 31.
7. Access to CAP unit grant forms and directions are found at the website noted above.

For more information contact [afa@capnhq.gov](mailto:afa@capnhq.gov).

Civil Air Patrol Aerospace Educator Member Grant

Website: [http://members.gocivilairpatrol.com/aerospace_education/aem_specific/educator_grants_and_scholarship_information.cfm](http://members.gocivilairpatrol.com/aerospace_education/aem_specific/educator_grants_and_scholarship_information.cfm)

To support CAP’s aerospace education programs, the AFA provides aerospace education grants for Civil Air Patrol educator members.

**Requirement/Selection Criteria:**

1. Educators are eligible to apply for grants every third cycle (grant cycles listed below).
2. Grants cannot exceed $250.00 per request.
3. Grants must be used for aerospace education-related items/activities such as books, videotapes, aerospace-oriented field trips, and aerospace education days.
4. Grant recipients must file a follow-up report with HQ CAP/ED on how the AFA grant contributed to their AE program.

5. CAP educator member AE grant cycle deadlines are March 31 and September 30.

6. Access to CAP teacher member grant forms and directions are found at the website noted above.

For more information contact afa@capnhq.gov.

Air Force Junior ROTC Grant

Website: http://www.afa.org/ae/aid/rotc.asp

1. The AFJROTC Grant was established to promote aerospace education throughout classrooms and units.

2. AFJROTC grants provide units and classrooms with up to $250 every other academic year.

3. Two grant deadlines are 10 February and 10 October.

4. Funds may be used for any aerospace education-related activity such as purchasing textbooks or videotapes or going on a field trip to an aerospace museum, an Air Force base or other aerospace facility. The grant may not be used for general operating purposes such as purchasing uniforms or for honor guard or color guard activities.

5. Aerospace Science Instructors will receive the grant in one lump sum.

6. Funds may be divided between multiple aerospace activities.

7. AFJROTC units may apply for a grant every other academic year.

8. While the application is sufficient to process the grant, a one-page feedback form which describes how the grant will be used is requested.

AFA Chapter Matching AE Grant

Website: http://www.afa.org/ae/aid/matching.asp

Designed to promote aerospace education activities at the chapter level, this program allows AFA Headquarters to assist aggressive chapters who are working actively with local educators and organizations to develop and promote new educational activities and events in math and science.

Requirements/Selection Criteria

1. The chapter president must submit the Chapter Matching Grant form completely filled out with a one-page typed narrative. The narrative must outline the activity and the measures the chapter is taking to promote education in math and science in their community.
2. The request must equal the amount of funds the chapter plans to contribute to the event/activity with an annual ceiling of $1,000. Chapters may submit more than once during a calendar year, but may not exceed the annual ceiling of $1,000. The minimum grant submission is $200. No chapter will receive more than $1,000 in grants per year.

3. A one page after-action report of the activity or event with photographs is required. If the report and photos are not received from the chapter in a timely manner (30-days after the event), future grant submissions will be returned without review.

**The grants may not be used for:**

Funding annual or repetitive programs such as:

- Scholarships
- Non-math/science activities
- To pay for the chapter's share of Visions of Exploration
- JROTC and ROTC drill team and color guard activities or supplies Receptions and entertainment

**AFA Educator Grant**

Website: [http://www.afa.org/ae/aid/educator.asp](http://www.afa.org/ae/aid/educator.asp)

The Air Force Association 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 AFA awards grants of up to $250 to worthy projects that significantly influence student learning. AFA will accept grant applications directly from the educator during the period of August to November of each year.

The grant process is competitive in nature. A committee comprised of outside experts in the field of aerospace education will review all qualified grant applications and make recommendations on funding. Based upon the funding available, the Association will choose to invest in projects that best serve our nation’s students and support the mission of the Air Force Association.

The Educator Grant program promotes aerospace education activities in classrooms from kindergarten through twelfth grades. The program encourages development of innovative aerospace activities within the prescribed curriculum.
Teacher of the Year Awards

**AFA Chapter Teacher of the Year**


The 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 to reward outstanding teachers who are furthering excellence in making coming to class an adventure. Chapters may select two TOYs who will be provided award components from AFA national--one from grades K-8 and one from grades 9-12.

Chapters are encouraged to consider supplementing the financial portion of the award as resources allow.

**AFA State Teacher of the Year**

Website: [http://www.afa.org/aei/aid/sta.asp](http://www.afa.org/aei/aid/sta.asp)

At this level, the program recognizes a classroom teachers selected from the Chapter TOYs for their accomplishments and achievements in exciting K-12 students about science, technology engineering, and math (STEM); preparing students to use and contribute to tomorrow’s technologies. This is a unique opportunity for states to reward outstanding teachers who are furthering excellence in making coming to class an adventure. Only one state TOY can be selected for this award each year from grades k-12.

State organizations are encouraged to consider supplementing the financial portion of the award as resources allow.

**AFA National Teacher of the Year**


The purpose of the program is to recognize classroom teachers at the national level for their accomplishments and achievements in exciting K-12 students about science, technology engineering, and math (STEM); preparing students to use and contribute to tomorrow’s technologies. This is a unique opportunity for AFA to reward outstanding teachers who are furthering excellence in making coming to class an adventure. 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.
Criteria

To be eligible, the candidate must be an AFA State Teacher of the Year selected during the current or past academic year.

AFROTC and AFJROTC Cadet Medal Awards

Website: http://www.afa.org/aef/medals.asp

Each year AFA Headquarters sends a cadet medal award package to each AFROTC detachment and AFJROTC Squadron in mid-January. Packages contain a medal, ribbon and certificate. Detachment commanders make the selection of the outstanding junior year AFROTC or AFJROTC Unit Cadet for this award. AFA chapters should arrange to have someone available to present these awards to the selected cadet at an appropriate awards ceremony. This is an opportunity to show the AFA support for the cadet and the AFROTC or AFJROTC program and to educate the public about the AFA.

