



**Candidate Training Manual  
2020-21**

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## **INTRODUCTION**

By becoming a candidate for entry into the Arnold Air Society, you have taken the first step in becoming a better cadet and ultimately a better officer in the United States Air Force. Your participation in AAS as a candidate and later as an active member will give you valuable experience in leadership, organization, and teamwork. You are a candidate for active membership in an organization with a great name and reputation for which you must always strive to live up to.

This manual will serve as a text to acquaint you with the mission, organization, and functions of the Arnold Air Society and prepare you for membership. Only through active participation in the society will you fully understand and appreciate AAS. Be proud to be a candidate, and work hard for your membership in the society.

## THE CANDIDATE PROGRAM (From the National Director of Training)

I first would like to congratulate you on your decision to become a candidate of Arnold Air Society. Your decision is the first step to becoming an active member of Arnold Air Society, a premier professional, honorary, service organization. I would like to share with you a sentiment that a mentor of mine once told me about this program: It's not this organization that makes you into a better cadet/person, that's already there inside when you make the decision to come out and push yourself here. the organization is for those like you who want to and will be better.

The candidate process in which you are about to embark is designed to prepare you for an active membership in Arnold Air Society. Your training staff and the active members of your squadron are there to guide you and help you succeed in your goal of becoming an active member. Ultimately though, it is your responsibility to successfully complete the training program. Each individual training program throughout the country is slightly different; however, each candidate training program will be conducted in accordance with the rules and regulations found in AASMAN-1. As a candidate I strongly recommend that you become familiar with AASMAN-1 as soon as you possibly can. More specifically I encourage you, the candidate, to become familiar with these sections of AASMAN-1:

Attachment 2- Candidate Training Program, Initiation Ceremony, and the National Test

Attachment 7- AAS Candidate Handout Concerning Hazing

The AASMAN-1 can be found online at the national website at [www.arnold-air.org](http://www.arnold-air.org)

If a problem should arise during your candidate training, remember to use your chain of command. However, should a problem arise that you do not feel comfortable communicating to your trainer or your AAS Squadron Commander about (i.e. hazing), you may communicate with me directly at [training@arnold-air.org](mailto:training@arnold-air.org). Just remember that your training staff is selected from the best qualified members and they have your best interests in mind.

This knowledge guide will be there to serve you with much of the information that you will need in order to successfully complete the AAS National Test. I urge you to familiarize yourself with this guide and try to remember the content in it. Not only will the information be on the national test but it also reminds us of our heritage and where we came from as a society and as the greatest Air Force in the world!

Again, I want to congratulate you on your decision and dedication to excellence. I truly look forward to seeing you as an Active Member of Arnold Air Society. Blue Skies & Tailwinds!

//SIGNED//

KURT T. HILL, C/Lt Col, AAS  
National Director of Training

## **AAS HISTORY**

Arnold Air Society is a professional, honorary, service organization advocating the support of aerospace power. AAS is formally affiliated with AFROTC and the Air Force Association. It is a national extracurricular organization available to Air Force ROTC and Academy cadets.

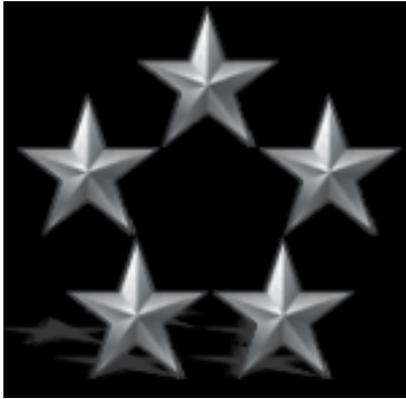
In 1947, at an AFROTC summer camp, a group of cadets from the University of Cincinnati discussed the possibility of an honorary society. After taking their idea to members of their cadre, a committee of cadets was formed to write a constitution and to choose a name for their newly founded society. The name they chose was the "Arnold Society of Air Cadets," in honor of General Henry H. Arnold. Arnold Air Society grew very quickly from its inception in the summer of 1947. High morals, physical fitness, and positive mental attitude formed the foundation of the Society. These characteristics were the basis for the Society's efforts to mold young cadets into future Air Force leaders.

