

4.0 Section Officers—The Team

The number of officers, in addition to the Chairperson, is determined by the Section bylaws and depends on local need. Most Sections have, as a minimum, a Chairperson, Vice-Chairperson, Secretary, Treasurer and RAC Representative. All Section Officers must be current AIAA members.

Occasionally, the Secretary and Treasurer positions are combined and the Chairperson and RAC Representative positions are combined. A number of Sections have made the Membership Chairperson an elected position in recognition of the importance of this position. Other Sections have established council-level positions in recognition of the increased participation of the Section in community affairs.

The decision to create additional elected positions should be carefully considered. Whether a position is elected or appointed, it is important that the structure of the Section complement the size and geographic distribution of membership as well as the mix of professional interests. A Section should be organized simply and efficiently to accomplish its major objectives. Any change to the council positions must be incorporated into the Section's bylaws.

The vitality and success of a Section depends upon the dedication, enthusiasm and ability shown by the Officers. To test your preparedness as well as your officers, take a moment to review the checklist on the following page (Exhibit 4.1). This is not a test, but a tool to check your knowledge of the Institute and your leadership skills.

Exhibit 4.1

CHECKLIST FOR NEW SECTION OFFICERS

SECTION A: Preparing for Office

- Yes No I have reviewed AIAA's bylaws and articles of incorporation.
- Yes No I am familiar with AIAA's member services.
- Yes No I have spoken with other Section members to obtain their valuable perspectives on what needs to be done this year.
- Yes No I have recently reviewed the Institute's member and staff organizational charts.
- Yes No I have read my volunteer description and have a clear understanding of my duties.
- Yes No I have read AIAA's long-range or annual plans.
- Yes No I am familiar with the resources available or necessary to do the job and achieve our goals for the year.

SECTION B: Implementing Roles and Responsibilities

- Yes No I stay current on the most recent developments affecting AIAA and my industry or profession.
- Yes No I routinely read all the correspondence and publications sent to the AIAA members.
- Yes No I come to meetings prepared to discuss items on the agenda.
- Yes No I am in touch with the members' changing needs for service from AIAA and consider them prior to making any decisions.
- Yes No I keep my personal goals and/or business needs secondary to those of the Institute, when acting in an AIAA leadership role.
- Yes No I actively participate in AIAA's programs and activities that I have encouraged others to support.
- Yes No I encourage members to become involved when they possess the right skills for the job and provide them with opportunities for involvement.
- Yes No I personally ask members to serve, clearly explaining what is expected, roles and responsibilities, resources available, and why they are right for the job, so that they can effectively carry out the tasks.

4.1 Chairperson

The Chairperson is the LEADER of the Section. The leadership experts all agree that good leaders possess a combination of qualities. Some of those qualities are listed below. Take a look at the list. More than likely, you fit the bill. That's why you were elected as the Section Chair.

Visionary	Decision maker
Committed	Focused
Sense of team	Goal Setter
Responsible	Dedicated
Encourages others	Caring
Responsive	Effective communicator
Professional	Respected by peers
Fun	Integrity
Listens	Open-minded
Empowers a person to make decisions	Learns from mistakes

The importance of strong leadership in a voluntary role cannot be overemphasized. Your officers will be looking to you for guidance.

As a former Section Chairperson put it: "The Chairperson's duty is to see that everyone else does his/her job. There isn't time for attending to every small detail personally - just make sure there is someone taking care of every task and that they aren't asleep. This isn't as easy as it may sound, and if anyone does go to sleep on the job it is going to be the Chairperson's fault."

So now that you know what it takes, let's look at your responsibilities. Throughout your year in this role, you will need to:

- Attend the leadership conference
- Motivate your Section officers
- Establish goals for the year
- Oversee the activities of the Section
- Empower your officers to make the right decisions regarding programs and activities
- Identify future leaders
- Get to know the right people within your Section, Region and staff
- Seek management support
- Hold regularly scheduled meetings with your officers
- Help organize the Section
- Monitor the progress of the Section, keep it on course and within the bounds of its budget
- Be the principal source of information on AIAA activities
- Listen to the members and to your officers
- Express opinions on the issues and generate membership discussion of them

- Document your success by preparing the Section Annual Report at the end of your year
- Return all required forms/reports to AIAA Headquarters to facilitate communication

Your responsibilities may seem like a daunting task; however, it is an extremely rewarding experience and one that you can look back upon with a great deal of pleasure and satisfaction.