The AFROTC winners of this 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.

Civil Air Patrol Cadet Awards

Website: http://www.afa.org/aef/medals.asp

Once a year, between 15 December and 15 January, each Civil Air Patrol squadron may request an award package for their Civil Air Patrol Outstanding Squadron Cadet of the Year. The package contains a medal, ribbon and certificate.

Once the package is sent, notification is sent to the chapter, state and region AFA leaders. AFA chapters should arrange to have someone available to present these awards to the selected cadet at an appropriate awards ceremony.

This provides an opportunity to participate in the presentation of the award element and to demonstrate the AFA support for the CAP and to educate the public about the AFA.

The CAP senior leadership selects one top performing CAP cadet for the National CAP Cadet of the Year Award. AFA provides recognition to this individual at an appropriate National CAP event.
CAP leaders nominate outstanding cadets in the Aerospace Education area and submits the overall winner to AFA HQ by 1 May each year. The national AFA’s CAP AE Cadet of the Year is recognized at the annual AFA Air & Space Conference.

**Other Educational Activities Available to AFA Chapters**

The AFA Chapters, States and Regions are empowered and encouraged to run any programs they deem useful to improve STEM education in their community. Using any of the programs mentioned in this chapter, or any other appropriate programs available in each area, 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. Also, many individuals and organizations who would not financially donate to an Air Force related organization may be willing to donate to an educational organization.
Chapter Five—Arnold Air Society/Silver Wings

The Arnold Air Society

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

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

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

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

From that AAS grown to average 135 squadrons throughout the United States bearing Arnold's name, strong in numbers and ideals. They represent the AFROTC to the highest degree.

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

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

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

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

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

Nationally, the Society concentrates each year on one major project conducted as a Joint National Project with Silver Wings. Joint national projects in recent years have included support of our Nation’s Veterans, Promoting Literacy, Environmental Awareness, American Red Cross, POW/MIA, Teen Age Suicide, Multiple Sclerosis and the STEM Outreach (ESO) program.

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

Serving the national organization is a National Conclave Headquarters, which rotates each year. The administrative and financial functions of the Arnold Air Society are permanently located at The Executive Management Center, 10411 Courthouse Rd., Ste. E., Spotsylvania, VA, 22553 or at emc@arnold-air.org.

Silver Wings

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

The history of Angel Flight/Silver Wings Society began at the University of Omaha in February 1952, where the first flight was organized. Its popularity spread rapidly and by 1957, "Angel Flight" had become a national idea with many names, uniforms, and activities.

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

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

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

Silver Wings objectives are to aid in the progress of the Arnold Air Society and in so doing, advance and promote interest in the United States Air Force and particularly the university program for selecting and training commissioned officers. The organization is particularly effective in the campus and community service function. Silver Wings joins the Arnold Air Society in the Joint National Project to provide community outreach and service to the betterment of society. Joint national projects in recent years have included support of our Nation’s Veterans, Promoting Literacy, Environmental Awareness, American Red Cross, POW/MIA, Teen Age Suicide, Multiple Sclerosis and the STEM Outreach program.

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

The administrative and financial functions of the Silver Wings are permanently located at the Executive Management Center, 10411 Courthouse Rd., Ste. E., Spotsylvania, VA, 22553 or at emc@silver-wings.org.
Chapter Six—Corporate Membership Program

Program Overview

A long term goal of the AFA is to support the industrial base necessary for our national security. This AFA Headquarters managed program provides the aerospace industry with a variety of opportunities for industry to put its products and programs in front of USAF and DOD decision-makers at every level. It also provides their employees with continuing opportunities to pursue professional education, networking and exposure to potential new customers as AFA members.

Program Offerings

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. Receipt of all AFA publications, newsletters and special reports
3. A CEO Reception with senior Air Force and DoD leaders held in conjunction with the AFA Annual Conference in September
4. Access to AFA’s Congressional member and staff education briefing materials
5. Invitations to meet senior leaders from foreign air forces at numerous events including:
   a. AFA’s Annual Air Attaché Reception
   b. The AFA Chalet at the annual Joint Services Open House at Andrews AFB with the attaché corps

Corporate Membership provides:

1. Exclusive access to exhibiting and sponsorship opportunities at the Association’s Air & Space Conference and Technology Exposition in Washington, D.C. and at its other annual programs in Orlando and Los Angeles
2. Up to 50 AFA individual memberships. Members receive access to numerous publications and studies produced by the Association as well as receive access to a wide range of generous discounts and benefits including discounted registration at AFA’s annual conferences and symposia at the member rate. The organization can designate these memberships in any way they choose and may reassign the memberships annually. These members are affiliated with a local AFA chapter and are encouraged participate in the activities of the AFA at all levels.
3. Recognition: The Air Force Association greatly appreciates the participation of these companies in the AFA Corporate Member Program and will recognize their participation in a number of ways including:
   a. Corporate Member section on AFA website with a profile on each company and its executives and a link to your company’s corporate website
   b. Annual publication and wide distribution of a corporate member directory
   c. Periodic listing in Air Force Magazine
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 the 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 Vice Chairman of the Board, Field Operations (VCoB-FO). The headquarters point of contact is the Field Operations department (field@afa.org). 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 quarterly 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 8 have been followed.

9. Attend Region President 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.

10. Represent the 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.

Responsibilities of
Region Officers (Appointed)

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

Requirements of a State Organization

To receive and retain a charter 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, that has been coordinated with and endorsed by the Region President and approved by the VCoB-FO. A copy must be provided to the Field Services (field@afa.org) 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 nonaffiliated Association members and whose official mailing addresses, as registered with the national headquarters, are located in that state; represent these
members at the annual convention; and provide comparable rights and privileges for all members, chapter and non-chapter. (No member 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.

