



Arnold Air Society & Silver Wings Advisor Handbook

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Preface

Congratulations on becoming an Arnold Air Society (AAS) or Silver Wings (SW) Advisor or perhaps both. This Handbook is designed to inform you of both organizations and provide some guidance as to how you can best fulfill your roll. To begin with, here is a brief summary of AAS and SW.

AAS's mission consists of three interrelated objectives which enhance the AFROTC and USAFA commissioning programs and project the USAF image on campus and in the community. The three interrelated objectives are 1) creating a more efficient relationship among Air Force officer candidates 2) aiding in the development of effective Air Force officers and 3) furthering the purpose, traditions and concepts of the USAF. It is a professional, honorary, and service oriented organization. AAS was formed in 1947, consists entirely of AFROTC cadets, and follows guidelines laid out in the Arnold Air Society Manual 1 (AASMAN-1).

SW is a national organization dedicated to creating proactive, knowledgeable, and effective civic leaders through community service and education about national defense. Like AAS, it has three interrelated objectives. These include 1) professional development 2) personal development and 3) civic awareness through exposure to Air Force issues and aerospace power. It is a professional, educational, civilian service organization. SW was formed in 1952 as "Angel Flight" and changed its name in 1998 to "Silver Wings" as a reflection of changes within the organization. By design, the majority of members must be civilian students, but ROTC cadets from any service may join. SW members follow the guidelines laid out in the Silver Wings National Constitution and Silver Wings National Manual (SWM).

SW and AAS are two separate organizations and each is described more thoroughly further in this handbook. By working together, AAS and SW aid one another in completion of each others' mission. The largest project that AAS and SW work together to complete is the Joint National Project (JNP). The JNP changes every year and is based on the following criteria: national appeal, broad enough for everyone to participate regardless of size or location, flexible so projects other than fundraisers and informational campaigns can be planned, and narrow enough so a specific need is met. Projects range from working with veterans and remembering POWs/MIAs/KIAs to helping America's youth.

The organizations also work together on smaller projects at a local level throughout the year. These include projects on campus, at local schools, and with other service organizations in the community. They can also work together on fundraising to reduce the cost of several financial requirements they experience throughout the year. Dues are paid to the Executive Management Center every year and upon entering either organization. Members are also given the opportunity to attend an Area/Region Conclave (ARCON) in the fall semester and the National Conclave (NATCON) in the spring semester to discuss Area/Region and National Business. Each event has registration and hotel fees.

Finally, a portion of their time is spent on leadership and professional development through workshops, experience running projects, and training new members. This in turn prepares them for responsibilities they will experience either in the military or industry. AAS and SW can work together on a multitude of projects. However, most of their time will be utilized in each individual organization.

AAS and SW both prepare college students to be effective leaders. However, this is an ongoing experience. As an Advisor, they will look to you for guidance and support. The following pages will give you a few suggestions as to how you can best fulfill your position. The AAS Squadron Commander or the SW Chapter President will be able to provide you with any further necessary information. If you are advising an Area Commander or Region Executive Officer (REO), they will also be able to answer many questions and need your guidance.

The bylaws of both organizations can be found in the AASMAN-1, SWM, or contact the Executive Director at the Executive Management Center. The Executive Director provides continuity and aids in the stability of AAS and SW. The current AAS or SW National Advisor, PASs at the detachments hosting AAS or SW National Headquarters, are also excellent sources of information.

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ARNOLD AIR SOCIETY

Arnold Air Society is a professional, honorary, service organization advocating the support of aerospace power. The society is composed of Air Force Reserve Officer Training Corps Cadets who possess unyielding desires to become Air Force Officers. For the cadets, the society is a way to get more officer training, develop leadership skills, and serve the community. It is safe to say that, far and wide, Arnold Air Society cadets are usually among the best-trained in their detachments.

The society offers membership to AFROTC cadets who are willing to complete a candidate training program put on by the local squadron, and its cadet leadership. Candidate training programs vary from detachment to detachment, and your squadron's program will likely have a fair amount of tradition associated with it. After training concludes, the initiates will be inducted into the society in a formal ceremony, usually in the style of a formal military dinner.

