
Arnold Air Letter

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Disclaimer: This publication is the official newsletter of the Arnold Air Society. The opinions and views expressed herein are not to be considered an official expression of Air Force Reserve Officer Training Corps. We welcome your comments, questions, suggestions, and contributions. Please contact the editor at:

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MILLENICON

Justin Golart, C/Brig Gen, AAS
National Commander

Well, March is already upon us. My year as National Commander has flown by and has been full of moments that I will never forget. The focal point of the AAS year is yet to come. That's right - MILLENICON 2000 is now just around the corner!

Let me begin by saying that this year's NATCON Commander, AAS/Col Ray Cendana, has been on top of things from the very beginning. The advance planning and hard work of him and his staff are indicators that this year's conclave should be one of the best-run events that AAS has ever seen. We, as a society are indeed fortunate to have Ray as our NATCON Commander.

As usual, many high ranking officers, including a large portion of the senior leadership of AFROTC will be attending the conclave. These four days are a wonderful opportunity for us to show the leadership of the Air Force that AAS exists to support the mission of AFROTC, and that it is helping to produce high quality lieutenants. Opportunities for cadets to interact with officers on such a large scale are hard to find. We need to take advantage of this one!

Each year, much is said about the tendency of some cadets to enjoy NATCON a little TOO much (I think you know what I mean). That will not be the case this year. This is an honor society of the top cadets in the Air Force...proper behavior is expected of *everyone*.

There are only two ground rules that each cadet attending NATCON needs to be sure to follow. First, do not break the law. Secondly, do not do anything to show AAS in a negative light to the hotel and to other people who will be staying at the hotel. If everything that will be done at NATCON adheres to these two rules, as I know it will, we are in for quite a time!

My staff, the Silver Wings national staff, and the NATCON staff have been working very hard to make sure that this conclave goes as well as it possibly can. The business done at NATCON is very important. This is the only opportunity for us to get together each year to discuss things on a national level. Your voice at NATCON really does make a difference in how AAS will be run in future years...don't underestimate the impact you can have at the conclave.

Finally, we always hear that "anyone not having fun at NATCON is wrong." That is true. However, I would extend that statement to state that "anyone not having fun with people outside of his/her detachment is wrong". Don't leave San Diego without taking advantage of this great chance to catch up with old friends and make new friends!

I look forward to seeing each of you in California. You have done nothing but amaze me all year long with the way you make this society run. A gathering of more than a third of a society that has done so much good for the Air Force and the nation this year can't be anything but perfect! See you in San Diego.

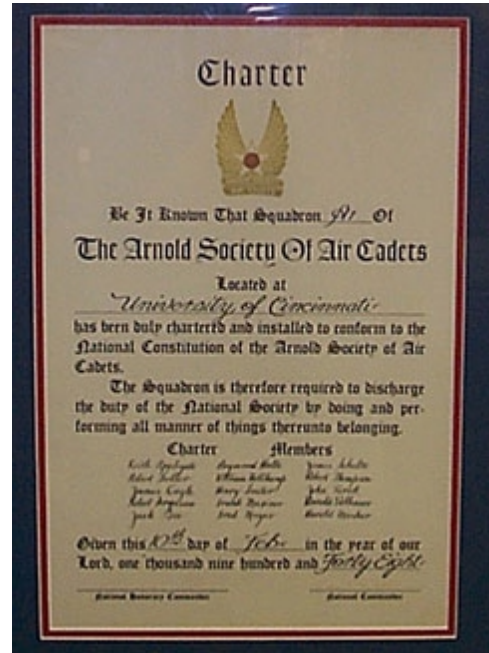
History of Arnold Air Society

Lindsay Egglar, C/Lt Col, AAS
National Director of Public Affairs

At summer camp in 1947, a group of AFROTC cadets from Cincinnati, Ohio, discussed and presented the idea of an honorary society to Lt. Colonel James F. Pierce, Major Victor J. Sampson, and Captain James L. Nollkamper. A committee of cadets was formed to write a constitution that the University of Cincinnati would accept, always keeping in mind the original ideas of forming a *national* group. This committee unofficially surveyed 25 AFROTC detachments on the need for such a society. Interestingly, only 14 replied “yes,” while 11 said “no.” The 11 detachments liked the idea, but felt the society should be created and governed by the USAF. Captain Nollkamper and the committee persisted with the idea, and created the National Constitution, by-laws, and designs for the ribbon and badge.

In December 1947, Gen Henry Harley “Hap” Arnold granted permission to use his name for the proposed "Arnold Society of Air Cadets." The University of Cincinnati was recognized as the first squadron on 8 December 1947.

To gain recognition from the USAF, Capt Nollkamper corresponded with Air Material Command. On 6 April 1948, General C.B. Stone notified the Arnold Society of Air Cadets that it was officially recognized by the Air Force. Shortly thereafter, the Society was put under Air Defense Command. Twenty new squadrons were formed in the first year. Now, the University of Cincinnati’s Hap Arnold Squadron continues to be active in Arnold Air Society.



Shown above is the first charter of our Society, granted to the University of Cincinnati. Below, our namesake, General Henry Harley “Hap” Arnold.