9. Submit a State organization Officer Roster following the annual elections using the form available on the AFA website through the Region President in time for it to arrive at AFA National by October 31 each year even if there has been no change in officers. Submit a new roster through the Region President 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 headquarters, through the President for the respective AFA region, a letter of application for a charter, a roster of officers, and a proposed constitution and bylaws.

Responsibilities of the State Organization and its Officers

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

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

The State Organization

Required State Officers (Elected)

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

Recommended State Officers (Appointed)

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

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 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 when appropriate, or ensure that the State Vice President or another state officer is available to do so.
5. Serve as the Chairman of the state delegation to the National Convention.
6. Maintain proper liaison with all chapters in the state; with the state officers and committees, with the Region President, and AFA headquarters.
7. Receive all pertinent communications from the chapters in the state, the Region President and AFA headquarters and take appropriate action with regard to them.
8. 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.
9. Require the completion of appropriate State Annual Plans and Quarterly Report Forms by the Secretary and Treasurer and ensure that the approved reports are forwarded to Region President.
10. 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 Field Services (field@afa.org).
11. Review and endorse charter applications for newly organized chapters, and forward such applications to the Region President for review and endorsement.
12. 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.
13. 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.
14. Assure 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.
15. 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 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.

16. Ensure the selection of a State Teacher of the Year.

17. Identify and develop existing and emerging leaders to support the mission and vision of the AFA at the field and national level.


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 fulfill 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.

7. 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.

2. Serve as a member of the State Executive Committee.

3. Maintain current record of expenses, assets, and liabilities.
4. Ensure completion of required Annual Financial Plans and Quarterly 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 required State Annual Activity Plan and Quarterly Activity Reports 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 Awards 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.

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-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 cause to close or merge a chapter, he or she will follow these procedures. Deviations from these procedures must be preapproved by the VCOB-FO. For the purposes of this document, “written communication” may be via hard copy, facsimile transmission, 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.

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 quarterly 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. A sample of the determination letter is shown below.
2. If the VCOB-FO concurs, he/she will inform the state/region 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/region 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/region 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/region 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 at ATCH 3 and may be customized for the specific circumstances surrounding the proposed closure. If necessary, the state/region 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.
Sample letter of proposed chapter closure:

(Name of State/Region) Air Force Association
(Address)
(City, State, ZIP Code)

(Member name, as of latest AFA member roster)
(Address)
(City, State, ZIP)

Subject: Suspension and Potential Closure of AFA Chapter (number), (name)

You are receiving this letter because, according to the membership roster maintained by the Air Force Association, you are a member of the (name) Chapter (number).

Over the past (# months/year) this chapter has not met the criteria to maintain its active status. Because of this, I have recommended to the AFA Vice Chairman of the Board for Field Operations that he suspend the chapter. The Vice Chairman agreed with my recommendation, and the chapter was/will be suspended on (date) for a period of 30 days. During this time, I will make a final determination if the chapter should be closed. In the absence of new leadership or satisfaction of the minimum criteria for maintaining the chapter's charter, it will be closed effective (date).

AFA chapter closures are not to be taken lightly. Once closed, it is very difficult to re-establish a chapter. Size, location, environment, the chances for finding new leadership, and other factors are all considered before closure is recommended. In any event, we approach closure in a deliberate and thoughtful manner, and in accordance with approved AFA procedures.

I ask each member of this chapter to seriously consider the impact of closing this chapter. To keep it open, we need to find leaders who are willing to take the chapter into the future. It only takes three volunteers to keep a chapter alive, and only a few more to turn it into an active, viable organization. Won't you step forward to serve?

Absent such a commitment from members such as yourself, the chapter will be closed and its’ assets redistributed IAW existing policies. Chapter members will be reassigned to another chapter in the region. We plan to reaffiliate you with Chapter (number), (name) located in (city). You may elect to affiliate your membership with any other active chapter or to select non-affiliation. To do this, call the AFA Membership office at 800-727-3337, and select option 2. In all cases, your national AFA membership will continue unbroken. We thank you for continued support.

Again, I urge you to seriously consider joining me in rejuvenating this chapter. We do not want to close chapters if there are volunteers willing to take the helm, participate, and support AFA's vital mission. If you are willing to do this, please contact me immediately so that we can begin to plan for the chapter’s rejuvenation.

Sincerely

Name
(Position)
(Phone)
(Email)
4. After the suspension period expires, the state/region president will recommend to the VCOB-FO in writing whether or not to proceed with closure using the sample letter below as a guideline. The VCOB-FO will notify the state/region president of the final decision in writing.

5. If a chapter is closed, the state/region president will ensure that chapter assets and funds are properly accounted for. The state/region 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 IAW 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/region presidents will be directed to realign chapter zip codes within the state to account for the closure. Use the sample below to create a letter from the State / Region President to the Vice Chairman of Field Operations to indicate that it has been determined that a chapter should be closed.
Sample Letter of Determination

Air Force Association
Vice Chairman of the Board-Field Operations
(Address)
(City, State, ZIP)

Subject: Letter of Determination- Chapter Closure

In accordance with the AFA’s Operations and Procedures Manual, and VCOB-FO guidance, I hereby determine that AFA Chapter (number), (name) is recommended for closure or merger.

- According to the membership roster, the chapter currently has (number) of members.
- The chapter (has/has not) filed an Annual Activity Plan or Financial Plan for the current operating year.
- The last quarterly activity and financial reports for this chapter were filed on (date).
- The last known activity, such as a luncheon, EXCOM, or aerospace education event sponsored by this chapter was held on (date).
- I (have/have not) been successful in contacting the chapter’s last elected officers to obtain their concurrence with this action.

Based on these facts, and my personal knowledge of the situation, I recommend that the VCOB-FO initiate a 30-day suspension of this chapter. Upon suspension, I will initiate closure/merger activities as outlined in AFA guidance.

(Name)

(State/Region president)

Note: If the state president submits the Letter of Determination, it must be endorsed by the region president. If submitted by the region president, no endorsement is required.