Once inducted in AAS, the members will be given plenty of opportunities to hone their leadership skills. AAS is a cadet-run organization, from the squadron (local) level all the way to the national level. Active members can hold various positions with according responsibilities at the squadron level, area level, and national level. It is not unusual for one cadet to progress from one level to another during the course of their active membership.

The primary focus of AAS is service, so your squadron should spend a good amount of time completing service events. Each year at NATCON, the voting bodies of AAS and SW must decide on a Joint National Project as the focal point of the next year's service. This will give the squadrons an area to focus their efforts on as they serve the campus and community.

AAS and SW are sister organizations, so your local squadron and chapter should work together on projects and activities. This is great practice for active duty, as the cadets will all one day encounter civilian employees that need to be treated with the same respect and dignity as uniformed personnel. If your squadron is not communicating well with the local SW chapter, some prodding may be needed. Also, if your squadron does not have a corresponding chapter, a challenge to set before the active membership would be to establish a new chapter. At NATCON, the membership is briefed on the procedures required to establish a new chapter, so this would be a feasible task for the cadets.

Overall, AAS is an invaluable sharpening tool for the cadets at your detachment. Since its founding, thousands of cadets have been blessed with leadership and management opportunities they could not find in the cadet wing, as well as being instilled with the all-encompassing value of service. The cadets will be eager to run the show, and, as an advisor, you will be a guide and mentor as they test their wings.

SILVER WINGS

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. In short, SW consists of college students eager to serve their community, develop their professionalism, meet new people, and make a difference. They have an interest in aerospace power and national defense regardless of whether they are a civilian or a cadet in any branch of the service. Members are highly motivated, caring, and desire to improve their leadership skills and to share their leadership capabilities with others.

Members develop their leadership by holding positions in one of the few college organizations actually governed by students. Leadership rolls exist at the national, regional, and chapter (local) levels. These include National Headquarters, Extended National Staff, the Region Executive Officer (REO) and staff, and the Chapter Staff. There is also the opportunity for chapters to host Area/Region Conclaves (ARCONs) or National Conclaves (NATCONs).

Whether or not they have a position, all members focus the majority of their efforts on community service. The Joint National Project (JNP) is selected at NATCON which is conducted Easter weekend. Both the JNP and the location of NATCON change every year. SW members must work towards completing the JNP and this is done in conjunction with AAS. SW also selects a Separate National Project (SNP) for the following year. They are welcome to work on other service projects, however the JNP and SNP take precedence.

The connections between SW and the Air Force prove to be beneficial for both organizations. Civilians in SW get a firsthand experience in working with the military and are given the opportunity to learn more about civilian career fields related to aerospace power. Secondly, ROTC cadets in the organization get the chance to practice their leadership before commissioning into their respective branch of the service. Finally, SW shows the community oriented side of the Air Force as their service, alongside AAS, reflects the interests of the AF within the community. SW has been shown to provide an enhanced image of AFROTC and the Air Force. SW also educates its members and the community about national defense through their training program, POW/MIA/KIA ceremonies, and interest in the detachment. SW is an exceptional source of morale both on campus and within the cadet wing.

As an Advisor, you will have a great chance to play a role in the experiences of these young leaders. They will need your guidance and encouragement, but require the freedom to run their organization. Enjoy the members' enthusiasm and your experience as their advisor.

RULES AND REGULATIONS

Regulatory guidance establishing policies and procedures which guide the operation of Arnold Air Society are contained in the Arnold Air Society Manual 1 (AASMAN-1).

Regulatory guidance establishing policies and procedures which guide the operation of Silver Wings are contained in the Silver Wings National Manual (SWM).

Specific regulatory guidance regarding relationships with private organizations is located in AFOATSI 51-601 and should be used. If you have any questions contact JA.

If a uniform issue comes up regarding AAS or SW that deals with the Air Force uniform please refer to AFOATSI 36-2008. AASMAN-1 and the SWM are not the governing directives. Cadets in SW have the option of wearing civilian business attire or their uniform to AAS and SW events. However, they must wear their Air Force uniform to AFROTC events.

Area/Regional and Squadron/Chapter level operations are also governed by specific by-laws that are in line with the national manuals as well as Area/Region or Squadron/Chapter by-laws.