The United States Air Force officially recognized the Society in April of 1948, and the Air Defense Command sent copies of the Society's constitution to all colleges and universities throughout the nation in hopes of forming similar organizations. Within the next year, twenty new squadrons were formed.

National Conclaves were one of the many new ideas that came about in the early 1950's. The first NATCON was held at the University of Cincinnati in 1950. This conclave was convened to determine the policies for the Society. Mrs. Eleanor Arnold was named the Honorary Sponsor, and General James Doolittle was chosen to be the Honorary Commander following the death of General Arnold. This same year, the organization became officially known as the "Arnold Air Society." During the second NATCON, the Society became affiliated with the Air Force Association. At the fourth and fifth NATCONs, a reconstruction of the organizational structure of the Society was proposed. This resulted in the formation of the Executive Board, consisting of the AAS national and region leadership. At following conclaves, more awards and policies were initiated, such as the formation of Angel Flight in 1952, and the Arnold Air Society-Link Foundation Fellowship Awards for graduate work.

## GENERAL OF THE AIR FORCE HENRY “HAP” ARNOLD

“It’s got to be done and done quickly, so let’s get it done.” –  
*General “Hap” Arnold*



Henry H. Arnold was born in Gladwyn, Pennsylvania, on 25 June 1886. Following graduation from the United States Military Academy at West Point, he was appointed a Second Lieutenant of Infantry on 14 June 1907. In 1911 he entered aviation and became a flyer. He was detailed to the Signal Corps in April 1911, piloting the Wright Bi-Plane. He was one of the first flyers taught by the Wright Brothers.

In June 1912, General Arnold established a new altitude record when he piloted a Bruggess-Wright airplane to a height of 6,540 feet. He participated in the Regular Army and National Guard Movements in the states of New York and Connecticut and established several aeronautical records. On 9 October 1912, Arnold won the first Mackay Trophy to be awarded for his flight demonstrations.

He progressed rapidly through the ranks, and by 11 February 1935 he had received the temporary rank of Brigadier General. This rank was made permanent on 02 December 1940. He was awarded permanent rank of Major General and became Chief of the Army Air Forces in 1941. In March 1942, “Hap” Arnold became Commanding General of the Army Air Force.

He retired from the service on 30 June 1946 with the ratings of Command Pilot and Combat Observer. His many accomplishments, of both personal and national significance, gained him the distinction of becoming the first five-star General of the United States Air Force on 07 May 1949 by an act of Congress.

General Arnold passed away on 15 January 1950 of a cardiac condition.

For his service, he received the Distinguished Flying Cross in November 1936 and the Distinguished Service Medal in October 1942. Arnold was awarded the Air Medal in March 1943, and in September 1945 he received the Oak Leaf Cluster to the Distinguished Service Medal. In October 1945, he was awarded a second Oak Leaf Cluster to the Distinguished Service Medal. His other awards included: The World War II Victory Medal; American Defense Medal; American Theater Ribbon; Asiatic-Pacific Theater Ribbon; European-African-Middle Eastern Theater Ribbon, 1942-1943; U.S. Military Badge No. 1; Morocco’s Grand Cross, Grand Officer of the Commander (Ouissam Alaouite); Yugoslavia’s Sun in the degree of Grand Aztec Eagle; Mexico’s Order of Military Merit; and England’s Knight Grand Cross of the Order of the Bath.

The H. H. Arnold Award was established in honor of General Arnold by the Air Force Association in 1948. It is presented for the “most outstanding contributions toward the peace and the security of the United States in the field of aviation.”

General Arnold had but one theme: “It’s got to be done and done quickly, so let’s get it done.” We all share a common pride in General Henry “Hap” Arnold, the man who had the imagination to see success and the confidence to create it.