(Date)

Subj: First Endorsement to (State) letter, (date), subj: Letter of Determination

I have reviewed this letter and concur with the recommendation therein.

(Name)

President, (Region)
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 above.
Chapter Nine - The Chapter

Active and involved chapters are the foundation of the Association and without them the mission of the AFA cannot be accomplished. Understanding and articulating the basic objectives of the 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 at 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 headquarters of any amendments to the chapter's constitution. An up-to-date copy should be on file in AFA Headquarters at all times.
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 a Chapter Officer Roster following the annual elections using the form available on the AFA website through the State and Region President in time for it to arrive at AFA Headquarters by October 31 each year even if there has been no change in officers. Submit a new roster through the State and Region President 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 1 January through December 31. Submit a copy to AFA Headquarters through State and Region Presidents for endorsement so as to arrive at AFA Headquarters not later than December 31.
9. Submit an Activity Report and a Financial Report quarterly 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).

10. Complete the activities identified in the approved Chapter Annual Activity Plan that are required for calculation of the chapter support payments.

**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 Annual 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. (Names and contact information for State and Region Presidents are available on the [AFA website](#).) 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 the national headquarters. (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 sufficient resources (volunteers & finances) to continue organizational activities for an AFA chapter in this location. AFA NATIONAL does not provide startup funds for new chapters. This is the responsibility of the state organization. If there is sufficient interest, discuss and confirm the time and place of the next meeting. This should normally be held within one month's time to take advantage of the interest and momentum gained at the initial meeting.

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

Send the completed charter application form to the 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 Field Services (field@afa.org) at AFA headquarters. Include in the package all new membership applications, Chapter Affiliation Requests, a roster of elected (or temporary) officers; and a proposed constitution and bylaws.

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

6. Receive all pertinent communications from the state organization, national headquarters and national officers, and take appropriate action.

7. Require the completion of appropriate rosters, annual plans and quarterly reports from the Secretary and Treasurer, and ensure that the proper copies of all report forms are submitted to the State President to support the published deadlines, that an IRS Form 990 or 990 N (see Chapter Ten) is filed with the Internal Revenue Service annually and that a copy of this form is sent to national headquarters, through the State President and Region President.

8. Assure that the National Directors in 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.

9. Appoint other chapter officers as required to assist in operating the chapter.

10. Ensure timely submission of nominations for AFA individual and chapter awards as well as for regional, state or chapter awards if such programs exist.
11. Conduct a Chapter Teacher of the Year program each year.

12. 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.

13. Establish chapter committees to assist carrying out chapter functions and activities.

14. Mentor chapter officers and future leaders through participation in AFA national, regional and state leadership training sessions.

15. Accomplish the “Conduct or Support” activities, “Other Chapter Actions” and "Communication and Membership” goals established by the chapter in the annual activity plan.

16. Communicate with all members in the chapter quarterly. Each chapter is required to produce a newsletter each quarter (one quarter may be excused by the State President). Distribution must be made to each chapter member once per year by electronic or paper means and thereafter by paper only to those who request it. Ensure that a copy is sent to Field Services (field@afa.org) either directly at the time is published or along with the Quarterly Activity and Financial reports.

**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 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 Quarterly 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, insuring 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 to the State, Region and National Headquarters not later than December 31 each year.
Officer Responsibilities – Chapter (Appointed)

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,
7. 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 the quarterly Chapter Newsletter 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 similar to 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 the 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 with requirements established by the Board of Directors, the VCoB-FO or by the Field Council.

1. The process starts with completion of an Annual Activity Plan that is based on the current AFA Strategic Plan. The forms and instructions for completing the Annual Plan are available on the AFA Website. In addition, each State organization and Chapter must complete and submit an Annual Financial Plan to AFA NATIONAL at the same time using the instructions and forms available on the AFA website. These plans must be approved by the State and Region President as part of the process of their submission. These documents 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. At the end of each quarter, each state organization and chapter must submit activity and financial reports to AFA NATIONAL using the forms and instructions available on the AFA website. These reports should cover all activities conducted, supported or sponsored during the quarter. This report must be approved by the State and Region President as part of the process of submission.

3. At the same time the quarterly activity and financial reports are submitted, the chapters should submit a copy of their quarterly membership newsletter unless it was sent to AFA National at the time it was distributed to the chapter members. The State President may exempt each chapter from this requirement during one quarter of each year, but the exemption must be noted in the comments section of the applicable Quarterly Activity Report by the State President.

4. All states and chapters must file and IRS Form 990 or 990 N and forward a copy to AFA Field Services (field@afa.org).

5. Each state organization and chapter must submit an Officer Roster using the standard AFA form following their annual elections. To be current the roster must be dated after the beginning of the current operating year (October 1). Even if there have been no changes you must submit a new roster. Updates should be submitted throughout the year as changes occur.

Each year the national staff of AFA is required to furnish the Internal Revenue Service a complete roster of subordinates for the current year. Prompt submission of the Officer Roster to AFA Field Services is extremely important since this information is used to compile and update the national mailing list.
Guide to Preparing Plans and Reports

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

Annual Activity Plans and Quarterly Activity Reports

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

Annual Financial Plan and Quarterly 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. There is no set format for this Plan although it is suggested that the format to be used for the quarterly financial reports is used as a guideline.

The Quarterly Financial Reports must contain complete itemization and details of all receipts and disbursements. It is essential that all expenditures be explained in detail. As an example, an item must not be listed as “President’s expenses for the quarter.” Each item of the President’s expenses must be listed separately and explained in detail, such as type and cost of transportation, hotel and restaurant identification, types of incidental expenses, and the purpose for which the expenditure was incurred, such as attending a chapter meeting or state convention, organizing a new chapter, or entertaining a program participant. It must include the names and titles of those entertained. The expenditures for educational purposes should be grouped in the first 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 Headquarters, 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 Quarterly 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, Visions Program, 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. Include a separate page for educational disbursements from a chapter foundation account.