The Three-Pronged Attack of Public Affairs

Liz Aptekar, C/Maj, AAS
Director of Public Affairs, Area X

Public Affairs for Arnold Air Society can be one of the most rewarding and highly visible duties that will benefit you and your entire squadron. As a PA officer, you represent all the people and programs in your squadron. Cadets will turn to you when they want to pass on news – whether it's to the people in your squadron, everyone in the detachment, the surrounding community, or even the Air Force. Your efforts will ensure that your squadron gets the much deserved visibility and recognition for the many achievements of your members and candidates. There are many resources available to you. These resources, when used properly, can make your organization and the people in it shine. Remember to publicize your squadron's accomplishments or else no one will know about them! Understanding the following information will give you a firm grasp of what you can do to enhance the AAS mission through PA concepts.



Internal Information –

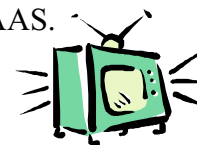
Keeping AAS members, advisors, and candidates informed about relevant issues is Public Affairs's most important mission. Internal information tools like a squadron newsletter, Website, staff meeting minutes, and bulletin boards, to name a few, help commanders' keep people knowledgeable about current affairs.

"...Public sentiment is everything. With public sentiment, nothing can fail. Without it, nothing can succeed."

President
Abraham Lincoln

Media Relations – It is imperative that a PA officer is knowledgeable about the media that are dealt with. Know something about the content, the type of medium the article or information will be published in or aired on. Build a relationship with the local media outlets and keep them informed. When coverage is secured, all media queries and

media requests for interviews of members in your squadron should be referred through the PA officer in order to help the interviewee prepare for the interview and be an escort, when needed, to explain a project or the mission of AAS.



Community Relations –

The news media and your internal audience are not the only people who need to be informed about Arnold Air activities – the people and associates living and working in the local community also have a desire to know what's happening, especially if it pertains to them. Communities will be more willing to accept Arnold Air Society if they can better understand the contributions AAS makes.



Remember, Public Affairs is not only the responsibility of PA officers. All Arnies should promote the professional,

honorary, service organization that we are.

Get Out and Vote!

Stephen Maile, C/Maj, AAS
Deputy Commander, Harry R. Armstrong Squadron

Every four years, Americans are offered a unique opportunity to influence the future policies and agendas of the country by taking part in the presidential election process. For many of you, this should be an especially exciting time as your first chance to vote in a general election of this magnitude. Unfortunately, not many in our age group feel that way. The U.S. Census found that in the last U.S. presidential election, only 55% of the 18-24 year old population was registered to vote. Of this, only 38% actually voted. These numbers represent the lowest voting turnout for an age group in the last four decades. It is perplexing that young voters refuse to take part in American elections, mainly because they have no interest or wrongly feel that their vote does not matter.

VOTE!

You have a vested interest in voting as potential members of the U.S. armed forces. Your pay, deployment rates, and retirement benefits are just some of the areas that will be directly impacted in some way by this coming election. Thus, it is in your best interest to register to vote and learn as much as you can about each candidate's plan for the future of this country. If you are not presently registered to vote, do so immediately! In order to take part in many of the state primaries, early registration is a must.



If you are attending a school as an out-of-state student, you have two options available. Most states allow you to register in the state where you attend school. Otherwise, you may contact your home state to register and request an absentee ballot to be sent to you via the mail. If you have missed the plethora of candidate debates on TV, you will need to do a little research to find out whom to support. The internet is a rich source of information, but be aware of perspectives and biases. Again, be sure to register and exercise your right to vote for the candidate you feel would best lead this country in the years to come. Encourage your peers to do the same. Leave some voter registration forms around your detachment and post reminders for upcoming primary dates. The general election is 7 November 2000.



Make a difference!

Happy voting!

HERESY?

JC Mann, Col, USAF
National Advisor

When I was in pilot training (oh so many years ago!), one of the classes we had to take before actually flying an Air Force jet was physiology. We learned a lot about the body and how it reacts to unusual circumstances like acceleration forces (G's) and altitude. We experienced altitude symptoms in a large pressure-regulated contraption called "the altitude chamber." We experienced the effects of expanding gases (oops!), of pressure in the ears (ouch!), and of oxygen deprivation. (And non-rated folks wonder why rated folks are the way they are.)

To impress upon us the seriousness of these phenomena, the instructor related several stories. One of the stories I remember is about a student who flew with a cold.

He was willing to "gut it out" when the pressure in his ears increased.

He was a "real man," so he merely turned up the radio volume so he could still hear the instructor and the ground controller.

He silently endured the increasing pain in his sinuses during the climbout to high altitude. He was not going to fall behind.

Even as it became more difficult to concentrate on the task at hand (flying a jet aircraft), he was determined to complete the mission.

Suddenly, he frantically asked the instructor pilot (IP) to take the aircraft. As the IP took the aircraft, the student desperately released the bayonet connector on the right side of his oxygen mask to allow the mask to dangle to the left of his face. He frantically brought his hands up to his painful face just in time to catch an uncontrollable sneeze.

After the sneeze, he held much of his sinus linings in his hand. The mission was terminated. His flying career was also terminated. Obviously, the story made an impression on us; enough so that I still remember it 26 years later.

More recently, on 10 Sep 99, a basic trainee at Lackland AFB TX died during basic training. Do you remember that day specifically? Probably not. The Air Force remembers it. Commanders **need** to remember it. Airman Basic Micah Schindler died from health complications exacerbated by a field march at the end of Air Force basic training. Thorough investigations have resulted in training changes which should minimize such heart-breaking tragedy.

Procedures can be changed, training methods can be adjusted, and facilities can be improved; all with the stroke of a pen from an officer in charge.