## **CHAPTER 1: General Information**

### **1-1 Type of Organization**

**Arnold Air Society is a professional, honorary, service organization advocating the support of aerospace power.**

- a. Arnold Air Society is “professional” because of the established intent of its members to become officers in the United States Air Force. It strives to instill in its members an attitude of unselfish dedication to, and responsibility for, fulfillment of the missions of the Air Force and Arnold Air Society.
- b. Arnold Air Society is “honorary” because of the high standards required of all cadets earning membership.
- c. Arnold Air Society is “service” oriented because of the contributions and assistance provided to the community, the campus, and officer commissioning programs.

### **1-2 The Arnold Air Society Motto**

“The warrior who cultivates his mind polishes his arms.” – *Duc de Boufflers*

### **1-3 Missions of Arnold Air Society**

The following three objectives were adopted by AAS to enhance the Air Force Reserve Officer Training Corps (AFROTC) and the United States Air Force Academy (USAF), and to project the image of the United States Air Force on the university campus and in the surrounding community.

#### **First Objective:**

**To create a more efficient relationship among Air Force officer candidates, in particular within the Air Force Reserve Officer Training Corps.**

Function of the First Objective:

To provide opportunities for a greater interaction among collegiate level Air Force officer candidates and to encourage increased communication with Air Force officers and leaders in national defense, government, and industry.

#### **Second Objective:**

**To aid in the development of effective Air Force officers.**

Function of the Second Objective:

To provide more opportunities for Air Force officer candidates to exercise leadership, management, organizational, and public relations skills.

**Third Objective:**

**To further the purpose, traditions, and concepts of the United States Air Force.**

Function of the Third Objective:

To provide opportunities for officer candidates to participate in campus and community service activities, demonstrating the close relationship between civilian and military institutions.

**1-4 Purposes of Arnold Air Society**

- a. AAS provides members excellent opportunities for leadership experience, and opportunities that provide valuable training. The Society furthers a working knowledge of the administrative practices of the USAF, which can be of great value to a member as a cadet and later as an officer.
- b. Within the Society, candidates and members alike find fellowship, become better acquainted with cadre and other officers, and receive more complete training.
- c. The Society develops a valuable *esprit de corps*. Group consciousness among members, coupled with improved officer/cadet relationships fostered by the society, leads directly to a stronger, more efficient cadet corps.
- d. The Society, in participation with the Air Force Association, aids members in gaining an understanding and appreciation of aerospace power for national security.
- e. Another important benefit of AAS is that members come in direct contact with other men and women who share similar goals. Members have the mutual objective of promoting and furthering the purpose, traditions, and concept of the United States Air Force.

**1-5 The Colors of the Arnold Air Society**

- a. White represents the purity of our intent.
- b. Red symbolizes the blood shed by Americans fighting for freedom
- c. Blue is the color of the sky in which we fly.
- d. Gold (Yellow-Orange) represents the wings with which we fly, and warrior courage.

**1-6 The Arnold Air Society Symbol and Insignia**

- a. The AAS badge is an Air Force star of white with a cardinal ball in the center resting on opposed gold wings. Under this are two blue bars with “Arnold Air Society” superimposed on the bars.

- b. The AAS rank pin is an AAS badge with the appropriate officers grade insignia placed between the wings above the star.
- c. The AAS candidate pin is circular and bears the white star and cardinal ball of the Society.
- d. The AAS fourragere is a single loop, square weave, blue and gold, multi-strand cord.
- e. The AAS membership ribbon is a gold, white, blue, and red ribbon.

### 1-7 The Official Flower of Arnold Air Society

The official flower of the Arnold Air Society is the Crimson Glory Rose.

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#### One More Roll

We toast our hearty comrades who have  
Fallen from the skies, and were gently caught  
By God's own hand to be with Him on High.  
To dwell among the soaring clouds  
They've known so well before.  
From victory Roll to tail chase, at Heaven's very door.  
As we fly among them there we're sure to  
Hear their plea, take care my friend,  
Watch your six,  
and do one more roll for me.

*-Commander Jerry Coffee  
Hanoi, 1968*

## **CHAPTER 2: Membership**

### **2-1 Types of Arnold Air Society Membership**

There are four classifications of membership in Arnold Air Society.