4.1.1 Planning for the Year

Planning and budgeting for the year's activities are related. Both are extremely important and should happen. It is advisable to hold several joint council meetings of the outgoing and incoming officers to effect a smooth transition.

A general plan for the year's activities and anticipated expenses should be mapped out early to allow for the proper implementation by the new officers, proper budgeting and for obtaining corporate support.

As the general plans are firmed up, they should be communicated to AIAA staff. You will want to use the Section Program Form to help you track your progress throughout the year; you may want to use a project management software tool.

In addition to coordinating the programs for the year, there are many other tasks and activities that should be completed throughout the year. Headquarters will send monthly reminders. For a preview of the items, refer to Section 6.0. We also publish a Reports Timetable that contains significant activities that should be incorporated into Section plans. This timetable can be found in Section 5.0 of this manual.

4.1.2 Obtaining Management Support

An important action for new Section officers is acquiring management support. Support would include 1) funds to travel to the leadership conference and RAC meetings, 2) time during work to complete Section tasks, 3) getting management to participate and endorse the Section activities, and 4) financial support for the Section newsletter or authorization to use e-mail or to establish a Web site on the company server.

Here are some suggestions:

Make an appointment with the appropriate person(s) before your first Section event. Do it as the Section Chairperson for the purpose of discussing the AIAA programs being offered to the engineers in his/her organization. Your boss has many employees who are members of technical societies. You must be prepared.

Take the schedule of meeting topics, rationale for each, tentative dates and tentative speaker or type of speaker. Go through this first and note his comments. Make sure your program schedule contains programs that are related to your company's interests.

Take along one or two attractive AIAA publications, especially if there is something you can quickly point to that is relevant to your product line. If you are requesting support for the Web or permission to send newsletters electronically, take along examples of what you plan on posting or sending.

Let him/her know the benefits that can result if one or more of his/her top engineering leaders are regular attendees or active members. It's a win-win situation. For example:

For the Corporate Manager, it:

- Demonstrates an interest in the professional staff in the organization.
- Removes your remoteness and the stereotyped concepts about the "boss"; provides informal contact with your younger staff members.
- Gives you a channel, obviously not self-serving, to show your concern about their professional interests.
- Demonstrates dedication to the industry

For the AIAA member and potential member, it:

- Provides contact with senior staff; that is a big benefit from membership that cannot be obtained in any other way.
- Shows that management thinks professional activities are important.
- Provides the prestige of being associated with a professional organization.

For AIAA, it:

- Endorses its value as a professional society.
- Increases Section attendance and participation, which will improve the programs and attract more members— a positive, snowball effect.
- Provides an opportunity to reach the group of managers below the "top man" and get them involved.

You can also take along a copy of the support letter, if your Section requires additional support and encouragement. Two letters have been prepared for your use. These letters, when sent out under the signature of the CEO, VP, division head, etc., will help explain the importance of professional societies See the Appendices for copies of the letters.

4.1.3 Effective Meetings

To ensure that all officers understand the vision and goals and everyone is communicating effectively, you will need to have regularly scheduled council meetings. Here are some tips for planning and running meetings:

- Decide on a regularly scheduled time. Groups vary widely in their work and social patterns, so it's best to consult before deciding on a time.
- Pick a site easily accessible to the group. Attendance is usually low when a special effort has to be made to get to a meeting place.