A contributing factor more difficult to change, however, is an individual's attitude. You see, one of the things which made AB Schindler's situation worse was his insistence on completing the march with his fellow recruits. This march was the last part of their mission: their mission to complete basic training. His determination contributed to his death, and ultimately, to a failure of the mission.

Locally, last November, one of my cadets surprised me. I asked him if he was going to put in another package for the cadet wing commander position. I fully expected him to submit a package because he had last spring and had been very competitive in a strong field of seven. The surprise?

His answer was (approximately) “I guess so. I don’t think I really have the time next semester, but, you know, ‘Service Before Self.’” We had a long talk and I convinced him NOT to put in a package.

Can a “positive attitude” be detrimental to the mission? Is it possible to be **too** “Gung Ho”? I contend that the answer to both questions is “Yes.”

Consider the F-16 pilot who conceals his lack of proper crew rest in an effort to get the night mission launched so the whole squadron can get a day off as a reward for meeting a demanding monthly goal. Fine and dandy until he makes a wrong decision, loses control of the aircraft, ejects, and loses a multi-million dollar aircraft. He survives (thank goodness,) but what has he done for the mission? What has he done **to** the mission?

There are similar stories out there, albeit less dramatic. How about the dedicated office worker who comes to work with the high fever of a flu? Sure, a little work gets done that day, but a few days later, half the office is at home, bed-ridden with the same flu. In the long run, less work was accomplished ... less of the mission was successful.

John was a dedicated supervisor. He enjoyed his staff job, the responsibility, the visibility, and the challenges from which he could see he was growing. Last month, he braved the roads made treacherous by an overnight ice storm. “Duty calls.”

Unfortunately, he never made it to work. His enthusiasm, his dedication, his dependability couldn’t overcome the laws of physics and keep him from rolling his small pickup and crash into a large, immovable tree. He died instantly. The mission continues without him, but everyone is falling behind until a replacement can be selected, assigned, delivered, and then trained to do that challenging, responsible, visible job.

A great diversity of examples, from nationally recognized, decorated military legends to “everyday” people leading by example.

In AFROTC, we preach “Service Before Self” because it is one of our core values. We want you (and us) to remember that we are in the military out of patriotism. No one joins the military to get rich.

When you dedicate yourself to the job, though, (as I’m sure you intend to do) be sure that you are serving the “Big Picture” mission with each decision you make. A short-term gain resulting in a long-term loss is NOT “Service Before Self.”

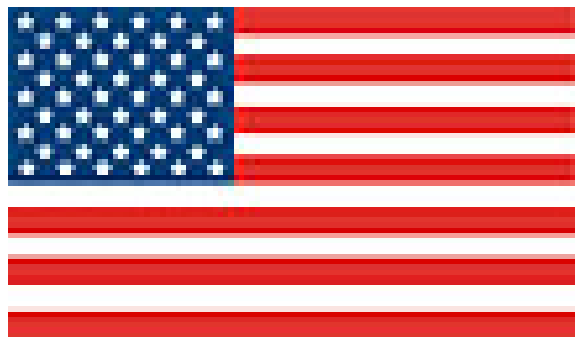
A prime example would be my local cadet story. The cadet was seriously risking failing classes and delaying (or worse, losing) his degree and subsequent commissioning. Short-term gain: a great job as Cadet Wing Commander, as I’m sure he would do. Long-term loss: an unnecessary (and possibly permanent) delay in coming on active duty.

Stay dedicated .

Stay sm art.

Keep the BIG

PICTURE .



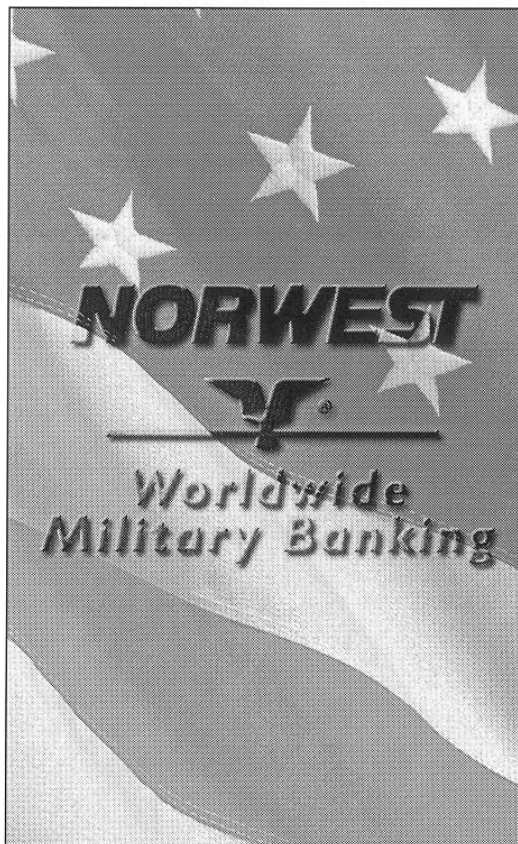
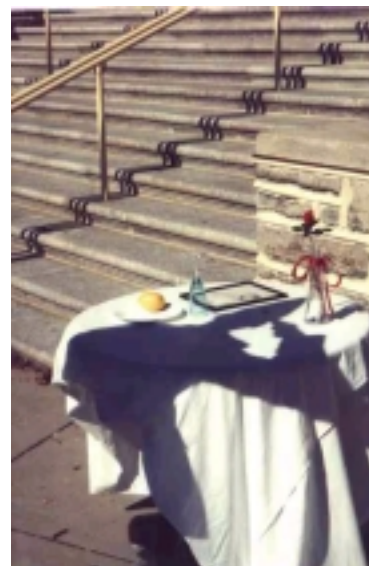
Our Squadron's Namesake