- a. **Active:** Any cadet enrolled in AFROTC or the Air Force Academy who has completed a candidate program, paid all dues, and remains in good standing with the squadron.
- b. **Inactive:** Any member who cannot meet the requirements of active membership, but who remains in good standing and continues to pay AAS national dues. This is subject to squadron bylaws.
- c. **Associate:** Members of Silver Wings, an association affiliated with AAS.
- d. **Honorary:** An award for a person who is not eligible for membership, but has contributed greatly to Arnold Air Society.

#### **THE ARTICLES OF THE CODE OF CONDUCT**

- I. I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.
- II. I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.
- III. If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.
- IV. If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information nor take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and back them up in every way.
- V. When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statement disloyal to my country and its allies or harmful to their cause.
- VI. I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

## CHAPTER 3: Staff Positions, Responsibilities, and Rank

### 3-1 Positions and Responsibilities

There are leadership positions at every level of Arnold Air Society.

- a. The Commander (CC) is responsible for making sure the command level effectively and efficiently pursues the mission of the society. In short, the commander is responsible for everything that happens at the given command level.
- b. The Deputy Commander (CD) is the second in command and assumes command in the absence of the commander. The CD is also responsible for the lower staff positions' activities.
- c. The Operations Officer (DO) is responsible for ensuring the completion of all projects in that command level and serves as a link between project officers and the rest of the staff.
- d. The Information Management Officer (IM) is responsible for all information, forms, and correspondence in that command level. The IM is also responsible for taking minutes at all meetings, and keeping track of attendance.
- e. The Financial Management Officer (FM) is responsible for the budgeting process, collecting dues, keeping financial records, and handling transactions.
- f. The Public Affairs Officer (PA) is responsible for keeping members and other cadets informed about events. The PA is also responsible for any publicity for the command level.
- g. The Candidate Training Officer (CTO) is responsible for preparing candidates to become active members of the society.
- h. The Support Officer (DS) is responsible for helping other staff members in the functioning of the day-to-day activities of the society.

### 3-2 Region and National Level Positions

All of the above positions are the official title of the Squadron Level counterpart of each position. At the national and region levels, the positions above will have the following titles, respectively: Commander, Vice Commander (CV), Director of Operations, Director of Information Management, Director of Financial Management, Director of Public Affairs, Director of Training (DT), and Director of Support. All of the abbreviations above remain the same with the exception of DT and CV.

### 3-3 Addition and Deletion of Positions

Commanders may add or delete positions as necessary within their own staff. All staff positions must be held by active members.

### 3-4 Rank

Arnold Air Society rank is determined by the position the individual holds. AAS members retain the highest rank they have attained, regardless of the current position they hold. The following is the rank of each level of AAS. This is not to be confused with cadet rank or any other rank.

<u>POSITION</u>	<u>NATIONAL</u>	<u>REGION</u>	<u>SQUADRON</u>
CC	Brig. General	Colonel	Major
CV/CD	Colonel	Lt. Colonel	Captain
DO	Lt. Colonel	Major	1st Lieutenant
IM	Lt. Colonel	Major	1st Lieutenant
FM	Lt. Colonel	Major	1st Lieutenant
PA	Lt. Colonel	Major	1st Lieutenant
DT/CTO	Lt. Colonel	Major	1st Lieutenant
DS	Lt. Colonel	Major	1st Lieutenant

Note: An active member who has never held a staff position is an AAS C/2d Lt.

#### HIGH FLIGHT

Oh, I have slipped the surly bonds of earth  
And danced the skies on laughter-silvered wings;  
Sunward I've climbed, and joined the tumbling mirth  
Of sun-split clouds, and done a hundred things  
You have not dreamed of, wheeled and soared and swung  
High in the sunlit silence. Hov'ring there,  
I've chased the shouting wind along, and flung  
My eager craft through footless halls of air.  
Up, up, the long, delirious burning blue  
I've topped the windswept heights with easy grace  
Where never lark, or even eagle flew.  
And, while with silent, lifting mind I've trod  
The high untresspassed sanctity of space,  
Put out my hand, and touched the face of God.