Your university may also have specific guidance for faculty advisors of student organizations. Most universities have very specific guidelines for the operation and conduct of student organizations.

The PAS may grant cadets in AAS or SW leadership credit within the cadet wings based on their performance and the organization's contribution to the wing. Please refer to AFOATSI 36-2017, AFROTC College Program, paragraphs 1.2.3.3.6 to 1.2.3.3.6.5.1.

YOUR ROLE AS THE ADVISOR

LET THE MEMBERS RUN THE ORGANIZATION. You are there for counsel, advice, and to ensure that they stay on the task at hand.

Meet weekly with the AAS Squadron Commander or the SW Chapter President depending upon which you are advising. You are there for guidance, to keep them focused on priorities, offer words of advice/encouragement, and encourage them to keep integrated with corps activities regardless of which organization they are in. Priorities are always school, ROTC (if they are a cadet), then AAS or SW.

Make sure you attend all meetings. Try to make as many fundraisers and service projects as possible but your attendance is not mandatory. You will be there to set the tone for their environment and be able to answer any questions that may arise. You will also ensure that they are staying within set standards.

Attend the Area Conclave and National Conclave if possible. AFROTC may be able to provide you with funding for travel and hotel stay. Regulations are in the AASMAN-1. Make sure that any fundraising efforts are started early to help offset transportation and hotel expenses throughout the year.

Talk with other AAS/SW Advisors to see how their Squadrons and Chapters operate and what areas you may want to focus on during your first year as Advisor.

Talk to the Area/Region Headquarters Advisor (PAS of the Det hosting the Headquarters), contact the National Headquarters Advisor for further guidance if necessary and you can also contact the AFROTC Headquarters liaison in AAS (currently the AAS National Director of Operations).

The Executive Director's office is the source of continuity for the AAS/SW programs. Don't be shy about giving them a call. Their phone number is listed in the AAS/SW directory and the SW Chapter President or AAS Squadron Commander will have access to this number.

If your detachment is hosting Area, Regional, National, or Conclave Headquarters, the PAS will serve as the Headquarters Advisor. This position is in addition to the Squadron or Chapter Advisor duties (see AASMAN-1, atch 8, par 8.4.2. or SWM paragraphs 4-5, 9-5, and 10-5)

Remind them that reports are due to either Area or Region HQ or to either AAS or SW National HQ. They also must have their dues and membership reports turned in time to ensure that the Squadron or Chapter remains active. They should receive copies of the National and Area/Region suspense dates.

Keep watch over the AAS Candidate and SW Associate training programs which prepare the possible new members to enter their respective organization. Both have requirements and standards of what they can or cannot do.

Finances are an integral part of business. It never hurts to ask about them from time to time especially in the hands of inexperienced students.

The Squadron and Chapter should be registered with the university as a student organization. Be aware of unique requirements that may be involved. Check with the university for questions regarding liability coverage for faculty advisors of student organizations.

Outgoing correspondence from the Chapter or Squadron should be reviewed by you as they are still in the learning stages of effective communication.

AAS/SW are not allowed to use government supplies in the conduct of their business. This includes stamps, envelopes, and government letterhead on their stationary.

If you have a question regarding your role as an Advisor, contact AFOATS/JA for their advice.

CAMPUS INVOLVEMENT

Since AAS and SW must be registered with the university as a student organization you are eligible for university funds. AAS may have restrictions since it consists entirely of cadets. AAS or SW may be able to qualify for student activity fees to help offset ARCON and NATCON expenses due to their leadership training and community service aspect.

Link your service projects to the campus. Co-sponsor events with other campus service organizations. You can also link up with other ROTC based programs such as Scabbard and Blade or CAP.

Have the AAS/SW members plan the university's Veterans Day or POW/MIA Day activities on-campus. This gives great visibility and is generally non-controversial.

Attend seminars hosted by your school for student organization advisors. You will pick up some good ideas and can ensure you are complying with the university rules. It's also a great way to network with other faculty members.

RELATIONSHIP WITH THE CADET WING

AAS and SW are not official parts of the cadet wing. They do however support the detachment.