- Be sure the meeting space you select is properly equipped. Proper seating, adequate ventilation, etc. The correct meeting room size makes for a comfortable and successful meeting.
- Define your objectives. If you can't give explicit reasons for holding a meeting, you probably don't need one.
- Make an agenda and stick to it. Nothing turns off attendees faster than a meeting that is out of control. The agenda should include points to consider, reports and assignments to be made. Have the committee participate in preparing or approving the next meeting or two. If members have suggested a program, they will probably participate. Send the agenda with the meeting notice.
- Start the meeting on time. If a key member is late, start discussing something else on the agenda. You can come back to their topic.
- Introduce anyone not known to the entire group. Keep it short.
- Speak clearly and loudly enough so that all can hear or attention will wander.
- State any problems to be discussed explicitly but briefly. Write it on a sheet of paper or board. That way if discussion gets off track you can help focus the group by pointing to it and suggesting "now back to the issue at hand".
- Keep control of the discussion. Talk only to the group; don't get drawn into side discussions, no matter how important. It is distracting to the group and rude to the speaker.
- Call on everyone for ideas. The best way to get buy in from everyone is to have all the attendees participate in the discussion.
- Make certain that the Secretary is taking notes.
- Maintain a positive approach. Gently, but firmly, shut off anyone who is detailing why the problem can't be solved. Discuss reasons why the problem has to be solved and get back to solutions.
- Don't permit any one member to dominate a meeting. Call on everyone for a solution—especially the quiet voices.
- Keep conflicts between team members to a minimum. If personal arguments develop, call on a third party for a comment and get it back on a group level discussion.
- Don't rush discussion. Most wrong solutions come from teams that have not taken time to consider all the alternatives. Don't rush the agenda. If necessary, hold over items for another meeting
- Follow up to make sure everyone is following through. Sometimes following up on what your team is doing helps to serve as a gentle prod to a slower member.
- Ensure that the Secretary distributes the minutes immediately following the meeting while ideas are still fresh
- Send the minutes to those Council members who were unable to attend

4.1.4 Identifying Volunteers/Future Leaders

You should always be on the alert for volunteers and future leaders. Identifying and recruiting volunteers is an ongoing task. You will find volunteers among those you know and work with every day and those you don't know, such as a transfer into the Section or a new member.

Encouraging individuals who have not participated in a volunteer activity may be difficult, because they may be skeptical about what benefits they will get from volunteering. Individuals who have had a negative volunteer experience may also be unwilling to participate in future efforts. The key to getting people involved is sharing with them your positive experiences and generating within them the same enthusiasm that you possess. Here are some ways to reach out to your colleagues to encourage them to participate with you:

- Tell your colleagues that you will be part of a team with them.
- Show your colleagues letters of thanks that you have received from students, teachers, or the general public whom you have assisted.
- Invite colleagues to observe an activity in which you participate that you know will be successful.
- Hold a "Volunteer Night," where members from your Section can come and experience the benefits of being a volunteer. Invite a few active volunteers from your Section to speak about their experiences.
- Ask a successful volunteer to speak at a regular Section meeting.

One of the key things to remember is that some people can help in a limited capacity such as posting a promotional flyer on a company bulletin board, selling tickets for an event or helping with mailers or phone calls. Others will give seemingly endless amounts of time to Section activities. Encourage all of these types of volunteers and reward each of them for their efforts. As volunteers complete one task, and it was a rewarding experience, chances are they will volunteer for another task, ultimately becoming an officer.

Now that you know how to reach out, where do you find the people? Each month, the names of the new members and members that transferred into your Section are included with your Monthly Membership Reports. When welcoming them to the Section, you can also extend an invitation to attend one of the council meetings.

An excellent source for obtaining team members is through the Electronic Data Maker. This is a Web-based tool that allows Section officers to search the database and create rosters and labels. You can then download this information to your computer. At that point you can sort the data by last name, employer, professional interest, etc.

Another method of recruiting volunteers is to have the Section Webmaster post volunteer opportunities on the Section's Web page.

The most successful Sections seem to maintain a balance of young professionals just entering the profession, mid-career engineers, senior corporate officials and retired persons. All of these groups have particular skills and talents.

4.2 Vice Chairperson

The Vice Chair position is typically used as a "training ground" for the Chairperson's position. If the Section chooses, it may modify its Bylaws to state that the Vice-Chair automatically advances to the Chair's slot the following year.