*John Gillespie Magee, Jr.*

## CHAPTER 4: Structure

### 4-1 Organizational Levels of Arnold Air Society

- a. National Administrative Headquarters is run by the Executive Director, the chief civilian employee of Arnold Air Society. It is the responsibility of this headquarters to centralize administration at a national level. This is also known as the Executive Management Center.
- b. National Headquarters is run at an annually changing location. This headquarters is responsible for activating disciplinary power provided for in AASMAN-1 for the purpose of enforcing Executive Board decisions. This headquarters is also responsible for the national awards process, among other responsibilities. National Headquarters is selected by a majority vote of the squadrons each year at the National Conclave (NATCON).
- c. Region Headquarters is responsible for the inspection of squadrons at least once per academic year. Additionally, the power to fine is given to the Region Headquarters. It may also collect dues from squadrons to cover the area's operating costs. Each Region Headquarters is responsible for maintaining an efficient chain-of-command between AAS squadrons and National Headquarters. Region Headquarters is likewise selected by a majority vote of the squadrons in the Region at the Region Conclave (RCON). The Arnold Air Society is divided into 11 regions.
- d. Squadrons are the primary units of the Society, and are hosted by individual detachments.

In addition to the above, there are special headquarters.

- a. National Conclave Headquarters is elected at NATCON for the following year. It is charged with the planning, set-up, and coordination of meetings, lodging, and entertainment for NATCON.
- b. Similarly, there are RCON Headquarters for the running of Region Conclaves.
- c. The National Archives Headquarters stores, organizes and assembles the records of the society.
- d. The Joint Alumni Association (JAA) is responsible for accounting of Arnold Air Society and Silver Wings alumni with the objective of providing financial, manpower, and leadership benefits to the AAS, SW and Air Force Association (AFA).

### 4-2 The Executive Board of Directors

The administrative functions of Arnold Air Society are conducted by the Executive Board of Directors. This board is an integral part of the organization and its members are subject to various bylaws and restrictions. Presiding over the board as chairman is the National Commander. The voting members of this board are the AAS Region Commanders and the SW Region Executive Officers. The non-voting members include several Arnold Air Society and Silver Wings Headquarters officers and consultants. Note: The National HQ staff officers (CV, DT, DO, FM, IM, PA, DS) are all non-voting members of the Executive Board.

The Executive Board is the legislative body at the National Level. The functions of this board are restricted by the AAS Constitution and the National Conclave. The Executive Board meets twice each year, once during the fall in Washington, D.C., and again at NATCON.

### **THE UNITED STATES 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, Give 'er the gun! (Give 'er the gun now!)  
Down we dive, spouting our flame from under,  
Off with one helluva roar!  
We live in fame or go down in flame. Hey!  
Nothing'll stop the U.S. Air Force!

Minds of men fashioned a crate of thunder,  
Sent it high into the blue;  
Hands of men blasted the world asunder;  
How they lived God only knew! (God only knew then!)  
Souls of men dreaming of skies to conquer  
Gave us wings, ever to soar!  
With scouts before And bombers galore. Hey!  
Nothing'll stop the U.S. Air Force!

Here's a toast to the host  
Of those who love the vastness of the sky,  
To a friend we send a message of his 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 men we boast, the U.S. Air Force!

Off we go into the wild sky yonder,  
Keep the wings level and true;  
If you'd live to be a grey-haired wonder  
Keep the nose out of the blue! (Out of the blue, boy!)

## **CHAPTER 5: Conclaves**

### **5-1 NATCON**

The National Conclave is used as a central means of determining the policies of both Arnold Air Society and Silver Wings. It is the supreme legislative body. NATCON is composed of the National Commander, the Region Commanders, and representatives from each squadron. This Conclave carries out all AAS legislation in accordance with the AAS National Constitution.

NATCON is also an opportunity to amend the AAS National Constitution. If a squadron or area would like to make an amendment, they will sponsor a proposal to do so. However, to make any change official, a two-thirds vote of all the Arnold Air Society's active squadrons is required. The Rules, Ways, and Means Committee is responsible for handling all rules of procedure applicable to the NATCON and reviewing and consolidating all proposed legislation prior to action by the Conclave committees.