Michael Johnson, C/Maj, AAS

Commander, Harry R. Armstrong Squadron

Second Lieutenant Harry R. Armstrong, a Penn State alumnus, was an Army Air Corps B-17 navigator for the 380th Bombardment Group, 570th Bombardment Squadron during World War II. During his last mission, on 2 February 1944, his aircraft was attacked and heavily damaged by flak, forcing the crew to bail out over France. Upon discovering that his plane was short one parachute, he ordered the remaining crewman to take the last parachute. Thus, Armstrong went down with his plane, sacrificing his life for a fellow serviceman. The members of Harry R. Armstrong Squadron have learned a great deal from its namesake's act of heroism. As a result, the Armstrong Squadron has become a major service organization dedicated to improving its community, university, and detachment. The squadron annually organizes the largest POW/MIA awareness event in the area. The Armstrong Squadron completed nearly 800 hours of service for the local community in Fall '99. The squadron hosts blood drives and actively participates in the nation's largest student-run philanthropical event, the Penn State IFC/Panhellenic Dance Marathon. The detachment benefits from the leadership that Arnold Air Society members receive, through programs like the hat sale, snack stand, crud tournament and hay rides. All members of Arnold Air Society can learn from Armstrong's act of heroism. Each service project a squadron undertakes exemplifies the core value that Armstrong died by, "Service before Self."

(Photo: A Penn State cadet salutes the POW/MIA table during Armstrong Squadron's POW/MIA Awareness Day.)



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Silver Wings



Joey Endler
SW National President

I have had the honor and privilege of serving the past year and a half as the National President of Silver Wings. During this time, I have had the great opportunity to meet many members of Arnold Air Society. There are still many squadrons in AAS that do not have a Silver Wings chapter. I will address some of the questions you may have about SW:

WHO ARE WE?

We are college students, men and women, from all corners of the country - just like you.

WHAT IS SILVER WINGS?

In 1961, President John F. Kennedy called upon Americans to “Ask not what your country can do for you, Ask what you can do for your country.” Silver Wings is the 21st Century answer to that call. Silver Wings is dedicated to creating **PRO-ACTIVE** civil leaders with knowledge of the National Defense and Aerospace Power. We do this now through service to our communities and education about our National Defense. We also do this with the close contact of cadets in Arnold Air Society and AFROTC. We plan and participate in community service projects, joint AAS projects, and AFROTC activities. We have social functions for SW’ers and cadets so that we can have fun while serving others. We participate in personal development workshops to improve our leadership skills. We gain leadership experience in our chapters, regions, and on the national level. We prepare our members so that they are leaders in their career fields and communities.

WHY ARE WE IN SILVER WINGS?

We are members of Silver Wings because we love this great nation and have a deep respect for the men and women of the Armed Forces that keep our country free. We are members of Silver Wings to support the men and women of the United States Air Force and AFROTC. We are members of Silver Wings because we want to make a difference in our local communities. We are members of Silver Wings in order to make ourselves better leaders. We are in Silver Wings to make friendships that will last a lifetime.

I hope I have answered your questions concerning Silver Wings. I am always available to speak with you. Just e-mail me at silverwingking@yahoo.com and I will answer quickly.

Basics of Continuity

Shaun Bellamy, C/Lt Col, AAS
National Director of Information Management

Well, here we are less than two months away from NATCON, which will mark the end of term for most of the current officers within AAS. With this impending changeover in mind, it is never too early to start discussing proper preparation for handing over your position to your successor. Probably the best tool for making a smooth transition is an excellent continuity folder. With the proper amount of planning, you can provide the next officer to hold your position with everything that he or she will need in order to face the everyday challenges of the office you are currently in.

Of course, no continuity folder will be able to answer every question, nor prepare someone for every situation that they will face. If this were the case, there would be no need for dynamic leadership and we would basically be a society of robots. Precisely because you cannot prepare your successor for every event, it is important that you do your best to provide a guideline for the mundane tasks that can be prepared for, such as the dreaded paperwork and routine suspenses. If you were one of the unlucky few who did not receive continuity then you should have a special motivation in preparing a folder. Remember how clueless and lost you felt upon assuming the reigns of your job without a trace of guidance? Take the time to break the cycle of handing over a job cold. Develop a folder and spend enough time perfecting it so that when you do hand over your job, the transition will appear seamless.

With all this in mind, here are a few suggestions for prepping your continuity folder for the upcoming “big day:”

1. To start, go through the continuity folder you received upon entering office. Is it filled with outdated or obsolete material? Take the time to remove anything that you believe no longer pertains to your position. In retrospect to your job so far, did it provide you with accurate guidance for the majority of your job or were there any glaring continuity omissions? If not, look for ways to restructure your continuity so that the next individual to hold your position will think you were a professional at running it. Make sure you include everything that you deem necessary to running your position.
2. Review the layout of your folder. Does it seem like someone stuffed a bunch of papers into it in a haphazard order? Streamline your folder for readability so that anyone could pick it up and easily find the necessary references to run your position. Make sure that you are not adding to the confusion by merely tacking on information at the end. Instead, put any additions you have in order with the existing continuity. This will help prevent unnecessary confusion later on. Don't just pass your old continuity folder along without adding to it. There is no way that the folder you received accurately covers every detail of your job after a full year of changes, update it to keep it effective.

