

SILVER WINGS

ASSOCIATE MEMBER'S AND ORIENTATION WORKSHOP LEADER'S GUIDE



September [2003](#)

Introduction for Development Officers

This manual is designed to help chapter's develop an associate member training program that is positive and fun so that new members join and stick around. THIS IS NOT A RECRUITING GUIDE; however, it will assist your chapter in helping associate members become active members by fulfilling the four requirements for active membership.

If you have any questions, problems, or suggestions, contact the SW National Development Officer (Reference the National Unit Address Roster).

How To Use This Manual

The chapter's recruiting cycle should yield several individuals who want to become a part of the organization. During the recruiting cycle, they will have received general information about SW, what it stands for and what your local chapter does in support of those principles.

When it is established that they are genuine in their desire to join SW, you must enter the training cycle of new membership (reference SWM Chapter 2 for mandatory elements of the training cycle). This is the most critical time for a new member. It is during this time that new associate members decide how much of themselves to put into the organization. Therefore, it is important that active members do everything possible to make them feel comfortable with the organization. All associate members need to feel that they are a part of something important.

This manual is divided into two sections.

1. Workshop Leader's Guide: Provides instructions to Chapter Development Officers for the Membership Orientation Workshop and the preliminary Military Education Workshop. The Workshop Leader's Guide is not designed to replace the Associate Member's Guide. It should serve as a guideline for Development Officers to use in developing new member training programs. Each chapter should adapt the concepts presented to fit local needs.
2. Associate Member's Guide: This guide is the basis for all of the methods discussed in the Workshop Leader's Guide. All associate members should receive a copy of the Associate Member's Guide to assist them as they seek to become active members of Silver Wings.

The four steps to active membership are:

1. Attend a New Member Orientation Workshop.
2. Attend a Military Education Workshop.
3. Serve on a project planning committee.
4. Participate in at least one project for which you were not a member of the planning committee.

Membership Orientation Workshop Leader's Outline

The Membership Orientation Workshop should provide important information about where SW began, who runs it, and what the members do as an organization on the national, regional, and local levels. Since most students have enough things to study, it is best to narrow this information to the most relevant facts. It very important to cover this information with all associate members to give them an idea of what the organization is about.

Most established chapters already have a preferred outline and length for the workshop. However, many newer chapters have not set a pattern for each group of associate members to follow. All chapter leaders should remember that there is not just one right way. Ideas that work for one chapter will not work for another. So what do you do with the information presented here? The answer is whatever works for your chapter. Regardless of the length and format of your workshop, it must include the six sections of material covered in the Associate Member's Guide. This outline summarizes the items that must be included and provides ideas for setting up your chapter's workshop activities.

The outline is broken down into six sections of material and follows the presentation of information in the Associate Member's Guide. Provide each associate member with a copy of the Associate Member's Guide for

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Orientation Workshop Leader's Guide

reference. Then your objective is to give them an overview that includes basic knowledge about SW without boring them or inundating them with too much information. Each chapter's workshop will include different activities, be a different length, and include insight about the local chapter, campus and community. Some possibilities are listed below. Virtually anything that presents the information and tests their knowledge will be effective. Remember the objective is to give them the basics so that when they are active members, they know what is going on! Here are some possibilities that your chapter may want to consider for your next Orientation Workshop:

1. Take six weeks immediately following your recruitment period and discuss one section per week. Take the time after meetings to incorporate project planning ideas and implementation. Many chapters prefer this format since it allows new members to absorb more information without being too stressed. You may choose to give an Associate Member's Test at the end of the sixth week.
2. A slight variation to #1, above, is to give a short quiz at the conclusion of each week's discussion. This option removes the need for new members to spend time "cramming for a final".
3. Design worksheets, with fill-in-the-blank questions, for the associate members to work on during the week for a six-week period. Conclude the six weeks with a weekend retreat, or an activity that the associate members have planned. Conduct the military workshop and other team building activities at the retreat.
4. Cover all sections at a weekend retreat/workshop. Include fun activities like a Jeopardy Quiz Show or skits. This option works well for chapters with little spare time.

The following items must be completed for each associate member, regardless of the format that your chapter chooses for the orientation workshop.

1. All Associate Members are required to pay all national, regional, and chapter dues prior to the completion of associate membership. You should submit the SW Form 1 to EMC within 15 days of accepting the new members into Associate Membership. This will allow the EMC to process paperwork and return the membership certificate and badge to by the time the associate members are ready for active membership. New members are not officially associate members until the forms and remittance are received by the EMC.
2. Associate members should receive a membership certificate and badge upon completion of the Associate Membership period.

SECTION I - HISTORY AND OBJECTIVES

History of SW

- Angel Flight founded at University of Omaha in 1952.
- In the 1980's, the title "Silver Wings" became acceptable for local chapters.
- 1995 National Conclave - Official organization name became "Angel Flight- Silver Wings".
- 1996 - Chapters approved redefinition of organizational objectives to diversify membership and take on a role of collegiate advocacy of the Air Force.
- 1998 – The organization officially became known as "Silver Wings" on the national and region levels. Individual chapters chartered prior to April 1998 are allowed to retain use of the term "Angel Flight" in the local chapter name.

Mission/Objectives

- Silver Wings is a national, co-ed, professional organization dedicated to creating proactive, knowledgeable, and effective civic leaders through community service and education about national defense.

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Orientation Workshop Leader's Guide

- Objective #1 - Personal development through community service.
- Objective #2 - Professional development through leadership and professional opportunities.
- Objective #3 - Civic awareness through military exposure and education.
- SW is professional, educational, service, social, and civilian.
- Our motto is "Knowledge, wisdom, and the courage to serve."

Section I Questions

- **Angel Flight was first founded at _____ in _____.** (*U of Omaha; 1952*)
- **List the mission/objectives of SW:**
(*Silver Wings is a national, co-ed, professional organization dedicated to creating proactive, knowledgeable, and effective civic leaders through community service and education about national defense;*
Objective #1 - Personal development through community service;
Objective #2 - Professional development through leadership and professional opportunities;
Objective #3 - Civic awareness through military exposure and education.)
- **The SW motto is _____.** (*Knowledge, Wisdom, and the Courage to Serve*)

SECTION II - DOCUMENTS AND NON-STUDENT LEADERSHIP

National Constitution

- Provides classes of membership and organizational structure.
- Available from Executive Management Center (EMC) as an attachment to SWM.

National Manual (SWM)

- Outlines policies and procedures for the operation of every level of the SW hierarchy.
- Available from EMC.

Joint Protocol Manual (JPM-1)

- Details protocol procedures for all official functions and outlines the duties/selection process of the organization's protocol officers.
- Available from EMC.

Board of Trustees

- 3-15 permanent members with management or financial background.
- Hires Executive Director and oversees finances.

Executive Management Center

- Located in [Dover, DE](#).
- Executive Director runs it and directs administration of organization over time and provides continuity of financial planning.

Administrative Consultants

- Appointed by Executive Director.
- Provide advice and assistance to student leadership as well as maintenance of national documents and publications.

Section II Questions

- **Where is EMC located and who are the Executive Director and Executive Secretary?** ([Dover, DE](#); *Brig. Gen. [Richard Bundy](#); [Judy Bundy](#)*)

- **The SW National Constitution may be amended by a _____ vote of all the active chapters.** (2/3 majority)
- **What is the main responsibility of the Executive Management Center?** (To centralize management at a national level, to provide continuity each year as National HQ changes, and to provide a point of contact with other agencies such as Air Force HQ, AFROTC HQ, and the AFA.)
- **The _____ is the basic manual for SW and prescribes national policy and procedures.** (Silver Wings National Manual or SWM)

SECTION III - STUDENT LEADERSHIP

National Conclave (NATCON)

- Held in conjunction with AAS National Conclave at place and date decided on by combined delegates of both organizations.
- Each chapter and Region is allowed one delegate and alternate.
- SUPREME GOVERNING BODY FOR AAS AND SW.

Executive Board of Directors

- Acts as governing body between NATCONS.

National Headquarters

- Elected by simple majority of delegates at the National Conclave.
- President, Vice-president, Development Officer, Secretary, Treasurer, and Editor.

Extended National Staff

- National Business Chair is responsible for conducting all National Conclave Business and selecting the National Parliamentarian.
- National Parliamentarian takes over as NBC at the end of the National Conclave.
- National Chief of Protocol is the protocol advisor to AAS and SW National Staffs and National Conclave Staff.

National Archives HQ

- Assembles, organizes, and stores SW Archives.
- Permanent HQ at Texas Tech University.

Region Leadership

- Region Executive Officer is elected by simple majority of delegates at the Region Conclave.

Chapter Leadership

- Elected by procedures agreed upon by the chapter.
- President, Vice-president, Development Officer, Secretary, Treasurer, Activities Officer
- **This is a VERY important section** - to make it more effective, you might want to have your current officers speak to the new members about their responsibilities and have the new members read this section of SWAMG fully.