NATCON is where the general assembly of active members has the chance to vote on the incoming National Headquarters, NATCON Headquarters, and the Joint National Project (JNP). The Joint National Project is a year long service project performed by Silver Wings and Arnold Air Society that benefits the national community.

National Awards are also presented at NATCON. These include awards for squadrons of all sizes, and an award for the squadron with the best training program in AAS (LBJ Cup).

NATCON is held once each academic year, traditionally over Easter weekend, at an annually changing location. These conclaves offer a great opportunity to meet other cadets from all over the U.S., to share ideas, and to have a great time.

### **5-2 RCON**

Region Conclaves operate in much the same way as NATCON. The school that is chosen to host the Region Conclave (not the Region Headquarters) is responsible for finding lodging, meeting rooms, and entertainment for all AAS members for the weekend of the Conclave, typically during the fall semester. There are registration fees for both the National and Region Conclaves.

At RCON, the general assembly of active members from that area is given the opportunity to vote on the incoming Region Headquarters, and RCON Headquarters.

Typically, each squadron is inspected by the Region Commander at RCON in the form of roundtable discussions. (Note: 11 Region Conclaves, one for each region in the society)

## **CHAPTER 6: Affiliated Organizations**

### **6-1 The Air Force Association**

The AFA was founded on February 4, 1946, as an organization dedicated to national security and world peace. The AFA sponsors many endeavors, including the Space Education Foundation, which promotes aerospace study and literature.

The Air Force Association is a national, independent, non-profit, air power advocacy organization that is generally thought of as the parent organization of Arnold Air Society, though AAS remains at all times an independent entity.

The Air Force Association's national headquarters is located in Arlington, Virginia. A full-time staff keeps AFA members informed, and advises Congress, the President, and the Pentagon on matters concerning aerospace affairs and national security.

AAS active members also become cadet members of the AFA at a reduced rate (this makes up the bulk of your national dues). As a cadet member, you will receive the official publication of the AFA, Air Force Magazine. This monthly magazine is loaded with information about the Air Force and events in the nation concerning you.

### **6-2 Silver Wings**

Silver Wings is a national honorary organization of dedicated college students who wish to make a difference for the better through service and assistance to their communities. This organization is the collegiate arm of the Air Force Association.

The first Angel Flight was founded at the University of Nebraska at Omaha in 1952. In April of 1957, at the eighth NATCON, Flights throughout the country were brought together as a national organization unified in purpose and ideals. Ever since, Angel Flight-Silver Wings has worked closely with Arnold Air Society, sharing much of its structure, activities, and objectives. In 1996-97, AnF-SW restructured their organization to more closely resemble that of the AFA and officially renamed themselves, Silver Wings.

Silver Wings seeks to aid in the progress and mission of the United States Air Force, the AFA, and AAS. Membership is open to any college student, and is primarily intended for non-ROTC members who wish to serve their communities. Silver Wings members become associate members of AAS upon payment of their national dues.

### **6-3 Liaison Relationships**

In addition to these formal affiliations, AAS-SW units may also form liaisons with other organizations that support aerospace power and the national defense, such as:

- a. Civil Air Patrol: The civilian auxiliary of the United States Air Force.

- b. Explorers: Many units work with Explorer Posts of the Boy Scouts of America that focus on aerospace subjects.
- c. Air Force Junior ROTC: This high-school program uses some aspects of Air Force military training to improve citizenship skills and encourage future involvement in the Air Force.
- d. POW/MIA Awareness: AAS supports the efforts of recognized organizations which have the goal of honoring the sacrifices made by American prisoners of war (POW) and combatants who are missing in action (MIA).

**David W. Wallace Squadron supporting POW/MIA awareness**



## CHAPTER 7: Mechanics of AAS

### 7-1 Robert's Rules of Order

The society's business sessions are run according to Robert's Rules of Order. These rules serve to facilitate efficient and orderly meetings. Although not always used at the squadron level, they are practiced at NATCON, RCON, and Executive Boards. There are various publications and websites ([www.robertsrules.com](http://www.robertsrules.com)) available to help you learn about Robert's Rules of Order. Your CSCOP (Chapter-Squadron Chief of Protocol) should be able to assist you as well.