3. Make an easy reference list for all point of contact names, addresses, and numbers. Place this list in an easily visible area such as the front pocket or right after your intro page. This list should include all pertinent contact information for individuals with whom your successor will be dealing on a regular basis. You might even want to consider leaving your own contact information, such as an email address, so that your successor can reach you if necessary.

4. Compose an executive summary of your position. Include all the major things that your successor will be expected to do, along with a rough estimate of their suspenses. Of course, every commander will task subordinates differently, but some things will never change. This summary will also prevent your successor from missing some of the more obscure deadlines associated with your job. Make sure that your summary does not sound overly ominous; remember - you are trying to inform them, not scare them away!

5. Consider providing electronic support in the form of disks. If at all possible, try to use a compact disk format. Virtually everyone knows someone with a CD burner nowadays, so try to provide all necessary information on CD. This will allow you to provide actual examples of all the letters you wrote, as well as any spreadsheets or other files that you may have used without including large amounts of floppy disks which are easily damaged or misplaced. **Remember that electronic mediums are not a replacement for a continuity folder, but rather an enhancement.** Do not simply hand over a CD to your successor and then hit the road! Also ensure that you check all of your files with a virus scanner before saving them.

6. Compose a short letter to your successor outlining all the fun you had and all the fun they can expect to have. Keep it upbeat and brief – just enough to let them know that even though they have voluntarily surrendered some of their free time, it is possible to have fun doing their job. Try to make this letter personable and utterly honest and once again, it's okay to inform them of their obligations, but make sure that you're not scaring anyone off.

Hopefully, these guidelines will enable you to turn over a top-notch continuity folder to your successor at the end of your term. Obviously, there are far more tips out there than what was included here, but these suggestions should help everyone cover the basics. If you have other ideas, make sure that you share them with your staff and other units so that everyone can benefit from them. Last, but not least, stay focused. The goal may be in sight, but the race is not over yet! Make sure you devote as much time to your position in April as you did in October. Good luck on the remainder of the year, I look forward to getting to see as many of you as possible in San Diego!



FOCUS ON FOULOIS

Vivian Ryan, C/1Lt, AAS
Public Affairs Officer, Benjamin D. Foulois Squadron

The Foulois Squadron has had an eventful year so far, and future activities promise to make this one of our best years ever here at Notre Dame. Our first major event was a POW/MIA vigil on 16 September 1999. AAS cadets were posted around the Notre Dame war memorial for twenty-four hours in remembrance of POW/MIA. AAS members also took turns manning an information table next to the vigil. Following the vigil, two former POWs came to speak to our entire Wing, and as they related their experiences, the vigil took on an even more special meaning. We have worked at the homeless shelter, the Humane Society, and game-day concession stands. The last weekend in November, we hosted a Children's Field Day for underprivileged kids from the South Bend area. One lucky AAS member dressed up as Santa to hand out gifts, while the rest of the squadron played games with the kids and spread Christmas cheer. It is definitely our favorite AAS activity.




(Pictures: Cadet Anderson stands guard at the POW/MIA vigil. Vivian Ryan helps clean up the community.)




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Top Ten Ways to Afford NATCON

Bruce Mitchell, C/Lt Col, AAS
National Director of Financial Management



1. LOTTO!
2. Make a pit stop in Vegas.
3. Beg your parents. Again.
4. Bring a pup tent and sleep on the beach.
5. You could have already won TEN MILLION DOLLARS!
6. Win Ben Stein's Money (tm.)
7. If someone else can get \$3 million for spilling coffee on themselves, so can you.
8. C-O-L-L-E-C-T, Save a buck or two or...\$173
9. Marry a millionaire.....or not.
10. Use the money your squadron earned from diligent fundraising throughout the year!

now - it's your turn

Michael Pastuzyn, C/Lt Col, AAS
National Director of Training

Welcome to all the new members of Arnold Air Society. I hope your time spent as a candidate was an enjoyable experience which taught you a great deal. Now it is time for you to shine as new squadron members. I hope your Candidate Training Officers left a lasting impression on you that will push you to strive for greatness in our society. The responsibility of making your squadron great now falls upon you, and your fellow classmates. As candidates you were taught all the leadership positions in Arnold Air Society. Now it is your turn to start filling them. Start developing new ideas that will make your squadron great. Be a leader and take an active role. An AAS squadron needs leaders who are willing to work hard to improve the squadron. You joined AAS because you were the best and the brightest. Now, it is time to prove it. Show your corps that AAS has taught you a lot and that you are proud to be there working hard. Now is the time for you all to stand up as the future of Arnold Air Society. Without motivated, sharp cadets like all of you, our great society would surely fold. Again, be the leader your peers know you are. We can not stay ROTC cadets forever so take your few years as an AAS member and make the best of them. Help you squadron, help your corps, and help your community. Remember where you were when you were a candidate and now see how much you have matured. Remember, it all begins with you. Take an active role. Continue your recruiting efforts and work hard with your squadron. With these as your goals as a new member, I feel quite safe leaving AAS in your hands.

THE LIGHTER SIDE

The Evolution of Casual Friday

A New Office Policy: 'Casual Day'

Memo No. 1:

Effective immediately, the company is adopting Fridays as Casual Day so that employees may express their diversity.