After the Financial report has been completed and signed by the Unit President and Treasurer (Financial Report), forward the report to the State President for approval. Chapters located in states that do not have a chartered state organization should forward these copies to the Region President for approval. Chapters located overseas report directly to the AFA VCoB-FO through Membership Services and Field Operations at AFA Headquarters.

Procedure for Submission of Quarterly Reports

After receiving the chapter’s activity report the State President will determine whether the report qualifies under the established reporting standards. If in his/her judgment, the report does qualify, the State President will complete the “Did chapter meet quarterly goals?” block by inserting the appropriate number of goals qualifying and then approve and forward it to the Region President. If the State President determines that the report does is not accurate or meet the established reporting standards, he or she will return the report to the chapter requesting the appropriate corrections. Upon chapter resubmission, the review and approval procedure is re-accomplished.

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

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

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

The status of unit quarterly report submission is available on the AFA Website. These reports may be used by the chapter, state and region leadership to confirm reports received and recorded at AFA Headquarters. It is the responsibility of the State President or of the Region President where a chartered state organization does not exist, to contact chapters that are delinquent in their reports and urge them to submit the reports on a timely basis.
The publication of a quarterly newsletter is required for full credit of quarterly requirements. They should be sent to the State and Region Presidents when published and to AFA Headquarters, Membership Operations Department. They may also be sent as file attachments with other quarterly reports.

**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. Current EIN for all chapters and state organizations are posted on the AFA Website.

**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 Headquarters 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 at http://apps.irs.gov/app/eos/ [search EIN: 52-6043929]. If difficulties are encountered verifying the organization’s 501c (3) status to an outside agency, contact the Director of Membership and Field Operations 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 www.irs.gov for additional information). See the guidance available on the AFA_Website for further 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 - Finances

Region Presidents’ Allocation

1. The president of each AFA region has an expense allocation not to exceed $2,400 per operating year (October 1 – September 30). Funds can only be used to cover his or her own expenses incurred on AFA organizational matters within the region.

2. Exceptions can be granted by the VCOB-FO but must be requested and approved before additional funds are obligated or travel undertaken. Apply to the VCOB-FO through Field Operations.

3. 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.

4. In each quarter where the Region President uses a portion of this allocation, 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 payments from AFA Headquarters.

2. Every state and chapter Annual Activity and Financial Plan should include several supplemental sources of income beyond allocations, rebates, and support payments. Some ideas include the following:
   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 – Allocations and Support Payments

1. Each state organization is eligible to receive funds from AFA Headquarters in two separate calculations.

2. A target allocation of $48.00 per quarter for each active, qualified chapter in the state or $16.00 per month for any chapter chartered during that quarter is planned. The actual amount of the allocation will vary from 0% to 125% of this amount depending on the performance of each individual chapter. See the Chapter section below for details.

3. A support payment of $.78 per year ($.195 per quarter) for each member affiliated with a chapter in the state.

State Performance Criteria

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

2. The State President should inform AFA Headquarters of chapters they have excused from meeting chapter newsletter requirements because these affect both state and chapter eligibility to receive funds. This notification should be by indicating “excused” in the appropriate section of the quarterly activity report when it is approved.

3. The state allocation for each chapter will vary from 0% to 100% of the target amount depending on chapter performance but will not be affected or adjusted if a matching grant is awarded.

Chapter Organizations – Support Payments and Member Rebates

1. Each chapter is eligible to receive a support payment from AFA Headquarters that has a target amount of $2.28 per year ($.57 per quarter) for each member affiliated with the chapter with the exceptions noted below.

2. New, chapter-recruited members who joined the chapter within the previous 12 month period (since the chapter would have received the new member rebate for this person).
3. Cadets, complimentary members or Community Partners are not counted when determining this amount.

4. Each chapter is eligible to receive a one time member rebate payment from AFA Headquarters for new, chapter-recruited members obtained during the quarter. No rebates are paid for Cadets, complimentary members or Community Partners.) The following rebate payments will be made on chapter recruited new members:
   a. One year member -- $15.00
   b. Three year member -- $25.00
   c. Life member (new only) -- $45.00 upon completion of payment.

5. Payment is made on a quarterly basis.

Chapter Performance Determines Level of Chapter and State Payment

1. 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 twenty voting members.
   b. Have a current chapter officer roster on file with AFA Headquarters.
   c. Have current, approved annual chapter activity and financial plans on file with AFA Headquarters. Activity plans MUST use the planning and reporting template provided for that Plan Year.
   d. File an IRS form 990 or 990 N each year.
   e. File approved quarterly activity and financial reports.

2. The chapter earns a percentage of the targeted support payments as listed below and further explained in the subsequent paragraphs.
   a. 25% -- Publishing a Newsletter
   b. 50% -- Meeting Strategic Plan Goals
   c. 25% -- New Membership Gains

3. An additional 25% payment can be earned, once all of the above criteria have been met and the chapter has earned 100% of the target criteria is achieved by either of the following:
   a. Exceptional membership recruitment equal to double the quarterly requirement – 1.5% or higher – computed on the same basis as the basic membership goal, or
   b. Completing an additional “Conduct or Support” goal.

4. Once 100% of the target criteria have been met, the Chapter is also eligible for award of a Chapter Matching Grant (for other than education-OTE).
5. Chapters are eligible to receive both the 25% bonus and the matching grant (OTE).
6. State allocation for each chapter will vary from 0% to 100% depending on chapter performance but will not be affected or adjusted if a matching grant is awarded.