The Vice Chair, usually serves as the overall program chair by helping to coordinate the various programs and trying to maintain a balance. He/she will work with the officers to identify speakers, locations, menus, promotions, etc.

The Vice Chair also stands in for the Chair as needed.

For more detailed information on planning programs, please take a look at the Program Section of this manual.

4.3 Secretary

A good and efficient Secretary is vital to the Section. The following are his/her responsibilities:

- Prepares agendas and takes minutes for Section Council meetings.
- Distributes meeting notices and other communiqué to the Section Officers and to the general membership.
- Assumes responsibility for the various reports required by the Regional Director and AIAA Headquarters during the year. This task includes working with the Program Chairperson to ensure completion of the Section meeting report.
- Keeps the permanent Section records, such as Section Bylaws, financial, program reports history of the Section and miscellaneous communications. These records will be of great assistance to incoming Section Chairpersons to review past Section activities.
- Maintains the Section stationery. The Section should have some crisp, attractive stationery with the Section Officers' names and addresses on the side or bottom. Either use the basic AIAA logo, or add some flair. Design a unique personalized Section logo derived from the basic AIAA logo. The possibilities are endless. Check with your local print shop for rates. See Appendices for information on proper logo usage.

4.4 Treasurer

The Treasurer is the keeper of the Section finances. He/she is responsible for the following:

- Helps to prepare the budget.
- Monitors budget performance.
- Maintains the financial records of the Section.
- Helps to prepare the end-of-year audit.
- Ensures that Section Officers and Council properly authorize all expenditures.
- Files any tax return and information filings.

The Transition

The outgoing Treasurer should meet with the incoming Treasurer to discuss current account balances, location of all Section funds, outstanding checks, expected incoming funds and maturity dates of Certificate(s) of Deposit, etc. All existing financial records

should be handed over to the incoming Treasurer. The incoming Treasurer should go with the outgoing Treasurer to all banks to change the name(s) on the signature cards. The checking account should be reconciled by both the incoming and outgoing Treasurer together, and signed over to the incoming Chair as of a specific date and at the reconciled amount. You should also familiarize yourself with the Section rebate structure. Specifics about the rebates can be found in Section 6.0.

Throughout the Year

The Treasurer has the responsibility of administering all Section funds including revenue from programs and events, awards, and Section rebates. The incoming Treasurer is also responsible for the payment of Section expenses, such as reimbursing Section Officers for covered expenses (approved by the Section Chair), meeting expenses, printing and mailing expenses, and program expenses.

A Section should maintain a bank account sufficient to cover immediate bills and achieve a balance, allowing for a comfortable transition from one budget period to the next.

The Treasurer prepares monthly financial reports for the Executive Council meetings, stating what expenses have been incurred and what income has been generated both for the fiscal year-to-date and for the current month.

4.4.1 Constructing a Section Budget

- Look at the previous year's budgets. They should be studied and compared to their corresponding year-end audited financials.
- Meet with the various officers to obtain expense estimates for the new budget. A great deal of attention should be given to preparing a sound budget that accurately reflects Section capabilities and resources. The Section budget should go through several iterations between April and August.
- The actual cash balance of all checking and savings accounts at the beginning of the fiscal year must be stated.
- All anticipated income and expenses must be enumerated.
- An itemized breakdown of each budget activity is required. Attach separate sheets, as needed, to provide detail.
- The RSAC financial guidelines must be followed. The guidelines are enumerated in Section 4.4.4.
- If the rebate requested exceeds the amount that could reasonably be anticipated (based on the per capita formula), the Section should seek to justify this larger request in writing. A cover letter transmitting the budget to the Regional Director should state the unique circumstances that compel his request for increased funding, e.g., special programs, innovative activity, etc.

The budget form can be found in the Appendices and on the AIAA Web site at : www.aiaa.org under "Access Forms"

4.4.2 Hints on Budgeting

- Section meetings should be financially structured to pay for themselves. Establish a member and nonmember price.
- Budget in contributions. Local companies may be willing to support some or part of Section activities. Often companies have budgets for supporting worthwhile community activities. Activities can include newsletters, Web hosting, etc.
- Sensible agreements should be made with restaurants. Sometimes sticking with one restaurant or hotel can yield discounts or special considerations.
- Using community or company facilities or schools or universities for meetings can result in sizable savings.