Section III Questions

- **Name the legislative body of each organizational level of SW.** (National - NATCON General Assembly and Executive Board of Directors; Region - ARCON General Assembly; Local - Chapter Membership)
- **Name the supreme legislative body of SW.** (NATCON General Assembly)

- **How are the chapters of SW represented at the National Conclave?** *(By one delegate and one alternate)*
- **How is the National HQ selected?** *(Simple majority vote of the delegates at the previous NATCON.)*
- **Where is the present National HQ located?** *(Reference National Unit Address Roster for location)*
- **There are _____ SW Regions in the nation.** *(11).*
- **The current SW National President is _____.** *(Reference NATCON minutes or National Unit Address Roster.)*
- **Which permanent headquarters stores history about SW and about the chapters of SW?** *(National Archives HQ)*
- **The _____ is responsible for preparing resolutions, being well versed in the procedures contained in Robert's Rules of Order Newly Revised, and serving as chairman and conducting all SW business sessions at NATCON.** *(National Business Chair)*
- **The _____ takes the office of National Business Chair immediately after the last NATCON business session.** *(National Parliamentarian)*
- **Explain how a person becomes National Chief of Protocol and the duties of the office:** *(The office is jointly sponsored by AAS and SW. Applicants must be active members in good standing of either AAS or SW and must submit COP Form 1 and the packet outlined in chapter 7 of JPM-1. The NCOP is selected by a joint AAS and SW panel. The NCOP is both organizations' official protocol officer and national representative during term of office.)*
- **Who are the voting members of the SW Executive Board of Directors and who is the chairman of the board?** *(The Region Executive Officers and the National President in the case of a tie; The National President)*
- **What is the primary function of the Executive Board of Directors?** *(Control of the administration and organization of SW and interpretation of the SW National Constitution.)*

SECTION IV - MEMBERSHIP AND SERVICE

Types of Membership Status

- Active members have completed the four requirements for active membership, pay national, region and local dues, and may vote and hold office.
- Inactive members pay dues in order to retain the right to become active members again, but they are not required to attend chapter functions.
- Associate members have been members for less than one year and have not fulfilled the four requirements for active membership. They pay dues but do not have the right to vote or hold office, although they retain a voice in chapter affairs.
- Alumni membership is open to any graduate and to members who were active for at least one year.
- Honorary membership is conferred by a unanimous chapter vote and is a lifetime award.

Community service

- The Joint National Project (JNP) for AAS and SW is a service project selected by the combined bodies of AAS and SW at the previous NATCON. Reference the NATCON minutes for the current theme and discuss with associate members. Brainstorm for possible projects.
- The Separate National Project (SNP) is a service theme selected by SW delegates at the previous NATCON. Reference the NATCON minutes for the current theme. Discuss possible projects.
- Local community service that your chapter participates in should also be discussed so that associate members get an idea of the activities that they can expect as chapter members.

Section IV Questions

- **Name the Joint National Project.** (*Reference NATCON minutes for theme.*)
- **What is the SW Separate National Project?** (*Reference NATCON minutes for theme.*)
- **How is the Joint National Project selected?** (*By a majority vote of the delegates at NATCON.*)

SECTION V - ORGANIZATIONAL AWARDS

- John Burdette Binkley Outstanding Chapter Award is given annually to the most outstanding chapter in the nation.
- Honorary National President is awarded to a non-member of SW who has contributed significantly to the advancement of SW as a national organization
- Monica Browning Outstanding Chapter President Award is presented to the outstanding chapter president in the nation.
- Outstanding Region Executive Officer Award is presented to the outstanding REO in the nation. It is sponsored by the Air Force Association.
- AFA Diane F. O'Malley Award is presented to the outstanding SW member who best fulfills the SW image. It is sponsored by the Air Force Association .
- Aerospace Education Foundation/SW Scholarships are presented annually to a number (usually 10) of juniors and seniors in the amount of \$1,000 and are based on academic performance and involvement in SW.
- Region Awards are chosen and distributed by the Region Executive Officer. Discuss region awards for your region.
- Chapter Awards are given at the discretion of the individual chapters. Discuss local chapter awards.

SECTION VI - SUPPORT AND PARTNER ORGANIZATIONS

The Arnold Air Society (AAS)

- The AAS is an honorary, professional organization of officer candidates at university levels. It was founded in 1947 and today is the sole cadet organization sponsored by the AFA.
- The objectives of the AAS are:
 1. To aid in the development of effective Air Force officers;
 2. To create a closer and more efficient relationship within the AFROTC;
 3. To further the purposes, traditions, and concepts of the USAF.
- In this section, you should have AAS members and/or officers speak to the associate members about the AAS, the local AAS officers, and the type of activities that the squadron participates in (separate and joint).

The Air Force Association (AFA)

- The AFA is a private, non-profit, national organization of more than 173,000 members from around the world. It was founded in 1946 as a civilian organization that would promote public understanding of the Air Force and the importance of air power in national defense.
- Publishes the monthly Air Force Magazine.
- Has sponsored the AAS and SW since the 1950's, providing professional assistance at NATCONs and Fall Executive Board sessions.
- You may want to have a representative from your local AFA chapter (if you have one) speak about the organization and its relationship with SW.

Section VI Questions

- **What is the Air Force Association?** *(A private, non-profit organization of American citizens interested in educating themselves and the public about the role and impact of aerospace power in maintaining world peace while preserving American freedom.)*
- **What is Arnold Air Society and who is it named for?** *(AAS is an honorary organization of AFROTC cadets. It functions to further the purpose, traditions, and objectives of the AFROTC and the USAF; It was named for General H. H. "Hap" Arnold.)*
- **Arnold Air Society was founded in _____ at _____.** *(1947; University of Cincinnati)*

MILITARY EDUCATION WORKSHOP

As members of an organization affiliated with the Air Force, it is important that we have a general knowledge of the Air Force and AFROTC. Each member's first Military Education Workshop should be conducted using the information in Section 4 of the Associate Member's Guide. This information should be discussed separately from the Associate Member Orientation.

If possible, have a member of your cadre present this information or give an overview of what the Air Force does and the purpose of AFROTC. There are many options for a military education workshop and you should explore these possibilities. If you have trouble developing this aspect of your training programs, contact the SW National Development Officer.

After completion of the Initial Military Education Workshop, associate members should be able to answer the following questions:

- **What is the rank insignia of the following officers in the USAF:**

2nd Lt.	(1 Gold Bar)
1st Lt.	(1 Silver Bar)
Capt.	(2 Silver Bars)
Major	(Gold Oak Leaf)
Lt. Colonel	(Silver Oak Leaf)
Colonel	(Silver Eagle)
Brigadier General	(1 Silver Star)
Major General	(2 Silver Stars)
Lieutenant General	(3 Silver Stars)
General	(4 Silver Stars)
- **The USAF was established in _____.** *(1947)*
- **What is AFROTC?** *(AFROTC is the Air Force Reserve Officers' Training Corps. It is an educational program at the collegiate level which functions to commission Air Force Lieutenants upon graduation. The objective of ROTC is to place on active duty, Lieutenants who are knowledgeable about the Air Force and who are dedicated to the service and preservation of their country.)*

PROJECT PLANNING

The third membership requirement is "Serving on a Project Planning Committee." For chapters with existing project planning committees, incorporating new associate members into this structure should be simple. Chapters that have not previously utilized this structure may find the following ideas useful.

- Allow the Associate Members to form a committee that acts independently of the chapter as a whole. The advantage to this option is that a large number of Associate Members can be involved on the same committee. The committee could plan a project for the entire chapter or for the Associate Member Group. Consider appointing an experienced member (or the Development Officer) to act as an advisor to the committee.
- Include Associate Members on an existing committee for a chapter project. The advantage to this option is that Associate Members have the opportunity to interact with a number of experienced members.
- Include Associate Members on a joint committee with Arnold Air Society. This option aids in fostering joint organizational relations, as well as providing the opportunity for Associate Members to work with both AAS member and experienced SW members.

The Project Committee might plan any of the following projects. However, your chapter can adapt this membership requirement to meet local conditions.

- Service Project for the community or campus
- Chapter Recruiting/Publicity Drives
- Fund-raisers for the chapter
- Special events such as a Chapter Retreat, Dining Out or Military Ball

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INTRODUCTION

Welcome to Silver Wings.

As a new member, you have come to us filled with hopes and expectations. We feel a great responsibility toward you in helping you realize the most from your association with Silver Wings.

Throughout your membership you will not only be working for Silver Wings, you will also be serving your college and community. In return, you will acquire the utmost benefits of our organization. This Guide will explain the organization's history, main objectives and structure. As you work toward active membership you will take as much pride in the organization as those who have gone before you.

Silver Wings is judged on campus and in the country as a whole by the behavior and conduct of each individual member. We have trust in you and are counting on you to show that you are worthy of this trust by exhibiting enthusiasm for the chapter and its goals.

Take the chapter and its goals seriously and enter into its activities enthusiastically. Be a good ambassador.

- The Alumni and Actives of Silver Wings

STEPS TO ACTIVE MEMBERSHIP

- Membership Orientation Workshop
 - Part 1: Let's Get Started - General Organization Information
 - Part 2: Leadership Opportunities - Officers of the Organization
 - Part 3: Personal Development Opportunities - Community Service
 - Part 4: Civic Awareness - The Air Force and You
 - Part 5: Awards of the Organization
 - Part 6: Reference Materials for Members

- Initial Military Education Workshop

- Project Planning Committee

- Project Participation

PART 1: LET'S GET STARTED - GENERAL INFORMATION

FOUNDING OF SILVER WINGS

The first chapter of Angel Flight (AnF) was founded at the University of Omaha in 1952. Until 1957, Angel Flight was primarily a national idea with many names, uniforms, and activities. However, in April of that year, an important step toward unification was realized at the Eighth Annual Conclave of the Arnold Air Society. At that time, representatives from sixteen groups met in New York City to join their purposes under a National Coordination Headquarters.