**Publishing a Chapter Quarterly Newsletter**

**(25% of target amount)**

1. Prepare and distribute a quarterly chapter newsletter. Chapters have two options for distribution:
   
a. Mail (by electronic or USPS mail or a combination) a copy to each chapter member. If chapters choose to post newsletters on a web page instead of emailing them to members, a positive notification via e-mail needs to be sent to email recipients. Simply posting a newsletter to the Web without positive notification of the recipients does not fulfill the requirement.
   
b. Mail (by electronic or USPS mail) a copy to each chapter member who desires to receive the newsletter. Chapters choosing this option must communicate annually with ALL their members via mail or e-mail. Chapter members are urged to provide an updated e-mail address or to indicate if they wish to receive a hard copy.

   i. For the remaining three quarters chapter newsletters will be provided electronically to all members with valid e-mail addresses and in hard copy to those who specifically request them.

   ii. Chapters electing this method must indicate they have done the complete contact/mailing in the appropriate quarterly report filed with Headquarters.

c. The following additional information applies regardless of the distribution method selected.

   i. Send one copy of the newsletter to AFA Headquarters through the state and region president (either at the time of distribution to the members or attached to the quarterly activity).

   ii. "Combined" newsletters for more than one chapter or all chapters in a state are acceptable so long as each issue lists contact information and news for each chapter.

   iii. The State President may excuse a chapter from the newsletter requirement for ONE quarter each plan year. Approval must be noted on the chapter’s activity report.
Completion of Chapter Goals
\((25\% + 25\% = 50\%)\)

1. Chapters earn 25\% of the targeted amount for completing any one “Conduct or Support” goal listed in the annual planning template derived from the AFA Strategic Plan for that year.

2. An additional 25\% of the targeted amount may be earned for completing any OTHER goal listed in the annual planning template derived from the AFA Strategic Plan for that year. This second goal can be from either those listed as “Conduct or Support” goals or in “Other Chapter Actions”.

Recruiting New Members (25\%)

1. To earn this portion of the target incentive payment, the Chapter must recruit each quarter a number of NEW members equal to 0.75\% of the chapter total membership at the beginning of the Operating Year (October 1).

2. Performance is computed by AFA Headquarters from applications received AND processed during the quarter and therefore no report is required by the chapter. In order for the Chapter to receive credit for recruiting a new member, the membership application must clearly state the member’s chapter affiliation choice.

3. Chapter performance is computed using the current quarter but can also consider the three previous quarters to determine if the goal has been met. The recruitment of more new members in one quarter than the number needed to achieve the quarterly target can be used in future quarters to make up for a shortfall in the activity for that quarter. It cannot be applied retroactively to previous quarters.

Newly Created Chapters

1. Newly created chapters are guaranteed a minimum support payment of $50 per quarter for 3 years from their charter date. Chapters may request a waiver to extend the time up to five years.

2. The chapter’s earned rebates and support payments are compared to the guaranteed amount and the chapter paid whichever figure is greater.
Chapter Matching Grants – Other Than Education (OTE)

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

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

3. Grants requests may be submitted via regular mail, fax, or e-mail to AFA Headquarters, Membership Operations.

4. The AFA staff will review all grant applications based on the requirements and guidelines herein and will recommend approval or disapproval to the AFA President. Chapters will be notified within four to six weeks of approval or disapproval.
5. The grants may be used for such activities as:
   a. New programs/activities that support veterans.
   b. New programs/activities that support cadet activities, such as drill meets, field trips to visit Air Force Bases, etc.
   c. New programs/activities that support families of deployed troops.
   d. New programs/activities that provide recognition for active duty, guard, reserve, or USAF civilians.
   e. New programs/activities that support recruitment of new AFA members.
   f. New programs/activities that raise the visibility and understanding of AFA and the Air Force in the community.
   g. Other programs/activities that promote Air Force airpower.

6. The grants may **not** be used for such activities as:
   a. Providing funds for recurring cadet activities such attending Arnold Air Society/Silver Wings area or national conclaves.
   b. Educational activities (Chapter Matching Grants for Education are for this purpose).
   c. Events that are purely social in nature.
   d. To provide funds to support activities that the chapter has already accomplished (in arrears).
   e. Supporting specific Arnold Air Society/Silver Wings activities, such as hosting Area Conclaves (ARCONS). This is a legitimate request but should be filed as a chapter matching grant for education.
Chapter Twelve - 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 $45 per year. Membership dues are set by the Board of Directors and approved by the Delegates at National Convention. Optional rates include a three-year membership for $110 or a lifetime membership for $600 ($630 if paid over time).

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

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

AFA also offers a special, half-priced rate for currently enlisted members ranked E1-E4. This rate is only valid while a member is on Active Duty and within the ranks of E1-E4.

Membership Renewal

Members can renew their membership in a variety of ways, either by mail, via telephone or online at the AFA website.

AFA NATIONAL 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 (800-727-3337).
Membership Expiration

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

Affiliating With a Chapter

Each AFA member may be affiliated with any chapter he or she wishes or may elect to remain unaffiliated with any chapter.

New members should request affiliation with a chapter by so indicating on their membership application in the space provided. Current members can change chapter affiliation by so indicating on their membership renewal notice, by letter, by email to service@afa.org or by calling Member Services. A form for this purpose is available on the AFA website. The request, regardless of the form in which it is submitted, should include the information from a mailing label from their copy of a recent issue of Air Force Magazine, or, if a label is not available, their name and address, membership number, the name or AFA code number of the chapter with which affiliation is desired, the date, and their signature. The affiliation request cannot be processed promptly and correctly unless the information requested is legible.

Automatic affiliation is accomplished through zip code assignments. State Presidents are responsible for assigning zip codes within their state to the chapters and must notify Membership Services 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 Thirteen - 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 the chapter area. By becoming an AFA Community Partner they demonstrate to their customers and the community that they support the AFA and its mission. A Community Partner Program Guide is available on the AFA website.

Community Partner businesses receive the following:

1. A **plaque** identifying the office or business as a Community Partner, providing instant recognition from Air Force people served.