Several special expenditures may be contemplated for the year, so don't forget to budget for them, such as:

- Awards: plaque and certificates to recognize local members for notable achievements and for participation in Section affairs.
- Gifts such as pens, medallions, etc., may be purchased as gifts for speakers.
- Society dues: membership in local technical societies.
- Student support: supporting Regional Student Conferences, Student Branch activities, awards to students, etc.

4.4.3 Performing a Section Audit

Auditing the Section's finances is both a necessity and a requirement. As the finance guidelines state, Sections must engage in full financial disclosure. Auditing the finances is a painless process, but must be done carefully and accurately. Headquarters uses the audits to ensure that Sections engaged in proper revenue generating.

Prior to the due date, the outgoing Treasurer, along with two other appointed Section Officers, should prepare the audit of income and expenses and should review the totals with the Section Chair for accuracy. The Audit Committee then signs off on the annual audit.

On or about 31 May, the Chairperson appoints an Audit Committee of three members, one of whom shall be the new Treasurer.

By 15 June, the Audit Committee should have met to examine the Section's financial transactions during the past Section year. The Committee should reconcile the cash on hand at the beginning of the past Section year with the cash on hand at the end of the past Section year by listing receipts and expenses occurring during that time.

By 20 June, an audited financial statement is signed by all three Audit Committee members and presented to the Section Chairperson.

By 30 June, the Section Chairperson should have endorsed the report and submitted it to the Regional Director with a copy to AIAA Headquarters.

4.4.4 Guidelines for Section Finances

The Region and Section Activities Committee (RSAC) has adopted the following guidelines for Sections to follow regarding generation and use of Section funds (created 9/14/76, amended 10/14/76, 11/91, and 1/29/97). The Treasurer should make certain that the officers are aware of the guidelines.

- The AIAA is a nonprofit organization. Sections should strive to spend their money on Section activities each year, and not carry over large sums in their bank accounts to the following year. Reserves held in checking and savings accounts, certificates of deposit, etc. (excluding scholarship funds), should not exceed 1.5 times the Section's typical annual operating budget.
- When a specific high-cost project requires that significant financial reserves be accumulated over a period of time, the Section must create a financial plan and have it approved by the Regional Director. Such documentation will be required before the Regional Director can approve the Section budget at the start of the affected program year(s).
- All Sections should maintain a substantial differential between the fees charged to members and nonmembers. A 25 to 40 % differential is recommended.
- The Sections may use their operating funds to defray the cost of meals, functions, or activities for honored guests, students, or new members. In general, revenue generated at Section events or council activities should be sufficient to cover the cost of any food or beverage services provided at those activities. Sections should not subsidize member ticket prices for meals, functions, or activities. The Section's operating budget should not be used to pay for the meals or activity tickets of Section officers or council members.
- Sections should not ordinarily pay speakers travel or honoraria expenses. This guideline may be waived for special events where the Section believes it is in the best interest of the Section to use its funds for this purpose.
- Sections must disclose to the Regional Director on an annual basis their operating budgets and accumulated financial resources.
- In general, Section funds should not be used to pay any travel expenses for any Section members. This restriction does not apply to (1) support provided to students attending the Regional Student Paper Conference, or (2) travel expenses for Section officer(s) to attend the annual AIAA leadership training conference offered at the start of each program year. In general, The Section Council may decide, on a case by case basis, that it would be in the Section's best interest to pay for travel to a Regional Advisory Committee (RAC) meeting. The Section council must approve use of Section funds for these purposes.
- Sections may offer scholarships that support the overall AIAA education goals. The financial income and health of a Section should be analyzed carefully before such a commitment is made. A written set of procedures and constraints must be adopted by the Section council to govern the administration of scholarships and expensive awards offered by the Section.
- Sections are encouraged to engage in revenue-generating activities to supplement rebate money and support the functions of the Section. The revenue-generating activities should be limited to those generally accepted as proper for a professional society.