In the years that followed, Angel Flight members worked to give the organization a professional, service-oriented image, as well as to support the AFROTC units on each campus. During the 1980's, the Executive Board of Directors approved a petition to allow the local unit of Angel Flight to use the name "Silver Wings" on the local campus in order to accommodate diversity of membership, changing needs on the local campus, and a difficulty in recruiting members for AnF at some schools. These chapters were chartered by the national Angel Flight as Silver Wings or Silver Wings Society Flights.

At the 1995 National Conclave, the General Assembly voted to amend the AnF National Constitution to officially change the name of the national organization to "Angel Flight-Silver Wings (AnF-SW)." This legislation officially changed the organization name on all documents, insignia, and materials published by region and national level headquarters. In order to meet the diverse needs of the local chapters, each chapter was allowed to choose either "Angel Flight-Silver Wings", "Angel Flight", or "Silver Wings" for the local chapter name.

The 1996 Executive Board of Directors proposed and the chapters approved a resolution to redefine the mission and objectives of the national organization and further diversify its membership. This legislation moved the organization out of its military support role into that of a collegiate advocacy group. These changes were met with enthusiasm by AAS and on the local campuses, and in 1998, the NATCON Assembly voted to officially change the name of the organization to "Silver Wings". All chapters chartered following this legislation will be known as Silver Wings and will function as a civilian organization that emphasizes leadership, citizenship, and development of professional skills.

MISSION/OBJECTIVES

Silver Wings is a national, co-ed, professional organization dedicated to creating proactive, knowledgeable, and effective civic leaders through community service and education about national defense.

This mission leads to the following interrelated objectives:

1. Personal Development - Local chapter activities and projects provide character growth through service to the community which enables the individual member to develop a sense of purpose within and a responsibility to the local community.
2. Professional Development - Local chapter activities and organizational structure provide members with leadership opportunities and the chance to develop professional skills such as oral and written communication through use of workshops, guest speakers, seminars, project planning, and committee membership.
3. Civic Awareness - Exposure to Air Force issues and personnel enables Silver Wings members to develop a personal awareness of aerospace power and the role that it plays in national defense. The leadership and skills development objectives are enhanced by opportunities for members to actively promote aerospace issues in the community through educational programs, seminars, public relations activities, and voter awareness projects.

TYPE OF ORGANIZATION

1. SW is "**professional**" because of the way its members attempt to carry on the business of the organization in a serious, effective manner. One of its primary objectives is to aid individual members in developing professional skills which can be utilized throughout their lives and careers.
2. SW is "**educational**" because of its efforts to offer opportunities to learn about national defense of the United States and the importance of aerospace science.
3. SW is "**service**" because the chosen methods of objective fulfillment most often center around service to others.
4. SW Wings is "**social**" because even though the objectives of the organization are most serious, the methods of carrying out these objectives invariably lead to experiences that are enjoyed by all.
5. SW is "**civilian**" because the majority of its members are not members of a military branch. While the organization is affiliated with the Air Force and ROTC, Silver Wings members have no military commitment imposed upon them.

MOTTO

The motto of Silver Wings is: "Knowledge, Wisdom and the Courage to Serve".

CREST

The Silver Wings crest has double wings, pointing upward with the shield of the United States and a torch superimposed on the shield. A band under the wings bears the name "Silver Wings".



The crest symbolizes the strength of our organization; the wings held aloft by the torch of knowledge; and the shield for the defense of country and the principles of SW. The crest may be used on printed materials by chapters and headquarters.

SW NATIONAL CONSTITUTION

The Silver Wings National Constitution details the classes of membership and organizational structure of Silver Wings. It provides for a National Manual to govern the operation of SW. The Constitution may be amended by a 2/3-majority vote of all active chapters. Copies of the National Constitution may be obtained from the Executive Management Center.

SW NATIONAL MANUAL

The Silver Wings National Manual (SWM) outlines the policies and procedures for the operation of national headquarters, region headquarters, chapters, conclaves/conventions, and special headquarters. Copies of SWM may be purchased from the Executive Management Center.

AAS/SW JOINT PROTOCOL MANUAL

The AAS/SW Joint Protocol Manual (JPM-1) outlines protocol procedures for members, conclaves, dining in, dining out and other functions of the organizations. Additionally, JPM-1 details the duties and selection process of AAS/SW Chiefs of Protocol on the Area/Region and National levels.

INSIGNIA

Membership Badge

The official Silver Wings membership badge is a horizontal double wing with a star in the center. The pin is silver and one inch in length. The badge was designed by Mary Ann Thompson, a member of the first Angel Flight National Headquarters. It is worn by active members in good standing, and alumni.

Some SW members, such as presidents and national staff members, wear an optional gold version of the silver badge. A complete list of those authorized to wear gold wings is given in the Silver Wings National Manual.



CLASSES OF MEMBERSHIP

ACTIVE MEMBERSHIP

Active members are members who have completed the following membership requirements: completion of a membership orientation workshop, participation in a military education workshop, service on a project planning committee, and participation in a least one project for which the member was not on the planning committee. These members pay national, region and local dues (if applicable), and must be in good standing with the local chapter. Active members have both voice and vote during chapter business meetings and may hold office. Active members who have paid dues and conformed with chapter rules regarding active membership are considered to be in good standing on the national level. Active members who fail to meet these criteria are considered to be active members on probation.

INACTIVE MEMBERSHIP

Inactive members pay national, region and local dues in order to retain the right to regain active membership. However, these members are not required to attend all chapter functions and may not vote or hold office. They do have a voice in chapter business meetings.

ASSOCIATE MEMBERSHIP

Associate members are those members who have been members for less than one year and who have not yet completed the requirements for active membership (orientation workshops and projects). Associate members pay all national, region and local dues. These members are entitled to participate in all chapter activities and to attend conclaves/conventions. Associate members have a voice (but no vote) in chapter business sessions and may not hold an office. They may, however, be appointed as committee chairs. Exceptions for holding office are made in the case of charter members.

ALUMNI MEMBERSHIP

Members of SW who graduate may become members of the National Alumni Association. SW members who have been active for at least one academic year and who are in good standing at the time of resignation from membership may also become members of the Alumni Association. Alumni members are not charged

national, region or local dues. However, the Alumni Association has a system of dues. Alumni members may retain certain privileges at the discretion of the local chapter once membership in the National Alumni Association is established. At a minimum all Alumni members retain the right to attend conclaves and conventions. Alumni members are encouraged to join the Air Force Association as patron members.

HONORARY MEMBERSHIP

The highest tribute a unit of SW may extend to a person is Honorary Membership. Such membership is conferred by a unanimous vote and is normally reserved for recognition of service given to or interest displayed in the organization. Honorary members are not charged dues, may not hold office, and may not receive other awards reserved for active members. They may attend conclaves/conventions. Honorary membership is a lifetime award.

AAS/SW BOARD OF TRUSTEES

The Board of Trustees (BOT) consists of three to fifteen permanent members who have a management or financial background, as well as an interest in AAS and SW. Trustees are elected by a majority vote of the NATCON General Assembly for life terms. The Joint Executive Board of Directors of AAS and SW screen nominations to the BOT. Former members of AAS and SW are not eligible for consideration for BOT membership until three years after their active AAS or SW membership ends. Departing Executive Directors of AAS/SW may be elected to permanent membership. Ex-officio members of the BOT include: the Chairman of the Board of AFA, the AFOATS Commander, and the AAS and SW National Directors of Financial Management.

The BOT meets not less than once per year and is responsible for screening/hiring candidates for the position of Executive Director, managing the Executive Director retirement fund, evaluating the fiscal soundness of AAS and SW legislation and managing the Consolidated Programs Fund.

Members of the Board of Trustees include:

- General Alfred Hansen, USAF (Ret), Chairman
- Lt. General Michael D. McGinty, USAF (Ret)
- Major General Susan L. Pamerleau, USAF (Ret)
- Brigadier General Robin G. Tornow, USAF (Ret)
- Brigadier General Edward Brya, USAF (Ret)
- Colonel Henry Andrews, USAF, AAS Alumnus
- Colonel Walter L. Watson, Jr., USAF (Ret)
- [Brigadier General Richard B. Bundy, AAS/SW Executive Director](#)
- [Dr. Bonnie Dunbar, SW Alumnus](#)
- Ms. Kay Kirkpatrick, SW Alumnus
- Ms. Beverly Mentzer, SW Alumnus
- [Ms. Monica Browning, SW Alumnus](#)

AAS National FM, AAS Colonel _____

SW Treasurer _____

AFA Chairman of the Board _____

AFOATS Commander, _____

EXECUTIVE MANAGEMENT CENTER (EMC)

The Executive Management Center of Silver Wings and Arnold Air Society is located in [Dover, Delaware](#). The address is maintained in the chapter files in the National Unit Address Roster.

The Executive Director is in charge of the Executive Management Center. He is responsible to the Executive Board of Directors through the National President. The function of the EMC is to direct the national administration of SW and to represent SW upon request of the National President. The primary responsibility of the Executive Director is to provide continuity of financial planning.

The **current Executive Director is Brigadier General [Richard B. Bundy](#), USAF Ret.** He is a permanent member of the Board of Trustees-Reserve fund.