2. An **8.5 x 11 window decal** identifying the business as a Community Partner that “Supports our Troops”.

3. **Status** as an AFA Community Partner, attesting to participation in AFA community activities and support of Air Force personnel.

4. **Opportunities** to sponsor and participate in AFA activities and meetings and meet other local business, political and military leaders.

5. **Tours** of local military facilities and business leader activities including in some cases, familiarization flights and unit briefings.

6. **Recognition** as a Community Partner in the Chapter Newsletter and at chapter functions.

7. **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 $90.00 per year.

**Category Two** may designate two persons in the Partner organization as members of AFA. Standard dues are $180.00 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 a membership card and pin.

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 $45.00 (Category One member) or $90.00 (Category Two member) to AFA Headquarters, Membership Department along with the completed Community Partner Program application. The Chapter will receive a plaque 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 Headquarters 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 sufficient 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 requirement key element in conducting a successful Community Partner program. The renewals, along with all Community Partner correspondence materials will be sent directly to this person.

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

## Recognition

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

## Conclusion

Community Partner application forms are available online. The Community Partner program is an excellent method of getting the Chapter involved and known among community businesses and leaders. It can prove to be a significant source of revenue for the chapter treasury.
Chapter Fourteen - Resources for Field Units

The AFA Website

AFA Headquarters maintains a website (www.afa.org) 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.

The opening page of the website contains information of general interest including recent articles and press releases that are of interest to AFA members. There is a direct link to the AIR FORCE magazine and the Daily Report. Links are also available to all national programs and conferences as well as directions to the AFA social media sites (AFA Blog, Twitter, Facebook and LinkedIn).

For the field organization, the most used section is that titled “Field Resources” on the left hand tab listing under “Services. In this area can be found most of the governing directives, forms and reports that are useful in managing the activities in the Region, State and chapter organizations. Field leaders should access and use this resource frequently

Membership Rosters

The Chapter Roster

A roster containing all members affiliated with each Chapter is available on the AFA website in the “Field Resources” section. It is updated monthly. The President of each Chapter or a designated contact will be given access to these rosters using a unique user name and password. Access to the membership roster for each chapter within the state is also available to the State President and the Region President. These rosters are in a spreadsheet format and can be downloaded and sorted to provide special information listing that the chapter or state organization may require.

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 publically and must never be provided to any person or organization for commercial or political purposes.
Chapter Update Roster

Update Rosters are also available monthly on the AFA website to each Chapter president, or designated contact. This roster contains the same fields as the full roster, but only includes records to which changes were made during the month and those records that are due to expire. These rosters reflect MOST BUT NOT ALL transactions and changes to the chapter roster during that month. Each change type has its own line and the column titled “Changes” explains what change has occurred.

Explanation of Change Categories on Update Rosters

These Changes Add Members to Your Chapter Total:

NEW CHAPTER RECRUITED

Chapter recruited members. The membership application contained a specific request for chapter affiliation and a rebate is due the chapter if the member type allows. Chapter support payments will not be paid for new members in the first year, however State support payments will be made.

AUTOMATIC AFFILIATION

New members automatically added to chapter roster based on the ZIP code of their mailing address. No membership rebate is due but the member does qualify for chapter and state support payment if the membership type allows.

AUTOMATIC AFFILIATION/CHANGE ADDRESS

Members newly arrived in the chapter service area. No rebate is due but the member does qualify for chapter and state support payment if the membership type allows.

RENEWAL TRANSFER IN

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

TRANSFER IN

Member has requested to be affiliated with this chapter.
These changes neither Add nor Subtract Members from the Chapter total

**RENEWAL CHANGE OF ADDRESS**

**CHANGE OF ADDRESS**

**RENEWALS**

**LIFE PAID IN FULL** (however, when a new Life Member, paying in installments has completed his/her payments a rebate is due the chapter.)

These Changes Subtract Members from Your Chapter total

**TRANSFER OUT**

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

**EXPIRES**

(Field will be labeled EXPIRES DD/MM/YYYY with the date listed being the last day of the month in which the membership expires.)

Each update roster will include members that will expire at the end of the month and have already expired the past three months. Members whose membership expiration date is the last day of the month of the update roster are still counted in the chapter total for that month.

**CANCEL OR DECEASED**
Supplies

Mailing Labels

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

1. All Chapter members -- (may be in either alphabetical or zip code sequence).

2. Affiliated members in a given geographical area-- regardless of the Chapter of affiliation. This request must cover the chapter’s own area and must include at least the first three digits of the zip code for the area in which the labels are being requested. Labels can be provided for all five digits of the zip code if appropriate.

3. Members who are affiliated with chapters specifically outside the state provided only in zip code sequence, the request must cover the chapters own area and must include at least the first three digits of the zip code for the area in which the labels are being requested. Labels can be provided for all five digits of the zip code if appropriate.

On request, each state organization is authorized one set of self-adhesive mailing labels for all the members residing in its state, including those AFA members not affiliated with any chapter. These labels are furnished at no cost to the state organization one time each year and are to be used to mail State Convention notices. Additional sets of labels for members are available at minimal shipping and handling cost.

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

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

AFA Supplies and Materials

Membership Applications, Chapter Affiliation Request Forms, Promotional DVDs, Top Issues Brochures and much more are available upon request by contacting fldsvcs@afa.org. AFA certificates, plaques and awards are also available for sale through fldsvcs@afa.org. Additional AFA promotional items for individuals and Field units are available for purchase at www.afa.org/store.
Complimentary Copies

Ten complimentary copies of *Air Force* Magazine are available to AFA chapters located within the United States, each month, upon receipt of an annual written request to national headquarters. These copies, shipped in bulk, are made available to the unit for personal delivery to local civic leaders and news media to assist in making AFA and the chapter better known in the community. Once the original request is made, monthly shipments begin eight weeks later.

Requests for complimentary copies should be sent to Field Services/Membership Operations at AFA NATIONAL. 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.