- The Section should have a two-signature policy for check writing and savings account withdrawals. It is a requirement that at least one of the signatories be an elected officer of the Section. It may be convenient to have more than two people authorized as signatories.
- It is strictly forbidden to give a person who is not a member of the AIAA the authorization to commit Section funds, or the signatory credentials needed to gain access to Section funds.
- The Section treasurer must maintain a clear "paper trail" supporting all financial transactions and account ledger entries for the Section. Examples include invoices, receipts, deposit and withdrawal slips, canceled checks, etc.

4.5 Regional Advisory Committee Representative

The representative to the Regional Advisory Committee (RAC) is responsible for bringing the concerns of the Section to the RAC and for relaying items of importance from the RAC to the Section leadership.

Some Sections prefer to have the Chairperson or past chair serve as the RAC representative. The decision is up to the individual Sections.

The representative should:

- Commit at the beginning of the year to attend the three or four RAC meetings. (These may move from place to place or be in one location.) Company support is essential.
- Be thoroughly familiar with the Section's policies and programs and be an articulate spokesperson before the RAC.
- Insure that a well-briefed alternate is available to represent the Section if the representative can't make a particular RAC meeting.
- Whenever possible, attend Section Council Meetings and convey action matters to the RAC as well as brief the Section Council on RAC decisions and discussions.
- Contribute brief articles to the Section newsletter to inform membership of the RAC decisions.

RAC representative must bring a written report to each RAC meeting. The written report should include:

- Highlights of activities since last RAC
- Future plans
- Status of Section finances
- Membership status
- Issues and/or concerns of the Section
- A copy of the report should be sent to the Regional Director and the AIAA Staff Liaison for distribution in the minutes

4.6 Programs Officer

Programs are the backbone of a Section's activities. They should reflect the interests of the membership and acknowledge the diversity of the constituent elements—industry, academia, government, etc.

A regular schedule of meetings should be held throughout the year, and the members should have knowledge of the pattern.

The Programs Officer should take on the role of the overseer. You must coordinate with the various Section officers. Obtain an appropriate balance. Throughout the year, you will find that some programs may be of interest to the membership and have great attendance, and others may not be worth trying again. A written Meeting Report is the best way to document results. The Meeting Report Form can be found in the Appendices.

4.6.1 Get It Going

- Review the Section demographics.
- Survey your membership to find specific interests.
- Help officers find speakers.
- Develop the list of upcoming programs and overall schedule.
- Establish a program committee made of several officers. Principal responsibility for organizing a particular program should be assigned to one person.
- Set a schedule for events. Stick to it.
- Request an AIAA Distinguished Lecturer

4.6.2 Tips for Planning a General Meeting

There are numerous pitfalls to be avoided when holding a meeting. Proper planning, organization, and careful attention to detail will help the Section meeting planner achieve success.

Some general things to watch out for when planning a Section meeting are suggested below. Many items apply to all meetings, regardless of location, time and meal.

Organize:

- Make one person responsible for the meeting.
- Get helpers as needed: facilities, program publicity, registration, etc.
- Draw up a realistic budget: cost of meals, guests, all extras, etc.
- Lay out a detailed timeline for key action items.

Determine Section policy:

- Cost differential: member / nonmember, prepaid, walk-ins?
- No refunds for no-shows who fail to cancel?

- Will telephone reservations be accepted? Be careful! Better have a good local track record of reliability.
- Discount ticket policy? What about the freebies and the subsidized? Who and how many?

Communicate with the speaker

- Discuss the scope and length of his/her talk. Have your speaker send a copy of the talk and photos for publicity.
- Give him/her an audience profile.
- Find out audio-visual requirements. Will he/she need assistance during the presentation?
- Tell him/her the time and location of meeting. Provide directions. Inquire as to whether a spouse will be accompanying him/her? Hotel reservations needed? Escort or transportation required?
- Will any press conferences, tours or meetings be scheduled around his/her appearance?
- Have a complete understanding of the speaker expenses. AIAA does not endorse paying speaker honoraria or expenses.
- Make sure you thank the speaker for the presentation. Some Sections have designed certificates or scrolls for speakers.