The Executive Secretary is appointed by the Executive Director and is responsible for duties as assigned by the Executive Director.

The **current Executive Secretary is [Judy Bundy](#).**

National Administrative Consultants for AAS and SW are appointed by the Executive Director. They are responsible for the functions assigned by the Executive Director. Typical functions include: conclave protocol, editing of national manuals, and advising the national staff on organizational procedures. Names and addresses of consultants are available in the National Unit Address Roster.

NATIONAL ARCHIVES HEADQUARTERS

The National Archives Headquarters is responsible for assembling, organizing and storing the Silver Wings National Archives, the SW Resource Library, and items of historical value. This headquarters is located jointly with the Arnold Air Society National Archives Headquarters. This is a permanent headquarters, hosted by the Lewis C. Ellis Chapter at Texas Tech University in Lubbock, Texas. The address can be found in the chapter files, in the National Unit Address Roster.

AAS/SW NATIONAL WEBSITE

The AAS/SW National Website Address is: <http://www.silver-wings.org/>

CHAPTER HISTORY

CHAPTER NAME

CHARTER DATE _____

NUMBER OF CHARTER MEMBERS _____

NAME OF FIRST CHAPTER PRESIDENT _____

HISTORY OF THE CHAPTER NAME

OTHER INFORMATION

PART 2: LEADERSHIP OPPORTUNITIES

OFFICERS' JOB DESCRIPTIONS

PRESIDENT:

1. The president is the official representative of the chapter at campus and community events.
2. The president holds ultimate responsibility for chapter activities, mission fulfillment, and image. As such, the president provides leadership and direction for the chapter.
3. The president is the point of contact for other organizations and headquarters.
4. Matters of purely administrative procedure are almost invariably left to the President's discretion rather than being referred to the unit legislative body for decision.
5. Matters of fundamental policy are customarily referred to the unit legislative body for decision.
6. The president is responsible for monthly and quarterly communication and reports.

VICE PRESIDENT:

1. The Vice President is responsible for internal development of the unit.
2. The Vice President assumes command in the absence of the President until the position is properly filled.
3. The Vice President is responsible for the development and coordination of the staff.
4. The Vice President insures that Parliamentary Procedure governs unit meetings unless a parliamentarian is elected/appointed

CHAPTER DEVELOPMENT OFFICER:

1. The Development Officer is responsible for publicity of the organization.
2. The Development Officer plans recruitment publicity and activities.
3. The Development Officer handles publicity of chapter activities on the campus and in the community.
4. The Development Officer is responsible for organizing the Membership Orientation Workshop and Initial Military Education Workshop.

SECRETARY:

1. The Secretary is responsible for maintaining the records and communication of the chapter.
2. The Secretary maintains chapter files, posts meeting minutes and handles mail and correspondence.
3. Where applicable, the Secretary oversees setup and maintenance of the chapter's website.

TREASURER:

1. The Treasurer is responsible for the finances of the chapter.
2. The Treasurer collects and pays national dues.
3. This officer prepares and presents financial updates to the membership not less than quarterly.
4. The Treasurer chairs the budget committee and the fund-raising committee.
5. The Treasurer makes travel arrangements for unit officers as necessary for ARCON, NATCON, and Executive Board Meetings.

ACTIVITIES OFFICER:

1. The Activities Officer oversees project committees.
2. The Activities Officer is responsible for all chapter activities and joint activities with AAS.

- The Activities Officer ensures that project evaluations are completed for continuity and for use as award nominations.

ADDITIONAL OFFICERS:

Additional officers may be named according to needs or unit traditions. Some of these include: Parliamentarian, Business Chair, Chief of Protocol and Vice President of Membership.

NATIONAL LEADERSHIP

There is one National Headquarters of Silver Wings that is elected by a simple majority of the delegates at the National Conclave. Such election is for a period of one year. No chapter may hold National Headquarters for a period of more than two consecutive years. Bidding procedures and requirements are given in SWM.

The Silver Wings National Staff follows the basic officer structure with the addition of a [National Public Affairs Officer](#) who leads the [Region Public Affairs Officers](#) in publishing the national newsletter. The current officers include:

- President _____
- Vice President _____
- Development Officer _____
- Secretary _____
- Treasurer _____
- Editor _____

EXTENDED NATIONAL STAFF

Extended National Staff Members are extensions of the National HQ Staff, although they are not usually co-located with the National HQ. These officers include:

NATIONAL BUSINESS CHAIR (NBC)

The NBC is responsible for conducting all NATCON business sessions, preserving order during these sessions, and selecting/training the National Parliamentarian. In conjunction with his/her duty to conduct NATCON business sessions, the NBC is responsible for the proper preparation and distribution of resolutions. Additionally, the NBC oversees the parliamentarian program and works with Region Parliamentarians to promote use of parliamentary procedure. Finally, the NBC serves as an advisor to the National President.

The current National Business Chair is _____.

NATIONAL PARLIAMENTARIAN

This officer is selected by the NBC in December and confirmed by the National President prior to NATCON. He/she serves until the final business session of the conclave. He/she is in charge of processing proxy forms at NATCON, ruling on points of order during business sessions, counting votes and insuring accuracy of voting procedure, and taking attendance and reporting quorum statistics at NATCON. At the close of the final business session of the conclave, the National Parliamentarian becomes the National Business Chair and serves in that capacity through the following NATCON. The application for National Parliamentarian is available in Atch. 8 of SWM. All active members in good standing are eligible to apply.

NATIONAL CHIEF OF PROTOCOL (NCOP)

The NCOP is the protocol advisor to both SW and AAS National Headquarters and to the NATCON staff. A committee composed of members from AAS, SW, the USAF, and the Board of Trustees selects the NCOP. The NCOP also serves as an official representative of AAS and SW throughout the nation. NATCON protocol, invitations, tokens of appreciation for guest speakers, thank-you letters, etc. fall within the scope of this officer's duties. The NCOP may be an active member of either AAS or SW. Application instructions for NCOP are available in JPM-1. All active members in good standing are eligible to apply.

The current NCOP is _____.

NATIONAL WEBMASTER

The Webmaster is responsible for updating and maintaining the AAS and SW National Websites in coordination with the National Administrative Consultant – Internet Communications. This officer should ensure the functionality and integrity of the web site on a continual basis. Applicant materials are outlined in AASMAN-1, Para. 8.12.1 and should be submitted NOT LATER THAN 1 February to the AAS National CC and the SW National President. All active members in good standing are eligible to apply.

The current National Web Master is _____.

EXECUTIVE BOARD OF DIRECTORS

The Executive Board of Directors is composed of the SW Region Executive Officers who are the voting members of the Board. The Silver Wings National President acts as Chairman of the Board and votes only in the case of a tie. The remaining National HQ staff officers and Extended National Staff officers are non-voting members of the Board. The Executive Director, National Administrative Consultants, and Special Headquarters Officers serve as advisors to the Board.

The Executive Board of Directors has authority to control administration and organization of Silver Wings, subject to the approval of the National Conclave. The Executive Board interprets the National Constitution of Silver Wings. The Board derives its power solely from the National Conclave and the National Constitution and may in no way overrule either.

The Executive Board of Directors attempts to meet at least twice a year. One meeting takes place at the National Conclave and another in the Fall in conjunction with the AAS Executive Board, usually at the AFA National Convention in Washington DC

NATIONAL CONCLAVE (NATCON)

The annual SW National Conclave is held in conjunction with the Arnold Air Society National Conclave at the place and date decided by the Arnold Air Society/Silver Wings combined legislative bodies at the previous NATCON. By tradition, it is usually held during Easter weekend. The place is selected by a majority vote of the SW and AAS delegates separately. Both legislative bodies must approve a proposed location.

All chapters and regions are entitled to be represented at NATCON by one delegate and one alternate. The Region Executive Officer is the delegate from the Region. The Region Parliamentarian or the incoming Region Executive Officer may act as the alternate for the Region. Chapter delegates are selected in the manner prescribed by the by-laws of the individual chapter. Most chapters are represented by the chapter president. Delegates must be active members in good standing.

The purpose of the National Conclave is to act as a governing body for AAS and SW. This annual meeting of all active chapters forms the legislative body that validates Executive Board actions and formulates national policy. Typical decisions include: budget approval, selection of a new NATCON site, selection of new National Headquarters, selection of new national projects, and recognition of outstanding performance for the past year. The National Conclave is the supreme legislative body of Silver Wings.

The National Conclave Headquarters is located at the school hosting the National Conclave. It is selected at the preceding National Conclave.

The current NATCON Commander (Chair) is: _____.

This year's NATCON is hosted by the _____ Chapter/Squadron. The Conclave will be held at _____ on _____.

REGION LEADERSHIP

Regions are designated to correspond with the established areas of the Arnold Air Society. There are currently 11 SW regions, designated as Region I through Region XI. Each region is led by an Executive Officer who provides leadership for the chapters within the region. Region Executive Officers are selected by a simple majority vote of the chapters in the Region for a normal period of one year. The application for Region Executive Officer may be found in Atch. 8 of SWM. All active members in good standing are eligible to apply.

This chapter belongs to SW Region ____, which encompasses the following states:

There are ____ chapters in this region.

The current Region Executive Officer is _____ from the _____ Chapter at _____.