Being able to participate in events and service projects through AAS or SW has proven to be of tremendous benefit in the recruiting and retention areas. The cadets will feel good about themselves and AFROTC.

Some cadets may have academic priorities that prevent them from being able to become a member. This is a very legitimate reason as they are time consuming organizations. A cadet's non involvement must not be held against the cadet by the detachment staff

or other cadets.

Focus on complementing cadet corps activities, not competing with them. Graduation and earning a commission are still the main goals of the program.

AAS/SW should keep the corps commander informed of their activities to prevent conflicts and competing needs for workers. One suggestion is to have the AAS Squadron Commander and the SW Chapter President attend wing staff meetings to foster communication.

It's easy for non-members to get the wrong impression about "special status" afforded AAS members. It is also easy for members to feel "elitist." Ensure all cadets understand where AAS or SW fits in with the cadet wing. You can compare it to membership by active duty officers in the AFA, Daedalians, Airlift Tanker Association, etc. Voluntary membership is simply a way to serve for those with the drive, motivation, and the time to do it.

AAS/SW can make donations to offset events such as Dining-Out expenses.

TIES TO THE AIR FORCE ASSOCIATION AND OTHER VETERANS ORGANIZATIONS

The AFA is a national sponsor of AAS and SW and provides professional and administrative services to the Executive Management Center.

The AFA and Veterans organizations stand as a great source of guest speakers and mentors to AAS and SW. Who doesn't like a good war story?

The AFA can and does help with service projects, scholarship funding, and individual members even help cadets with local area job placement.

Consider being an active member of your local AFA chapter. There is a great potential for support from the local chapter.

Invite AFA and other leaders to AAS, SW, and AFROTC functions including dining-outs, military balls, initiation ceremonies, and award ceremonies.

Schedule a social with the AFA chapter. This can be a lunch, dinner, or even a picnic.

AAS and SW should also be invited to attend local AFA chapter meetings so they can get to know each other and learn about upcoming events. The AAS Squadron and SW Chapter should also have a joint AAS/SW/AFA Liaison officer who keeps in contact with the AFA so they can inform the Squadron and Chapter of upcoming events.

Members shouldn't limit themselves to just the AFA. There are a lot of great veterans' organizations out there just waiting to be asked to help.

COMMUNITY SERVICE

The majority of the Chapter's and Squadron's time will be spent doing community service in the form of the JNP. SW also focuses on the SNP.

Keep the cadets focused on planning, scheduling, and performing their selected service projects. The term will be gone before they know it.

It usually works better to plan and execute a couple of great projects than to try to do too much and not do it well. However, having multiple smaller projects works well for busy academic schedules as members can choose from a variety of projects and decide which ones they will be able to make and which ones they won't.

Focus your service projects on citizenship and patriotism. This could include American Flag activities around town or on-campus during national holidays. They can also plan a major POW/MIA event such as a marathon event carrying the POW/MIA flag or a candlelight vigil.

Ideas include: Adopt-A-Mile/Adopt-A-Stream programs, cleaning of monuments, serving in a soup kitchen, Habitat for Humanity, and other local charity events supporting the American Heart Association, Cancer Society, Leukemia Foundation, etc. They can also do Halloween, Christmas, or Valentine activities with the local VA hospital, provide Boys or Girls Club support, tutor at local elementary schools, or work with special needs programs.

Corps service projects: Social functions, recruiting events, or painting murals on walls.

They can also check with the student government for a list of volunteer projects.

FUNDRAISING

AAS and SW are non-profit, self-supporting organizations. They are tax exempt. Their checking account will require a tax ID number stating that they are tax exempt. This is obtainable from the Executive Director. Also, if the amount you fundraise exceeds a certain amount you will have to file tax forms. Contact the Executive Director if you have questions.

Any fundraiser performed must be legal and conform to municipal and/or university restrictions.

By having a few large fundraisers rather than a series of small ones it will be easier to get more members to attend the events.

The university stands as a good source of fundraisers. These can range from working parking lots, ushering, working concession stands, and cleaning after sporting or concert events

Chapters and Squadrons can piggy back off the activities of other organizations. Keep an

eye out for successful projects in your community by other organizations and learn from their experiences.