Work with the hotel/restaurant:

- Pick a suitable property (hotel/restaurant/club, etc.) and negotiate details.
- Select menu. Figure real costs: meal + tax + tip. This establishes the baseline for how much you will have to charge attendees to break even. Figure in the extras that increase the cost such as audio-visual equipment.
- Is the meeting room free, or is there a charge?
- Who's the restaurant contact? Who will service the room the meeting night? How, when, and where can that person be reached?
- What are parking arrangements for attendees?
- Where will room signs, directions, and bulletin board information identifying the meeting be located?
- Who provides audio-visual equipment? Is it compatible with the room layout?
- What activities are scheduled in adjacent meeting rooms? Beware of 500 teenagers partying next door.
- Walk through the meeting room. Note lighting, air conditioning, audio controls, power outlets, suitability for head table (if used) and audience seating, refreshment bar, display area, registration desk, and furniture. How many to be seated per table — a comfortable eight or a squashed ten? Any visual obstructions or sound distractions noted? Note proximity of cloakroom, restrooms, and telephones.
- Obtain a clear understanding on setting the "guarantee" (the minimum number of meals you agree to pay for before the meeting is held); this figure determines the number of places set, meals prepared, waiters hired. Most restaurants will set up 10% over guarantee to accommodate last minute reservations and walk-ins.
- Don't over-guarantee! Try to get as much leeway as possible from the restaurant on the deadline for setting a guarantee—they like it at least 48 hours in advance, sometimes longer. Guarantee a figure based on prepaid reservations in hand

and/or the number of other persons you are absolutely certain will attend. Be extremely cautious about counting telephone reservations into the guarantee.

- Determine how the meal count is to be taken and who will be presented the bill to sign.
- Make it clear that the financial commitments may be made only by authorized AIAA members supervising this meeting.

Publicize the meeting:

- Use photographs and artwork; don't rely just on typed copy.
- Try original sketches or drawings.
- Set bold type to draw the attention of the reader or the passerby.
- Color paper stands out.
- Don't clutter with detail.
- Design for bulletin board, poster and self-mailer and electronic mail.
- Design in sufficient size for the newsletter insert.
- Distribute early.
- Give essential details and contacts for further information and reservations.
- Stick to standard, recognizable format.
- Develop a recognition pattern for the reader.
- Include AIAA logo and Section name prominently. Don't make the sponsors a mystery.
- Don't snow people with the speaker's extensive curriculum vitae -- emphasize what he's going to talk about, why it's important, and why the reader ought to attend.

Just before the meeting:

- Arrive one hour before the meeting.
- Contact restaurant/hotel staff member to ensure that everything is set up.
- Set up registration desk. Have cash box and change. Keep all cash/currency/checks in someone's possession at all times.
- Test all audio-visual equipment.
- Set up membership materials.
- Have a Greeting Committee to welcome VIPs, members, guests, etc.
- Consider making up a portable meeting survival kit: cash box, felt tip pens, pencils, straight pins, stapler, paper clips, scotch tape, scissors, extra projector bulbs, note pads.

During the meeting:

- Make sure the Programs/Meetings Chairperson has a detailed agenda and sticks to it so that everything stays on track.
- Use short, dignified introductions: VIPs, guests of honor, new members, student members in attendance, etc. Use judgment; be brief. Introduce head table (if there is one). Introduce speaker last.
- Have speaker helpers (audio-visual, charts, etc.) ready.
- Have someone take pictures.
- Allow audience participation with a brief question-and-answer period.

After the meeting

- Escort speaker out of the meeting room. Don't leave him/her all alone.
- Collect all Section equipment and supplies.
- Later: Send a thank-you letter to the speaker. Consider a letter to the restaurant manager also; critique your experience. It's helpful to him.
- Ask for member and committee feedback on meeting, speaker, and facility.
- Complete the AIAA Section Meeting Report; see Appendices for form and Section 5.0 for additional information. It also provides your Section with a permanent record of the event.
- Write an article for *Aerospace America*, Section News. Don't forget the pictures!