EXTENDED REGION STAFF:

1. Area/Region Chief of Protocol (ARCOP): The ARCOP serves as an extension of the AAS Area Staff and the SW Region Staff. He/she serves the same function as the National Chief of Protocol, on the Area/Region level. He/she may be an active member of either AAS or SW. Application information is located in JPM-1. All active members in good standing are eligible to apply.

The current ARCOP is _____

2. Region Parliamentarian: The Region Parliamentarian is responsible for coordinating the business sessions at the ARCON and for maintaining order during these sessions. Additionally, the Region Parliamentarian works with the National Business Chair to promote the National Parliamentarian program and to promote use of parliamentary procedure by chapters. The application form is located in Atch. 8 of SWM. All active members in good standing are eligible to apply.

The current Region Parliamentarian is _____

3. Region Public Affairs Officer: The Region Public Affairs Officer works with the [National Public Affairs Officer](#) to publish the national newsletter. This officer solicits and submits articles to the National HQ for publication in the national newsletter. The Region Public Affairs Officer is also responsible for publicizing events within the region. The application form is located in Atch. 8 of SWM. All active members in good standing are eligible to apply.

The current Region Public Affairs Officer is _____

4. Area/Region Webmaster: The Area/Region Webmaster is a joint AAS/SW position. The officer must be an active member in good standing of either AAS or SW. He/she is responsible for maintaining the Area/Region web site and is an extension of both the Area and Region level staffs. If the officer is a member of AAS, he/she holds the rank of C/Maj. All active members in good standing are eligible to apply.

The current Area/Region Webmaster is _____

AREA/REGION CONCLAVE

The Area/Region Conclave (ARCON) is held once a year prior to the National Conclave, usually in the fall. The Region President is responsible for planning, convening, and conducting of the Area/Region Conclave. Normally, a Region Conclave Officer will be appointed from the chapter hosting the Conclave. The Area/Region Conclave is the legislative body of the Region.

This year's ARCON is hosted by the _____ chapter/squadron.

The current SW ARCON Commander (Chair) is _____.

CHAPTER LEADERSHIP

The chapter is the local unit of Silver Wings. The chapter provides leadership opportunities and fellowship for SW members. Additionally, the chapter is the service-oriented level of SW. The local membership is the legislative body on the chapter level. A Silver Wings chapter is considered to be in good standing if its charter has not been suspended. Suspension of a chapter's charter may be prevented by paying national dues for all active and inactive members, submitting all reports to higher HQ, and retaining good standing with the Region Executive Officer. Additionally, a chapter must have at least six active members in good standing on the national level.

The current chapter staff is:

President _____

Vice President _____

Chapter Development Officer _____

Secretary _____

Treasurer _____

Activities Officer _____

Chapter/Squadron Chief of Protocol _____

Other Officers:

PART 3: COMMUNITY SERVICE

NATIONAL PROJECTS

JNP - JOINT NATIONAL PROJECT - The Joint National Project for AAS and SW is a service project selected by the combined legislative bodies of AAS and SW at the previous NATCON. The selected project must receive a simple majority in both houses (AAS and SW). Chapters and Squadrons are encouraged to conduct at least one project related to the theme of the JNP during the year. The current JNP is _____.

SNP - SW SEPARATE NATIONAL PROJECT - The SW Separate National Project is a service theme selected by a simple majority vote of the SW delegates at the previous NATCON. Each chapter is required to conduct at least one project related to the theme during the following year. The current SW Separate National Project is _____.

Chapter Projects:

PART 4: THE AIR FORCE AND YOU

UNITED STATES AIR FORCE:

The Air Corps was established as a part of the Army under the Signal Corps in 1907. Their mission was to study the flying machine and the possibility of adapting it to military purposes. The Air Force became a separate service in 1947 with one officer, two enlisted men, and no airplanes.

The Air Force specializes in the use of missiles, aircraft, satellites, and other kinds of piloted and pilotless vehicles and systems operating in the atmosphere near earth and the space beyond. The **functions** of the Air Force include: maintaining general aerospace supremacy, defending the US against attack, controlling vital aerospace areas, furnishing tactical air support for ground forces, providing research, and developing test and engineering satellites, boosters, space probes, and associated systems necessary to support the Department of Defense. The **mission** of the Air Force is to defend the United States from attack and to support the United States land and naval forces.

RANK:

NON-COMMISSIONED: (rank on upper sleeve)

Airman	1 upward stripe, 1 star
Airman First Class	2 upward stripes, 1 star
Senior Airman	3 upward stripes, 1 star
Staff Sergeant	4 upward stripes, 1 star
Technical Sergeant	5 upward stripes, 1 star
Master Sergeant	5 upward stripes, 1 downward stripe, 1 star
Senior Master Sergeant	5 upward stripes, 2 downward stripes, 1 star
Chief Master Sergeant	5 upward stripes, 3 downward stripes, 1 star
Chief Master Sergeant of the Air Force	5 upward stripes, 3 downward stripes, 1 star inside circle

COMMISSIONED OFFICERS: (rank on shoulder)

Second Lieutenant	1 Gold Bar
First Lieutenant	1 Silver Bar
Captain	2 Silver Bars
Major	Gold Oak Leaf
Lieutenant Colonel	Silver Oak Leaf
Colonel	Silver Eagle
Brigadier General	1 Silver Star
Major General	2 Silver Stars
Lieutenant General	3 Silver Stars
General	4 Silver Stars
General of the Air Force	5 Silver Stars in a circle

USAF MAJOR COMMANDS

- ACC - Air Combat Command
- AFIC - Air Force Intelligence Command
- AFMC - Air Force Material Command
- AFSC - Air Force Space Command
- AFSOC - Air Force Special Operations Command

AMC - Air Mobility Command
AETC - Air Education and Training Command
PACAF- Pacific Air Forces
USAFE- United States Air Forces In Europe

AIR FORCE RESERVE OFFICERS TRAINING CORPS (AFROTC):

AFROTC is an education program in colleges and universities across the nation. Through AFROTC, selected students work toward Air Force Commissions. The local arm of AFROTC is the detachment and its cadre. At this university the detachment number is _____ and the Professor of Aerospace Studies (PAS) is _____.



The objective of ROTC is to place on active duty, lieutenants who are knowledgeable about the Air Force and who demonstrate dedication to their assignments and willingly accept responsibility. They must be able to think critically and creatively, and must have the knowledge, potential, and motivation to become competent leaders and managers.

There are 2 and 4-year programs in ROTC. Entering freshmen may enroll in the AFROTC 4 year program. Students with at least 2 years of college work remaining may apply for the 2-year program.

The first 2 years of the four-year program are known as the General Military Course (GMC). Upon completion of the GMC requirements, cadets who wish to enter the last 2 years of the program must attain a satisfactory result on the Air Force Officers Qualifying Test (AFOQT), as well as an Air Force Medical Exam, [and](#) the Physical Fitness Test (PFT). Then, if selected by a review board of Air Force Officers, GMC students must complete a four week summer Field Training session at an Air Force Base. After Field Training the 4-year cadets enter the last 2 years of the ROTC program, the Professional Officer Course. Cadets in the 2-year program must pass the same qualifying tests as those in the 4-year program and attend a six-week session of Field Training to enter the Professional Officer Course (POC).

An Air Force cadet's first extended exposure to a military environment normally comes with his/her attendance of Field Training. Here, the cadet gets a close up look at Air Force life and activities. The Air Force also makes a preliminary evaluation of the cadet at this time. All candidates for commissions through AFROTC must complete field training. The students attend during the summer break prior to their entry into the POC level courses. Field Training includes a study of military powers, cadet orientation, survival training, junior officer training, physical training, organization and function of an Air Force Base, career orientation, small arms familiarization and a jet ride or other orientation programs, depending on the cadet's prospective career field.

LEADERSHIP LAB:

It is here that cadets learn to apply the leadership principles they have learned in class. The cadets attend in uniform and are instructed by their cadet superiors on corps business and on the various aspects of being USAF Officers.

BENEFITS:

The benefits of ROTC are as follows:

1. All POC level cadets receive a non-taxable monthly subsistence allowance during the course.
2. Cadets on scholarship status receive the subsistence allowance in addition to paid tuition, laboratory fees, incidental expenses, and textbooks.
3. Cadets and applicants receive pay plus travel expenses for attendance of Field Training.

CADET CORPS:

The categories of cadets are:

- CAT I-P Pilot
- CAT I-N Navigator
- CAT I-M Missileer
- CAT II Scientific
- CAT III Support
- CAT IV Non-rated Operations

CADET RANK:

POC

- Second Lieutenant 1 broad stripe
- First Lieutenant 1 broad, 1 narrow stripe
- Captain 2 broad stripes
- Major 2 broad, 1 narrow stripe
- Lieutenant Colonel 3 broad stripes
- Colonel 4 broad stripes

GMC

- 4th Class Cadet (Freshman) 1 diagonal stripe
- 3rd Class Cadet (Sophomore) 2 diagonal stripes

AIR FORCE SONG

Off we go into the wild blue yonder,
Climbing high into the sun.
Here they come, zooming to meet our thunder,
At 'em boys, giv'er the gun.
Down we dive, spouting our flame from under,
Off with one helluva roar.
We live in fame or go down in flames,
Nothing can stop the U. S. Air Force!

Minds of men fashioned a crate of thunder
Sent it high into the blue;
Hand of men blasted the world asunder.
How they lived God only knew!
Souls of men dreaming of skies to conquer
Gave us wing, 'ver to soar.
With Scouts before and bombers galore,
Nothing can stop the U. S. Air Force!