Memo No. 2:

Spandex and leather micro-miniskirts are not appropriate attire for Casual Day. Neither are string ties, rodeo belt buckles or moccasins.

Memo No. 3:

Casual Day refers to dress only, not attitude. When planning Friday's wardrobe, remember image is a key to our success.

Memo No. 4:

A seminar on how to dress for Casual Day will be held at 4 p.m. Friday in the cafeteria. Fashion show to follow. Attendance is mandatory.

Memo No. 5:

As an outgrowth of Friday's seminar, a 14-member Casual Day Task Force has been appointed to prepare guidelines for proper dress.

Memo No. 6:

The Casual Day Task Force has completed a 30-page manual. A copy of "Relaxing Dress Without Relaxing Company Standards" has been mailed to each employee. Please review the chapter "You Are What You Wear" and consult the "home casual" versus "business casual" checklist before leaving for work each Friday. If you have doubts about the appropriateness of an item of clothing, contact your CDTF representative before 7 a.m. on Friday.

Memo No. 7:

Because of lack of participation, Casual Day has been discontinued, effective immediately.

Fallen Heroes Honored

Kimberly Murphy, C/2nd Lt, AAS
Member, Harry R. Armstrong Squadron

Spring of 1999 was an interesting semester for candidates of the Harry R. Armstrong Squadron at Penn State University. It was a semester that not one single cadet in the detachment will ever forget. This was the semester that the Spring 1999 Arnold Air Society candidate class decided for Penn State to recognize those who graduated from Penn State's Air Force ROTC program and had died in defense of our beloved America. I am sure you are wondering just how the candidate class, also known as Patriot Flight, created a commemorative plaque for these men when no prior research was present for us to use. Well, it all started with an idea... "Okay, Patriot Flight, this is your second week in the candidate program, and you have yet to decide what you want to do to for your project that benefits this wing. You need to decide soon." With that, the CTOs walked out of the room leaving the candidates sitting there with blank faces. The eight months of hard work had just begun. Our candidate class started by typing the 2000 names on record that went through Penn State's Air Force ROTC program. We then contacted several different places to get records of both the Korean and Vietnam Wars. We found no one from the Korean War who matched our list. Next we typed the name of each graduate who could have served in the Vietnam War into the official Vietnam Wall website. The website returned the names of ten brave souls who had made the ultimate sacrifice in defense of our nation. It took our candidate class a total of 4 months to complete this task. (Continued on page 16)

Mentorship of New Staffs

Eleane Beadle, C/Col, AAS
Commander, Area XI

During my time as an Arnie, I have watched many staffs struggle to get their feet on the ground and be productive. These staffs have all been composed of highly motivated people with excellent leadership skills and dedication to their job. Yet, they are all faced with a lack of experience in their position. No one can provide them with that experience ahead of time, but there are steps we can take as a society to prepare them for the challenge. One of the best ways we can assist our incoming staffs is to serve as their mentor. If possible, invite them to your staff meetings and leave a few minutes at the end for people to pair up and ask questions. Courtesy copy your replacement on emails and memos so they can acquire knowledge of the day to day duties of the position. Think about what would have helped you to be better prepared for your first day on the job and pass along that information. Actions such as these increase knowledge, and more importantly, confidence. For Area headquarters and ARCON headquarters, it may not be possible to interact on a regular basis. Under this circumstance, we must leave good continuity. Wait - I know you just groaned at the mere thought of preparing continuity, but bear with me. Continuity does not mean saving everything you have ever written. Good continuity includes a thorough job description, a suspense list or checklist for your duties, an example of any formats you used, contact info and an end of duty report. These suggestions are not meant to cover every aspect of staff transitions. No one said change is easy and we all must use our best judgement for finding what works. Remember what role AAS has played in your leadership development and continue the tradition of setting foundations for your successor.

JAFARC

What is it? How do I get involved?

David Sulhoff, C/Col, AAS
National Vice-Commander

Many of you may be confused when hearing "JAFARC." It quite possibly has been sent down to your Squadron CVs or Liaison officers, or maybe you have read something about it on the web or from previous publications. Just so that there is no confusion, "JAFARC" is the acronym for the Joint Air Force Association Relations Committee. This committee is comprised of national and area/region representatives throughout the country working towards a closer and more efficient relationship between Silver Wings, Arnold Air, and the Air Force Association. The program, which will soon be available to every unit, is geared towards uniting a Silver Wings chapter and Air Force Association chapter with an Arnold's squadron geographically based. For instance, if you have Silver Wings at your school, and you are under this new program, you would be assigned an AFA representative in your local area to work with and coordinate

projects for the year. The idea behind JAFARC is to support each other's organizations by attending activities jointly, financially sponsoring events, attending each other's meetings, and creating an all-around spirit of working together.

Currently, JAFARC is in the process of sending out the first information packets to six pilot schools. These schools will provide the committee with monthly updates on the progress they are making. Our goal is to make this program available to all squadrons and chapters as soon as possible.

Although the JAFARC will be sending information out eventually, there is no reason why you can't jumpstart joint relationships at your level. AFA luncheons and monthly meetings are a great way to get both SW and AAS members together for joint activities with the AFA.

Check out the AAS/SW National Website for success stories about squadrons and chapters working together. You might gain ideas or maybe even some inspiration!