Subscriptions for Libraries

A special rate of 50% of the current subscription rate ($45) per year has been established for AFA chapters desiring to sponsor a subscription to *Air Force* Magazine for a local library (school, college, university and public libraries are eligible). Applications for library subscriptions can be obtained from Field Services/Membership Operations at national headquarters, and should include the mailing address for the magazine and a check for payment.

Back Issues

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

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

## Services

### Speakers

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

### Audiovisual Products

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

Complete and current details on AFA’s Video Library can be obtained from the Policy and Communications Department at AFA Headquarters.
Chapter Fifteen - AFA National Awards

AFA Unit Membership Awards

**Chapter Storz Award** – presented to the chapter which produces the highest number of new members during the 12 month period ending June 30, as a percentage of total chapter membership as of the previous July.

**Jack Gross Awards** – presented to the chapter in each size category with the highest number of new members as a percentage of chapter size.

**Community Partner Gold Awards** – presented to chapters whose Community Partners represent at least 6% of the overall chapter membership.

**Community Partner Achievement Awards** – presented to chapters whose Community Partners represent at least 3% of overall chapter membership.

AFA Unit Achievement Awards

Form: [http://www.afa.org/members/fldawd.doc](http://www.afa.org/members/fldawd.doc)

Eligibility

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

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

AFA's highest unit award. A single such award shall be made to the AFA chapter which has distinguished itself in all fields of the AFA mission -- new member procurement, community relations, aerospace education, overall programming, best single program, and communications -- over and above the service for which Exceptional Service 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 Small, Medium, Large and Extra-Large Chapters**

An Outstanding Chapter Award may be presented to the outstanding chapter in each of the following total membership categories: 20 to 200 members; 201 to 400 members; 401 to 900 members; and over 900 members. Chapters will be judged on their accomplishments in the following fields of the AFA mission – new member procurement, community relations, aerospace education, overall programming, best single program and communications. Because the Unit of the Year winner is selected from one of those chapters already identified as best in their chapter size category, unless otherwise directed by the National Awards Committee only three such awards will be made each year, one to the outstanding chapter in each of the three remaining size categories. The awards shall be presented at the 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, veteran's affairs and communications. (Each shall have equal distinction, with no precedence.) The awards, not to exceed one per category shall be presented at the annual National Convention.

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

Form: [http://www.afa.org/members/fldawd.doc](http://www.afa.org/members/fldawd.doc)

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

This award shall be presented in rare instances to an individual AFA member whose AFA record overwhelmingly demonstrates distinguished sustained service in support of the educational mission of the Association over a period of years. This educational recognition will only be awarded when the Aerospace Education Council, as the recommending entity, identifies a deserving individual and their recommendation is approved by the National Awards Committee. 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.
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

This award shall be presented in rare instances upon recommendation of the Aerospace Education Council and approval by the National Awards Committee. The award is for special or sustained achievement and can be awarded to an individual(s), an entity, or entities that may be from international, federal, state or local government; industry; community partner; any scholarly enterprise, or any private or public business; however AFA chapters and state organizations are not eligible for this award. This educational recognition will only be awarded when the Aerospace Education Council, as the recommending entity, identifies a deserving recipient; 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.

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 vast majority of cases, someone who has not received prior national AFA recognition should be considered for the Medal of Merit first. There is no limit to the number of times a Medal of Merit may be awarded to one individual for different periods of accomplishment.

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

Individual nominations should be for specific, focused contributions to the AFA mission rather than a long period of sustained service. Such contributions should be other than those most appropriately recognized by the Medal of Merit.
Air Force units (active, reserve, or guard) should only be nominated for activity in direct support of AFA. Outstanding Air Force mission accomplishments are recognized by nomination for an AFA award through Air Force channels by Air Force 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.

Submission of Nominations for National Awards

1. Specific directions for the submission of National Awards are provided to field leaders each year. Chapter Presidents must submit the nomination 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. The State President and in turn, Region President must either recommend approval or disapproval of each nomination submitted to them as soon as possible and forward these nominations together with any comments they may wish to make to: AFA Awards Committee.

3. A chapter must initiate a nomination and provide adequate time for both state and region endorsements and receipt at AFA national headquarters; otherwise, no action will be taken by the Committee. No nomination will be considered without proper endorsement.

4. If a State President or Region President does not forward their endorsements and/or recommendations on a timely basis, the Awards Committee cannot act on the nomination. Endorsed nominations received after the deadline will not be considered.

5. In the case of a chapter nomination within a state with no state organization, the nomination is to be forwarded to the Region President for endorsement, and information copies furnished to the units/individuals involved.

6. The deadline for submission of nominations will be in May on a specific date to be announced annually by the Awards Committee.

7. 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.
Additional Information

Qualifying Chapters

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

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

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

National Aerospace Education Awards

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

Aerospace Education Achievement Award

Website: http://www.afa.org/ae/aid/AeroExcel.asp

Form: http://www.afa.org/members/AFA_AE%20Achievement_Excellence%20Awd.doc

Requirements/Selection Criteria

AFA Chapters who complete the three Aerospace Education Goals under AFA Strategic Plan Theme 1 (Educate the public about the critical role of aerospace power in the defense of our nation) will receive the Aerospace Education Achievement Award if a nomination is submitted by May 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 National Convention will receive an Aerospace Education ribbon to be worn on their convention badge.

AFA Aerospace Education Excellence Award

Website: http://www.afa.org/ae/aid/AeroExcel.asp

Form: http://www.afa.org/members/AFA_AE%20Achievement_Excellence%20Awd.doc

Requirements/Selection Criteria

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 by the published date for nominations each year explaining why the Chapter’s Aerospace Education programs are exceptional. The National Awards Committee will select the winners of this award.

Award Allocation

One chapter in each of the AFA size categories, small, medium, large and extra-large will be selected each year to receive the Excellence Award.

The award consists of a chapter patch.

The award will be 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.

Guidelines

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.