Here's a toast to the host of those who love
The vastness of the sky.
From a friend we send a message to
Our brother men who fly.
We drink to those who gave their all of old,
Then down we roar to score
The rainbow's pot of gold.
A toast to the host of those who boast,
The U. S. Air Force.

Off we go into the wild blue yonder
Keep the wings level and true.
If you live to be a gray-haired wonder,
Keep your nose out of the blue.
Flying men, guarding our nation's borders,
We'll be there followed by more.
In echelon we carry on,
Nothing can stop the U. S. Air Force!

AIR FORCE ASSOCIATION

The Air Force Association is a private, nonprofit, national organization of more than 173,000 members and patrons from around the world. It was founded in 1946. The AFA is a product of General H.H. "Hap" Arnold's belief that a civilian organization was needed to foster public understanding, in times of peace, of the importance of air power to national defense and of the critical need for military strength to deter war. Since then, the AFA has evolved from a fraternal-type organization to a professional society concerned with public acceptance of the pivotal role of a well-manned, well-trained, and well-equipped Air Force in the security of the nation and the Western World.



Because of the Air Force Association's involvement in a wide range of aerospace activities--from hardware issues to pay and housing for Air Force personnel and sophisticated questions of strategic planning--the AFA appeals to a broad membership. AFA members and patrons include officers, NCO's, Airmen, Guardsmen, Reservists, senior defense analysts, retirees, civil service workers, military dependents, industry executives, veterans of all military services, and many of the top decision makers in Washington. In fact, the AFA is well-known for its monthly **Air Force Magazine**, a highly regarded, professional aerospace journal that reaches the desks of top decision makers and is read for its authenticity, accuracy, and investigative spirit in reporting key defense and aerospace issues.

To generate public understanding of the critical national security issues that confront the US globally, the AFA sponsors a series of national symposia. These symposia feature key defense leaders who explain, in cities across the country, the threats to US security and the requirements, capabilities, and deficiencies in US defenses. The AFA's state organizations and chapters - each led by volunteer civilian leaders - sponsor local programs to bring the AFA message to the grass roots of America.

In 1982, the AFA came out strongly in support of the B1 Bomber (B1-B) and the development of the Advanced Technology Bomber (ATB), the MX and improvements in US strategic airlift, readiness and sustainability, and in aerial refueling. The AFA fought hard for the 14.3% military pay raise and strongly supported an increase in the AFROTC subsistence allowance and an increase of 3000 AFROTC scholarships for engineering/technical disciplines. Further, the AFA supported legislation to permit cadets enrolled in college programs lasting longer than four years to maintain their scholarships for an additional year. The AFA also sought accreditation of AFROTC courses at colleges and universities where credit is presently not allowed.

The AFA has sponsored the Arnold Air Society and Silver Wings since the 1950's, providing professional assistance at the National Conclaves and Fall Executive Board Sessions. AFA state organizations and local chapters encourage excellence among Air Force junior and senior cadets through a broad awards program, and work closely with nearby AAS and SW units on mutual projects.

Cadets and Silver Wings members are encouraged to become active in local AFA chapters and are extended an opportunity to join the AFA at a reduced cost. AFA also extends complimentary one-year memberships to all newly commissioned Air Force Officers and presents life-time membership awards to each AAS National Commander and SW National President. AFA stays in touch with its diverse membership through the year to surface problems and to propose policies that deserve AFA backing.

The current AFA Chairman of the Board is _____.

The current AFA Person of the Year is _____.

The local AFA Chapter is the _____.

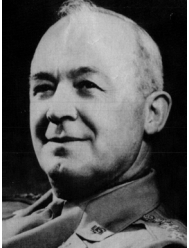
It is located at _____. Its meetings are held _____.

The local AFA President is _____.

ARNOLD AIR SOCIETY

AAS HISTORY

Arnold Air Society is an honorary, professional organization of officer candidates at university levels. The society is named for the late General H.H. "Hap" Arnold, the first commanding general of the Army Air Force. General Arnold was the first AAS National Honorary Commander and served as the inspiration for its founding, as well as the founding of the Air Force Association. He was a Wright flyer, an air transportation visionary, and the first military airman to become a five star general. General Carl Spaatz presented the original portrait of the picture shown to the left to AAS on 30 April 1962.



The idea of a cadet professional organization was conceived during the spring and summer of 1947. Lt. Colonel James F. Pierce, Major Victor J. Sampson, and Captain James L. Molkamper, all Assistant Professors of Military Science at the University of Cincinnati made the first efforts for the organization of such an honorary society. Originally implemented as the Arnold Society of Air Cadets, the organization absorbed a few local campus cadet groups and evolved into the Arnold Air Society. In 1950, the Society affiliated with the Air Force Association.

Today, AAS is the sole cadet organization sponsored by the Air Force and the AFA.

AAS OBJECTIVES

The objectives of AAS are:

1. To aid in the development of effective Air Force Officers.
2. To create a closer and more efficient relationship within the AFROTC.
3. To further the purposes, traditions, and concepts of the USAF.

COLORS

Red, white, blue, and yellow

FLOWER

Crimson Glory Rose

MOTTO

The warrior who cultivates his mind, polishes his arms.

AAS NATIONAL INFORMATION

The current AAS National HQ is hosted by the _____ Squadron at _____.

The current AAS National Commander is AAS Brigadier General _____.

AAS AREA INFORMATION

There are currently 11 AAS Areas, which correspond with SW Regions. The local AAS Squadron belongs to AAS Area _____.

The current Area _____ HQ is hosted by the _____ Squadron at _____.

The current AAS Area CC is AAS Colonel _____.

AAS LOCAL SQUADRON INFORMATION

The local AAS chapter is the _____ Squadron.

The local AAS Commander is AAS Major _____.

The local AAS Squadron was named for _____ and chartered in _____.

PART 5: AWARDS OF THE ORGANIZATION

NATIONAL AWARDS

UNIT AWARDS:

JOHN BURDETTE BINKLEY OUTSTANDING CHAPTER AWARD

The Outstanding Chapter Award is presented annually to the chapter in the nation which best fulfills the Silver Wings mission.

SAMUEL E. ANDERSON AWARD

The Samuel E. Anderson Award is presented to the chapter that assists the most in furthering the objectives of AAS. The winner is nominated and selected by AAS.

CICCOLI JOINT OPERATIONS AWARD

The Ciccoli Joint Operations Award is given to the AAS Squadron and Silver Wings chapter that have best furthered the objectives of the two organizations in a joint manner. The award was established in memory of Louis J. Ciccoli, past Executive Director of AAS and SW.

LT. COLONEL BILL MORLEY AWARD

The LTC Bill Morley Award is presented to the chapter which best accomplishes the service aspect of the SW mission. It is named for LTC Bill Morley, past Executive Director of AAS and SW.

WALTER R. "WADDY" YOUNG AWARD

The Walter R. "Waddy" Young Award is given to the AAS squadron that best furthers its chapter's objectives. It is named for Captain Walter R. "Waddy" Young, namesake of the Young Chapter at the University of Oklahoma, who lost his life in WWII.

BONNIE J. SPRINGER SILVER WINGS AWARD

The Bonnie J. Springer Silver Wings Award is presented to the chapter that recruits the most new members. The award is named for Bonnie J. Springer, National Honorary Angel and past Executive Secretary of AAS and SW.

DR. BONNIE J. DUNBAR AWARD

The Dunbar award is presented to the chapter that best exemplifies the professional aspects of the Silver Wings Mission. The award is named for Dr. Bonnie J. Dunbar, Angel Flight Alumnus and member of the AAS/SW Board of Trustees.

JAMES A. MCDONNELL OUTSTANDING AFA CHAPTER AWARD

The McDonnell award is presented to the AFA chapter that best assists and aids the furthering of a SW chapter's stated objectives. The award is named for James A. McDonnell who, as the AFA Liaison to AAS and SW, developed a lasting, mutual relationship between the organizations.

INDIVIDUAL AWARDS:

LT. GEN. ROBERT D. SPRINGER OUTSTANDING ADVISOR

The Outstanding Chapter Advisor Award is presented to a Silver Wings Advisor for distinguished leadership and help given to a local Silver Wings. This award may be presented only once to an individual. It is named for Lt. General Robert D. Springer, past Executive Director of AAS/SW and past AAS National Honorary Commander.

ELISE MORLEY OUTSTANDING REGION ADVISOR AWARD

This award is presented to the outstanding region advisor for outstanding guidance and counsel given to a Region Executive Officer. It may be presented to an individual only once. It is named for Elise Morley, past Executive Secretary of AAS and SW.

HONORARY NATIONAL PRESIDENT

The title of "[Honorary National President](#)" is conferred upon a non-member of SW who has contributed significantly to the advancement of Silver Wings a national organization. The award is restricted to no more than one person annually. It includes honorary membership, which is a life award. This award was formerly known as the "National Honorary Angel Award".

MONICA BROWNING OUTSTANDING CHAPTER PRESIDENT

This award recognizes the chapter president who displays the greatest leadership ability in the nation. It is named for Monica Browning, past National Business Chair and Administrative Consultant.

OUTSTANDING REGION EXECUTIVE OFFICER AWARD

The Air Force Association presents this award to the SW Region Executive Officer who shows the greatest leadership.