(Continued from "Fallen Heroes Honored")

When we finally found the perfect plaque, planning and preparation began for the ceremony to officially honor these 10 devoted men. We invited Penn State Air Force alumni, as well as friends, fellow classmates, and family members of these ten men to our ceremony. It was a very special ceremony for everyone present, especially the Patriot Flight members who felt a connection to these men.

These cadets dedicated eight months of their lives to finding these men and properly honoring them for their heroic and honorable actions. I only hope that every cadet out there understands what an honor it is to serve this country and be prepared to make the same sacrifice. Every day I walk by the plaque proudly displayed in our detachment hoping and praying that I will be able to make the most of the freedom that these fine Americans gave their lives to defend.

21st Century and Beyond

Arnold Air Society and the World Wide Web

Scott Hopkins, C/Col, AAS
AAS/SW National Webmaster

The 21st Century is upon us, and we have seen much of how information and the access to that information over the internet helps to shape and build an organization. The internet is currently the forefront of an integrated communications systems. An organization's access to this system will allow quick, if not instant access to its people.

This year, Arnold Air Society and Silver Wings took a step into the 21st century by giving the National Website a facelift. Most of the information and the format that we had on the site has been restructured. With guidance from the National Staff and the Communications Consultant Capt. Mickelson, we have been able to turn the AAS/SW homepage into a streamlined, integrated communications tool.

Along with this restructuring, the future of our Website has been considered and planned. That is the other advantage to an internet presence - adaptability. As AAS and SW grow and change, our internet home will change quickly to meet the demands of its people. We attempted a few things this year with a message board and chat rooms, and although these are not permanent pieces of our communications network, they will be soon.

It was once said, that "one should not gauge his success on accomplishments of today, but of those he paved the road to for tomorrow." The National Staff, has seen the future of our two great organizations and has spent the last year preparing for it. Our long term plans for the AAS/SW website are extensive but will help AAS and SW to function for years to come.

I would like to thank everyone who has helped build and maintain the National Website, and I would like to challenge those who come after us to follow our lead, use what we have taught you, and carry Arnold Air Society and Silver Wings into a bright new future.

Setting the Pace with Service

Maria Harriman, C/Maj, AAS
Director of Public Affairs, Area XI

With a focus on service, Area XI Sasquatchs strove to better their schools and communities. Patrick Welch Squadron at Central Washington University kicked off the semester with a river clean-up. By cleaning up trash and debris, they were able to make a positive influence on their community and environment. The University of Washington's Douglas Mattheson Squadron also donated time and energy to their neighboring community by restoring a city park by planting trees and mulching.

South of the border, at the University of Portland, Richard J. Mallon Squadron spent a day cheering, passing out water and helping the injured at the annual Portland Marathon. Up in Pullman, Washington, the Galileo-Bossio Squadron visited a Veterans Home and had a highway clean-up. Eugene De Cosse Squadron at Montana State University participated in "Bowl for Kids Sake," to benefit community children. Some of the other projects completed by Area XI Squadrons include sponsoring Visions classrooms, coordinating blood drives and CPR certification, holding Veterans Day vigils and visiting elementary schools.



The MilleniCon staff from the John Burdette Binkley Squadron at Det 075 is well on it's way towards preparing for another successful NATCON. The number of days until NATCON are decreasing, but we hope your anticipation is only increasing for everything that's in store for you. What's that you ask? Well, besides the normal agenda there will be a poolside icebreaker the first evening, and an off-site luau the third evening. Don't forget about the extravagant Military Ball to conclude NATCON's activities.

NATCON is also the perfect opportunity to reunite with old friends and make new ones. Because we are the future leaders of our nation, it's important for us to gather together at the start of the millenium. Not only is NATCON a blast, but it's an outstanding learning experience. However, the only way we can get the most out of it is if we're all there.

Don't miss out on the opportunity and fun of a millenium! Arnold Air Society and Silver Wings membership isn't complete without NATCON, and NATCON isn't complete without you. See you in San Diego this Easter!



T-Shirts will be on sale at NATCON for \$10 each. Availability depends on sizes specified in registration packets and while supplies last. On the front of the shirts will be the AAS and SW insignias. On the back will be the design shown to the right. Start off the Millenium in style!



MACH SPEED INTO THE MILLENIUM

IF

Rudyard Kipling

*If you can keep your head when all about you
Are losing theirs and blaming it on you;
If you can trust yourself when all men doubt you,
But make allowance for their doubting too:
If you can wait and not be tired by waiting,
Or, being lied about, don't deal in lies,
Or being hated don't give way to hating,
And yet don't look too good, nor talk too wise;*

*If you can dream—and not make dreams your master;
If you can think—and not make thoughts your aim,
If you can meet with Triumph and Disaster
And treat those two impostors just the same:
If you can bear to hear the truth you've spoken
Twisted by knaves to make a trap for fools,
Or watch the things you gave your life to, broken,
And stoop and build'em up with worn-out tools;*

*If you can make one heap of all your winnings
And risk it on one turn of pitch-and-toss,
And lose, and start again at your beginnings,
And never breathe a word about your loss:
If you can force your heart and nerve and sinew
To serve your turn long after they are gone,
And so hold on when there is nothing in you
Except the Will which says to them: "Hold on!"*

*If you can talk with crowds and keep your virtue,
Or walk with Kings—nor lose the common touch,
If neither foes nor loving friends can hurt you,
If all men count on you, but none too much:
If you can fill the unforgiving minute
With sixty seconds' worth of distance run,
Yours is the Earth and everything that's in it,
And—which is more—you'll be a Man, my son!*

Freedom is Not Free

Will Atkins, C/1st Lt, AAS
Operations Officer, Steven M. Scherp
Squadron

When planning for this year's POW/MIA project, the Steven M. Scherp Squadron wanted to make a real difference and get the veterans involved, while not overshadowing the corps' POW/MIA retreat.