### 7-2 Amending the Society

The society is amended two times during the year. The primary time for amendments is at NATCON, where new National and NATCON Headquarter staffs, a new JNP, and various amendment resolutions are voted upon. The secondary time for amending the society is at the Executive Boards in the fall. Minor amendments are made at the fall meeting of the Executive Boards. The Executive Board usually leaves very important matters to be decided in the spring by the general assembly (entire society) at NATCON. An example of an amendment that would be made at the Executive Boards is the voting on a new Honorary National Commander.

### 7-3 Governing Manuals

There are 3 primary governing manuals for AAS members. These are the AAS Constitution, AASMAN-1 (Arnold Air Society Manual), and JPM-1 (Joint Protocol Manual). The Constitution outlines a basic structure of the society, how membership is maintained, how the society is run, and the symbols of the society. The Constitution can be found as an attachment to AASMAN-1. AASMAN-1 provides greater detail. By definition it establishes the policies and procedures that guide the operation of the Arnold Air Society. The JPM-1 is meant to be a reference for protocol officers and any member of Arnold Air Society or Silver Wings. This manual includes information for business events, social events, correspondence, dining in/out, flag protocol, customs and courtesies, etc. Some information included is specific to AAS or SW, and other information is pertinent to both organizations. The AASMAN-1 and JPM-1 can be found on the AAS National Website ([www.arnold-air.org](http://www.arnold-air.org)).

The society is further governed by all other pertinent official publications of the USAF, AFROTC, and AFCW.

### 7-4 Membership Renewal

Every year, at the beginning of the fall term, each squadron renews the membership of its active members who have not graduated. A packet is sent up to the Executive

Management Center with dues and paperwork completed in accordance with AASMAN-1.

### **7-5 Running for Higher Headquarters**

Running for higher headquarters is an important aspect of the society. National offices are elected at NATCON and Region Commands are elected at RCON. National Headquarters and NATCON HQ are elected by a majority vote by the members of the general assembly at NATCON. Each running party will be given time for a presentation and a question and answer session will follow with the general assembly. After both of these sessions, the floor is opened to debate and finally a vote is taken to determine the new HQ location. Region Commands are elected in the exact same way but on a smaller level at RCON.

### **7-6 Interaction between the Command Levels**

Arnold Air Society is a national organization with most of its members enrolled as full time college students. This limits the personal availability of its leadership and leads to the need for other types of correspondence. Monthly reports serve as a means for the AAS leadership to stay informed of the state of the society. They use this information to determine policy and direction changes if needed. Reports are not required by AASMAN-1, but are traditionally mandated by commanders and staff members. Regular reports flow from squadron to area, and eventually from area to national staffs.

The number of events where leadership can interact with their subordinates in person are few and invaluable. These events usually include Executive Boards, NATCON, and RCON. The meeting of the Executive Board in the fall semester in Washington D.C., serves as a time for the national staff members and Region Commanders to meet and cover society business and legislation. NATCON, held in the spring semester, covers the same objectives as Executive Boards, but includes the whole society in attendance (all who register for NATCON). RCONs are held in the fall semester of each year serving the same purpose as NATCON, but at the region level as opposed to national level. However, members of national staff often make an appearance at RCON as guests.

### **7-7 National Advisory Consultants**

National Advisory Consultants, also known as “NACs”, are former members of AAS or SW who were asked to continue their service to the society based on their outstanding performance as members. The SW NACs are usually civilian professionals while the AAS NACs are typically active duty AF officers. They both offer a wealth of knowledge regarding the workings of the two societies and their Air Force and professional civilian careers for those who are interested.

NACs interact primarily with members involved in the higher command levels of the two societies, giving guidance to the cadet and civilian leadership. They are most visible and available to cadets at national functions such as Executive Boards in the fall and

NATCON in the spring. They also assist in ways not often seen by AAS/SW members, holding specific responsibilities such as AAS/SW Manual, Procedures, and Internet Communications.