A.T. REID CRIMSON GLORY AWARD

This award honors Colonel A.T. Reid, past AFROTC Area Commandant. It is presented only once to an individual member of AAS for outstanding support of Silver Wings.

SHERI LYNETTE CAVIN AWARD

This award is presented to a chapter officer other than the President who displays exceptional leadership ability. The award is named for the late Sheri Lynette Cavin, past National Archives Officer and dedicated member of the Lewis C. Ellis, Jr. Chapter at Texas Tech University.

AFA DIANNE F. O'MALLEY AWARD.

The Dianne F. O'Malley award is presented to the outstanding Silver Wings member who best fulfills the SW image. It is sponsored by the Air Force Association and is in memory of the late Dianne F. O'Malley.

ANN T. HAWKINS AWARD

The Ann T. Hawkins Award is presented to not more than three national level officers or REOs for outstanding service to the national organization. It is named for the late Ann T. Hawkins, former Area E CC.

BRIGADIER GENERAL EDWARD N. BRYA AWARD

The Brya Award is presented to the Silver Wings or Arnold Air Society member who best displays personal initiative for the betterment of Silver Wings and Arnold Air Society on a national level. It is named for Brigadier General Edward Brya, [a past](#) Executive Director of AAS/SW.

MARY ANNE THOMPSON AWARD

The Thompson Award is presented to an individual member of the Air Force Association for outstanding support of Silver Wings. It may be presented only once to an individual. The award is named for Mary Anne Thompson, member of the first Angel Flight National Staff and 1998 SW [Honorary National President](#).

REGION AWARDS

OUTSTANDING SCRAPBOOK AWARD

The Region Outstanding Scrapbook Award is given at the discretion of the individual region. The Region Manual should outline the criteria for this award. The Outstanding Scrapbook award recognizes outstanding preservation of chapter history through the use of a scrapbook. Scrapbooks selected on the region level are eligible to compete on the national level for a National Citation.

OTHER REGION AWARDS

Regions are also authorized by SWM to establish other Region awards. List any additional awards that your Region has established:

CHAPTER AWARDS

List any chapter awards here.

PART 6: REFERENCE MATERIALS FOR MEMBERS

ABBREVIATIONS AND ACRONYMS

AAS	Arnold Air Society
AASMAN-1	Arnold Air Society National Manual
AEF	Aerospace Education Foundation
AFA	Air Force Association
AFOATS	Air Force Officer and Accessions Training Schools
AFROTC	Air Force Reserve Officer Training Corps
AnF	Angel Flight
AnF-SW	Angel Flight-Silver Wings
ARCON	Area/Region Conclave
ARCOP	Area/Region Chief of Protocol
BOT	AAS/SW Board of Trustees
Cadre	Officers and enlisted personnel who are in the Air Force and are working at the Det.
CC	Commander, AAS officer, corresponds to SW President
CD	Deputy Commander, AAS officer, corresponds to SW Vice President on the local level
COC	Commandant of Cadets, member of the cadre
CSOP	Chapter/Squadron Chief of Protocol
CV	Vice Commander, AAS Officer, corresponds to SW Vice President on the national level
Det.	Detachment, local unit of AFROTC
DO	Director of Operations, AAS officer, corresponds to SW Activities Officer
DOT	Director of Training, AAS officer, corresponds to SW Development Officer
DS	Director of Support, AAS officer
ED	Executive Director
EMC	Executive Management Center

FM	Director of Financial Management, AAS officer, corresponds to SW Treasurer
COP	Local unit Chief of Protocol
GMC	General Military Course (freshmen and sophomores)
HQ	Headquarters
IM	Director of Information Management, AAS officer, corresponds to SW Secretary
JNP	Joint National Project
JPM-1	AAS/SW Joint Protocol Manual
JROTC	Junior Reserve Officer Training Corps (on high school campus)
JRC	Joint Relations Committee
JRWMC	AAS and SW Joint Rules, Ways and Means Committee (NATCON)
LGT	Logistics and Transportation Officer, AAS officer
NAC	National Administrative Consultant
NATCON	National Conclave
NATCOP	NATCON Chief of Protocol
NBC	National Business Chair
NCO	Non-Commissioned Officer, Air Force
NCOP	National Chief of Protocol
PAS	Professor of Aerospace Studies, member of the cadre
PA	Director of Public Affairs, AAS officer, corresponds to SW chapter Development Officer, Region Public Affairs Officer , or National Public Affairs Officer
POC	Professional Officer Course (juniors and seniors)
RWMC	SW Rules, Ways and Means Committee (at NATCON)
SNP	Silver Wings Separate National Project
SW	Silver Wings
SW-AMG	Silver Wings Associate Member's Guide
SWActM	Silver Wings Activation Manual
SWM	Silver Wings National Manual

USAF United States Air Force

USAFA United States Air Force Academy

ETIQUETTE AND PROTOCOL

INTRODUCTIONS

- Be sure to speak names distinctly when making introductions.
- Always present a man to a woman, regardless of the officer's rank.

Example: Mrs. Smith, may I present General Woods.

or

Mrs. Smith- General Woods

- Always present a younger woman to an older woman.
- Always present a junior officer to a senior officer.

Example: General Woods, may I present Lt. Smith

or

General Woods- Lt. Smith

- When introducing two people or when introducing a person to a group, avoid asking whether they have met. In this way, you spare embarrassment to those who don't recall the former introduction.
- A woman does not need to rise when a man is presented to her unless the man is the President of the US, royalty, or a dignitary of a church.

ADDRESSING OFFICERS

- All officers are addressed by their rank except a Warrant Officer or an aviation cadet who would be addressed as "Mister." However, socially you do not use the prefix of any rank such as BRIGADIER General, FIRST Lieutenant, etc.
- An Air Force Academy or Military Academy student is addressed as "Cadet."
- All women officers of the military services are addressed by their rank.
- Noncommissioned officers should be addressed by their title, not their last name alone.

GENERAL RULES OF ETIQUETTE:

- Military protocol overrules all calls of nature. Do NOT leave the room once the Head Table has entered.
- Do not enter the room after the Head Table has entered and been introduced.
- Stand when the head table enters the room. Remain standing until seated. Ladies sit to the right of their escorts, but walk on their escort's left (unless outside, in which case the male walks closest to the street).
- A gentleman is expected to stand whenever the lady on either side of him or across from him stands.
- During dinner, do not begin any course before the Head Table (including desert). Everyone at your table should be served before you begin eating.

- When using silverware, be sure to start from the outside and work in toward your plate. The far-left fork is used for salad.
- When not using your knife, place it at a 45 degree diagonal on the upper right-hand side of your plate, blade pointed inward.
- When buttering your roll, do not butter the entire roll. Break off a bite-sized piece and butter it; do not cut the bread. Butter only one bite-sized piece at a time.
- Cut meat one bite at a time. Do not cut it all at once.
- Do not separate the salt and pepper when passing it to someone; always set the shakers down between you and the person next to you to allow them to pick them up.
- Pass all items to the right.
- Sit with both feet on the floor; do not cross legs or feet.
- All stand when the Head Table exits.
- Make an effort to meet all guests.
- No one should ever lay purses or other items on the table.
- All cadets are expected to remain in full uniform unless given permission to do otherwise by the highest ranking official present. Do not remove coats until all distinguished guests have left.
- Do not remove your shoes at any time.
- SW members should respect the Air Force uniform. Public display of affection should be avoided at all costs. This includes holding hands, kissing, etc.
- Always stand when the Air Force Song is played. It is appropriate to sing if you know the words.

Reference the AAS/SW Joint Protocol Manual (JPM-1) for additional information.

PARLIAMENTARY PROCEDURE

INTRODUCTION

Henry Martin Robert, an engineer and general in the US Army, wrote *Robert's Rules of Order*. It is based on the parliamentary procedure used in the British Parliament and serves as a guide to many organizations. For SW, it is the authority on meeting procedure.

The following is a brief introduction to parliamentary procedure. For further information, see *Robert's Rules of Order Newly Revised*. Questions may also be addressed to your Chapter Parliamentarian, Region Parliamentarian, or the National Business Chair.

DEFINITIONS

MOTION

A motion is a proposal or resolution that the assembly take certain actions or express itself as holding a certain view. A motion is out of order if it conflicts with the group's constitution or by-laws. Proper form is, "I move that...." It is not proper to say, "I motion that..." or "I make a motion that...."

MAIN MOTION

A main motion is a motion to introduce a principle subject. Only one main motion may be considered by the assembly at any given time. Proper form is, "I move that...."

SUBSIDIARY MOTION

A subsidiary motion is a motion to modify or dispose of a main motion. It can be applied to any main motion and must be voted on before the main motion to which it refers. This is typically an amendment and the proper form is, "I move that the motion be amended by...."

PRIVILEGED MOTION

A motion that is not relevant to the immediate question (the main motion or subsidiary motion currently on the floor), but which is of such importance as to give it precedence over all other questions.

MOTION TO RECONSIDER

This motion brings a previous action of the assembly before it again and enables the assembly to confirm or annul the previous action. It must be made by a member of the prevailing side and must be made at the meeting in which the original action was taken. For Silver Wings conclaves, this means the same day or the next day--so long as the original action is not taken on the last day of the conclave. For local chapter business, this means that the motion to reconsider must be made before the meeting adjourns. Proper form is, "I move to reconsider...."