Alumni are sometimes willing to give donations.

Fundraising should not come before community service, academic, or detachment responsibilities

Members of either organization are NOT allowed to wear any AFROTC or other military uniform at fundraisers.

TRAINING

Cadets who wish to join AAS will go through Candidate training. Students who wish to join SW will go through Associate training.

They will be required to complete at least one community service project and one fundraiser with the rest of their Candidate/Associate class.

AAS can advertise before or after Leadership Lab and other corps activities. Many detachments also give them time to advertise during LLAB along with other clubs such as Honor Guard. SW members also have this opportunity however they must maintain a majority civilian membership. Usually it works better for them to appeal to cadets asking them to inform their roommates and friends of opportunities available in SW.

Food can be one of the best recruiting tools available. AAS and SW can have socials for students on campus to come learn about their respective organization.

Students not involved in AAS's Candidate training can often perceive the rigorous training program to contain "hazing." Keep an eye on the training program to ensure that policies outlined in AASMAN-1 are being followed. Hazing is not condoned by either organization and we comply with HQ AFROTC policies on this issue. As long as these regulations are followed there should be no problem.

Training must have a value and be clearly understood by everyone. It should also not drag out for an extended period of time. An ideal training period is six weeks however it can be hard to incorporate into academic schedules.

The ceremonies at the end of the training periods should instill pride and a sense of accomplishment. Family and friends are often welcomed and a guest speaker is an excellent addition to the ceremony.

ARCON AND NATCON

NATCON is held over Easter weekend. Participants arrive on Friday and depart on Tuesday. Leadership will arrive on Thursday. Attendees spend a majority of their time in meetings and the event ends in a formal Awards Banquet on Monday night.

HQ has limited funding for cadre members. HQ does however fund airline tickets for the majority of cadets but will not fund registration. Typical attendance is 1500 AAS, 250 SW, and 40 officers.

Organizing NATCON is EXTREMELY time and manpower intensive. Hosting NATCON requires a strong Squadron and Chapter. A good place to start before running for NATCON is to host an ARCON. Ensure those who will be on the planning staff have strong grades and aren't carrying heavy academic loads. It's a lot of work but the leadership experience is priceless.

When considering hosting either NATCON or ARCON, a good source of information is last year's staff. You can also talk with the Executive Director and the current host. Guidance is provided in the AASMAN-1.

Support from the detachment commander is required before running for HQ as the senior unit commanders will serve as advisor to conclave headquarters.

NATCON HQ, ARCON HQ, SW National HQ, and AAS National HQ are all different. One staff does not perform the same duties as the other.

The largest problem with ARCON is usually working with the hotel to accommodate late registration or payments. Despite the best efforts, some units will miss the deadline.

It is VERY important that HQ keeps a good continuity file to help the next host unit.

Attendance at conclaves is voluntary, but highly recommended. It is here that the members will get a glimpse at their organization as a whole. They will also discover the opportunities available to them through different leadership positions such as Conclave HQ or National HQ.

SERVING AS AREA/REGION OR NATIONAL HQ

Hosting a HQ requires a very strong unit and member leadership. This challenge gives the university, corps, and the unit tremendous national exposure and recognition.

Serving as HQ is an excellent opportunity for members to take a leadership role. Area Commanders, Region Executive Officers, and all of the AAS and SW National Staffs are required to attend the Executive Board meeting in Washington DC during the AFA convention in September and to attend NATCON over Easter of the following spring.

If your detachment is hosting the Area, Region, National, or National Conclave Headquarters, the PAS will serve as the Headquarters Advisor. This position is in addition to the Squadron or Chapter Advisor. Reference AASMAN-1, Atch 8, par 8.4.2 and SWM paragraphs 4-5, 9-5, and 10-5.

Advise key university officials that HQ is located at their school. This could result in additional university funding and support.

Have the staff give you written goals and a plan for the year. Ensure they prioritize what must be accomplished versus what they would like to accomplish.

One of the key lessons learned from hosting HQ is communication! They also gain the confidence to take on the tough challenges they will face after graduation. As advisor you have the experience of taking on large tasks and breaking them down into manageable tasks without losing sight of the mission. The staff will learn tremendously from your experience.