We decided to work with the corps' Special Projects Officer, who was in charge of the POW/MIA retreat. He took care of the logistics (F-16 flyby, agenda, etc.), and AAS took care of public affairs and inviting the guests.

We invited the mayor of Prescott, Arizona, to be the guest speaker. He is a former Navy pilot and chancellor of Embry-Riddle for 16 years.

Our Squadron became very involved in inviting the guests. We used posters in town and on campus, radio announcements, campus-wide emails, articles in the newspaper. Hard work paid off: over 300 people came to watch the retreat!

AAS members set up over a hundred chairs and provided refreshments for the guests. AAS borrowed an Embry Riddle van, and drove 2 van-loads of veterans from the VA Hospital to the retreat.

Among the distinguished guests that the Scherp Squadron invited to the retreat were the mayor, the veterans from the hospital, members of the local AFA chapter, members of Big Brothers/Big Sisters, representatives from the VA Hospital, and the former PAS of Det 028, Col (Ret) James D. Kula.

The whole Retreat was an outstanding success, right down to the flag ceremony by the colorguard!

Terri Boyce, C/1st Lt, AAS
Public Affairs Officer, Richard J. Mallon Squadron

The Richard J. Mallon Squadron observed Veteran's Day in style, beginning with the 24-hour candlelight vigil at the Praying Hands War Memorial on campus. Army and Air Force cadets alternated shifts standing guard. Despite horrible weather, on the eleventh minute of the eleventh hour of the eleventh day of the eleventh month, cadets were neatly in formation, as alumni, students, neighbors, veterans and distinguished guests stood near. Retired Lt. Commander Roger Conkling gave a moving speech, reminding us of those who have served and encouraging all of us who are waiting to serve. The Marine Corps provided a 21-gun salute, and an Air Force cadet played Taps. To close the ceremony, two F-15s flew overhead, stealing the show. But, the true meaning of Veteran's Day was not overlooked. Lest we forget....freedom is not free.



Remembering POW/MIAs

Tom Cech, C/1st Lt, AAS
Operations Officer, Staffelbach Squadron

On 17 Sep 99, a ceremony was held by Arnold Air Society to remember American Prisoners of War and those Missing in Action. Guests included the San Jose State University president, local AFA chapter president, Professor of Aerospace Studies, Det 45 cadre and cadets, SJSU and local newspaper representatives, veterans groups, San Jose City Council members, and other community members.

It opened with remarks from the events organizer, AAS C/1Lt Jason Weinstein. He remarked on the situation of POW/MIAs in Southeast Asia. Next, Lt Col Ron Hatfield reminded us of our duty as defenders of Freedom and Democracy. The crowd of twenty-five cadets, officers, and civilians seemed to empathize with the plight of our comrades as AAS C/1Lt Iqbal read a poem entitled "The Soldier." This poem served as a reminder of all the soldiers, seamen, airmen and marines who have died defending freedom in this country and abroad.

"The Soldier"

It is the soldier, not the reporter, who has given us freedom of the press. It is the soldier, not the poet, who has given us freedom of speech. It is the soldier, not the campus organizer who has given us the freedom to demonstrate. It is the soldier, not the lawyer who has given us the right to a fair trial. It is the soldier, who salutes the flag; serves under the flag, and whose coffin is draped by the flag, who allows the protester to burn the flag.

-Unknown

Possibly the most powerful event of the evening was the formal retreat ceremony that was executed with the precision and professionalism one would expect from the Air Force.

After the event, local dignitaries and veterans gathered to tell stories and remember those lost to foreign wars as they enjoyed refreshments supplied by Staffelbach Squadron.

News From Around the Nation

Eugene DeCosse Squadron

Montana State University

Members worked at the school's new student orientation and also took a trip to Helena.

Robert P. Halloran Squadron

Syracuse University

Members promoted CAP Leadership Day, which involved teaching 50 cadets about leadership, drill, and aerospace education.

Jack Newkirk Squadron

Rensselaer Polytechnic Institute

Arnies volunteered at Joseph's House Homeless Shelter.

Gen Elwood R. Quesada Squadron

Clarkson University

Quesada hosted a Veterans Appreciation Dinner. Over 60 veterans attended the dinner. Members also supported a blood drive.

Zeamer Squadron

Massachusetts Institute of Technology

Zeamer recently inducted 12 candidates. This candidate class already planned 2 service projects at a local veterans shelter.

Maj Rudolph Anderson, Jr Squadron

Clemson University

The Anderson Squadron recently held a blood drive 7 and 8 February 2000.

Lt Paul O'Hare Squadron

University of Southern California

O'Hare Squadron participated in a Tri-Det Field Day, Regional Water Cleanup, and Griffith Park Cleanup.



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The Next Issue

Special Feature - History of Arnold Air Society

Last article in a three-part feature. Learn more about the ideals and foundation of AAS in its early years.

News from Around the Nation

See what other squadrons are doing in their communities. Get an updated report on project hours.

The next issue will be the NATCON issue, and will be distributed at MILLENICON 2000.