MOTION TO LIMIT/EXTEND DEBATE

This motion limits the number or length of speeches, specifies the length of debate, or specifies a time when debate shall be closed. Proper form is, "I move that debate be limited to ..." or "I move that speeches be limited to ...", etc.

MOTION TO LAY ON THE TABLE

This motion puts aside the pending question to an indefinite time, but its consideration may be easily resumed. (Often referred to as "Table-ing" a motion.) Proper form is, "I move that the motion to ... be laid on the table."

MOTION TO TAKE FROM THE TABLE

This motion enables the assembly to resume action on a motion which was previously laid on the table.

MOTION TO CLOSE NOMINATIONS

This motion enables the assembly to proceed to a vote during elections. Proper form is, "I move that nominations be closed."

POINT OF ORDER

This motion allows a member of the assembly to object to a proceeding as being in conflict with the rules of procedure. The chair must recognize it.

MOTION TO POSTPONE INDEFINITELY

A motion that essentially rejects the main motion without risking a vote. When this motion prevails, it allows the main motion to fail, without being brought to a vote. Proper form is, "I move that the motion be postponed indefinitely."

PREVIOUS QUESTION

A motion to cut off the debate and proceed immediately to a vote. This motion must be moved, seconded, and approved by a 2/3 majority vote of the assembly. (Mistakenly referred to as "calling the question".) Proper form is, "I move the previous question."

MOTION TO RECESS

A motion that is made at the conclusion of a business session -except the final session - during a series of meetings. It ends the current session, but not the convention.

MOTION TO ADJOURN

This motion is made at the conclusion of a business meeting or the final business session of a convention. The form of this motion is, "I move that we adjourn."

MOTION TO SUSPEND THE RULES

The rules of the assembly cannot be suspended except for a definite purpose, and be a 2/3 vote. This motion is used to change the order of precedence of business items. It is not debatable, can not be amended, and a vote on it can not be reconsidered. The form of this motion is "to suspend the rules which interfere with...."

MAJORITY VOTE

More than half of the votes, or 50% + 1 vote.

PLURALITY VOTE

Term used in elections when one candidate has the largest number of votes, but not a majority.

QUORUM

A specified number of members required, according to the by-laws, to hold a legal meeting.

2/3 VOTE

Two-thirds of the votes cast.

THE COURSE OF A MOTION

- A member rises and addresses the chair.
- The chair recognizes the member.
- The member states his motion.
- Another member seconds the motion.
- The chair states the motion to the assembly - for clarity.
- Members discuss or debate the motion, if the motion is debatable.
- The chair restates the motion.
- The chair takes the vote.
- The chair announces the result of the vote.

TO MAKE A MOTION "I move that..."

TO AMEND A MOTION "I move that the motion be amended to read..."

POINT OF ORDER "I rise to a point of order."

NOMINATIONS "I nominate... for the office of..."

SECOND A MOTION "I second the motion."

DECORUM IN DEBATE

- Debate should be pertinent to the immediately pending question.
- All remarks should be addressed to the chair. Avoid personalities and never embarrass another members directly. If your comments are negative, try to use generalities instead of names. Try to make positive statements, if at all possible.
- Always be courteous in both speech and deportment.
- If at any time the chair rises to state a point of order, give information, or otherwise speak within his/her privilege, the member speaking should take his seat (or step back from the microphone) until the chair has been heard.

- During debate, and while the chair is speaking, or the assembly is engaged in voting, no member is permitted to disturb the assembly by whispering or walking across the floor, etc.
- Debate on a question is not closed by the chair rising to put the question (take a vote). After the vote is taken, debate can not be reopened.
- It is a general rule that no member of the assembly is present when any matter relating to himself is under debate. (This refers to motions to remove from membership, or reprimand a member for disorderly conduct, or officer elections, etcetera.)
- No member of the assembly may speak twice on the same issue while any member who has not spoken, wishes to do so.
- It is correct to propose amendments to motions and resolutions during debate.

VOTING

- While no member can be compelled to vote, it is the duty of each member to participate in the decisions of the assembly.
- A member can change his vote prior to the announcement of the vote. Once the vote has been announced, a change in vote may only be made if general consent is given. A secret ballot vote may not be changed.
- While parliamentary laws permit the chair (or president) to vote on any question when his vote will change the result, it is wiser to avoid showing partisanship on a moot question. He/she should vote when a ballot is taken, unless the by-laws state otherwise. His/her name is called last in a roll call vote.
- Abstentions are treated as blanks or non-votes. To calculate the number of votes necessary for a majority or a 2/3 majority these votes should be subtracted from the total number of votes cast. Once abstentions have been subtracted, calculate 50% or 2/3 of the remaining total.

JOINT ALUMNI ASSOCIATION

MEMBERS

Active members in good standing who have been involved with Silver Wings for at least one academic year are eligible to join the [Joint Alumni Association of Arnold Air Society, Angel Flight and Silver Wings](#). Some chapters utilize the alumni ceremony given in the National Manual, while others recognized their alumni in different ways. You can become a member of the [Joint](#) Alumni Association by sending [an](#) Alumni Application (SW Form 24) and dues to the [Joint](#) Alumni Association. Contact the [Joint](#) Alumni Association at alumni@silver-wings.org for more details on membership fees and activities.

BENEFITS

There are several benefits to becoming a part of the [Joint](#) Alumni Association. One of the best is receiving a copy of each edition of the national newsletter, which allows alumni members to keep up with all of the news. Additionally, alumni members receive information about SW alumni in their area which enables them to form networks of former members. Finally, all alumni members are invited to NATCON to participate in NATCON functions and to be a part of the yearly Alumni Business Session.

As the [Joint](#) Alumni Association grows and becomes more active, alumni members should be able to participate in the activities with a local chapter near them. Also, ARCON HQ's will be able to invite Alumni Association members in their area to join in the festivities.

ORGANIZATION

Mission. [It shall be the mission of the Joint Alumni Association of Arnold Air Society, Angel Flight, and Silver Wings to foster a spirit of loyalty and fraternalism among former Arnold Air Society, Angel Flight, and Silver Wings members and to achieve a unity of purpose and action in promoting the best interest of the Association.](#)

Type of Organization.

1. Professional: Its members conduct business in a serious and effective manner.
2. Alumni: All members are alumni of the national organizations.
3. Service: Its members are dedicated to providing information and resources for professional growth to the active members of [Arnold Air Society and](#) Silver Wings.

Officer Structure and Duties.

1. President:
 - a. Term of Office: [The president's term is two years \(July 1-June 30\) and cannot serve two consecutive terms.](#)
 - b. Summary of Duties: [The president is the chief executive officer of the Alumni Association and shall preside at all meetings of members and officers meetings. The president shall be, ex-officio, a member of all standing committees. The president shall enforce observance of the bylaws, decide all questions of order, offer for consideration all motions regularly made and perform such other duties as the office or the bylaws may require. The president has the same rights as any officer to offer motions and to vote on any question that comes before the officers. The president must have served as the president-elect for one year prior to becoming president.](#)
2. President-Elect:
 - a. Term of Office: [The president-elect's term is one year \(July 1-June 30\).](#)

b. Summary of Duties: The purpose of the election of a president-elect is to provide the holder of the office an opportunity to become familiar with the responsibilities of the office of president for one year prior to assuming that office. The president shall counsel and advise the president-elect from time to time with respect to the affairs of the Alumni Association and the responsibilities and duties of the president. The president-elect shall perform such other duties as may be assigned by the president.

3. Vice President:

a. Term of Office: The vice president's term is two years (July 1-June 30).

b. Summary of Duties: The vice president shall perform the duties and exercise the powers of the president in the absence or disability of the president. The vice president shall serve, ex-officio, as a member of all standing committees of the board and from time to time shall perform such other duties as may be assigned by the president. Therefore, the vice president shall familiarize him/herself with the operation and management of the Alumni Association in order to exercise the powers of the president as needed. The vice president shall also serve as membership coordinator keeping updated records on each Alumni member and serving as the point of contact for active squadrons and chapters to contact local alumni.

4. Chief Financial Officer:

a. Term of Office: The chief financial officer's term is two years (July 1-June 30).

b. Summary of Duties: The chief financial officer (CFO) shall maintain the Alumni Association's accounting records and financial statements, as well as oversee the maintenance of the system of internal accounting controls. The CFO shall oversee the receipt, safekeeping, investment and disbursement of the Alumni Association funds in accordance with the policies established by the officers and the AAS-SW Scholarship Fund. The CFO shall serve, ex-officio, on all standing committees concerned with the financial affairs of the Alumni Association.

5. Development Committee Chair:

a. Term of Office: The development committee chair's term is two years (July 1-June 30).

b. Summary of Duties: The development committee chair will oversee the efforts of the Alumni Association to raise financial support for the organization. The chair will actively involve alumni to help create a dynamic infrastructure of individuals willing to assist in the AAS-SW Scholarship Fund fundraising efforts.

6. Marketing and Communications Chair:

a. Term of Office: The marketing and communications chair's term is two years (July 1-June 30).

b. Summary of Duties: The marketing and communications chair publishes a quarterly email newsletter for Alumni members, including updates on squadron and chapter activities, ARCON and NATCON locations and registration information and ways for Alumni to get involved with local squadrons and chapters. All marketing materials will encourage donations to the AAS-SW Scholarship Fund.

7. Technology Officer:

a. Term of Office: Appointed as necessary.