4.6.3 Frequently Asked Questions

Q: Where can a Section find good speakers?

A: Local companies and universities, other technical and professional societies can yield joint programs, retired members, paper presenters, Distinguished Lecture Program.

Q: What types of programs should a Section have?

A: It depends upon your Section demographics. The key is to maintain a balance. Here are some suggestions:

- Programs with topics of sufficient interest to appeal broadly to the membership and not too specialized.
- Try for socially oriented meetings.
- Add variety; select a tour that is atypical.
- Seek out organizations that can provide support and ideas—American Aviation Historical Society, Antique Aircraft Association, Experimental Aircraft Association, etc.
- Combine activities with the students.
- Try the historical perspective. A mix of movies, slides, discussions by "old timers" etc., make for a nice program.
- How about the Sport of Engineering: sports car aerodynamics, sailing, soaring, model airplanes, and experimental aircraft.
- Mini symposiums for those who are unable to attend the Technical meetings.
- Lunch-and-learn programs at your facility. You're dealing with a captive audience that has specific interests. These can be very technical or fun and light.

Additional program ideas can be found under the other officer Sections.

Q: How do you organize a lunch-and-learn program?

A: Lunch-and learn programs are noontime presentations held at companies. Perhaps the greatest appeal in putting on a Lunch and Learn program is that you're dealing with a captive audience, especially if your facility is in a remote area and the only place to eat is the company cafeteria.

First you want to determine the type of program to host. The one-hour time slot lends itself very well to a variety of formats, including films, a guest speaker, or a workshop. Second, set a date and find a meeting room at your facility. Third, determine whether members who don't work at your company will be able to attend or get visitor passes. For publicity, look into using your company's bulletin boards or electronic mail, and if it's acceptable, leave fliers in conspicuous places.

Q: How do you organize a mini technical symposium?

A: AIAA has a manual that describes, in detail, how to organize this activity. Contact the AIAA staff for a copy. Also, in the description of the Technical Officer position, you will find a brief description of what to do.

4.0 Section Officers—The Team (Continued)

4.7 Career Enhancement Officer

The Career Enhancement Officer is responsible for planning and programs and activities that can assist with career planning, transitioning to management, public speaking, technical writing, retirement planning, caring for the elderly, etc.

Before planning these types of programs, you want to be fairly knowledgeable about your Section's needs. Do your research!

At a minimum, you will need to know the following:

- Percentage of your Section membership who are young, middle-aged, or approaching retirement
- Breakdown of private industry, government, academia, self-employed
- Percentage who are management, technical staff, etc.

You can obtain this information by requesting a roster of your membership or you can obtain the information by using the Web-based Data Maker. The Data Maker is described in Section 7.0 of this manual. Refer to the demographics report distributed at the Regional Leadership Conference.

To find out specifically what your membership wants, you should do a survey. You may want to include nonmembers in your survey as well. This may entice them to join.

Now that the preliminary work is complete, here are some program suggestions.

4.7.1 Career Enhancement Activities

- Sponsor panels on timely issues such as personal positioning, transitioning into management, manpower outlooks, etc.
- Arrange for forums on long-range career planning for the younger professional or workshops for pre-retirement planning.
- Address areas of personal development such as stress reduction, technical writing, tax and/or financial planning.
- Establish programs to provide employment assistance: resume writing, interviewing positively, and changing careers.
- Establish a column in the Section Newsletter addressing a career enhancement idea/concern or providing "food for thought."

Here are a few examples of what other Sections have done.

Professional Development Conference

Executives from various areas of an organization (program development and planning, quality processes, strategic business and technical development) discussed "what it

takes to become a leader." Each participant was allotted 10–15 minutes to present his/her views, and then the floor was opened for questions.

Today's Engineer... A Day of Personal Expansion and Career Development

Experts from various fields were brought together to talk about important issues as they relate to career development.

A consultant addressed communication (telling it the way it is); completing your work; body language; proposals; presentations; technical papers; the jargon.

A lawyer addressed peripheral vision (contracting for engineers); contract performance; documenting; technical contract work, engineering notebooks; requirements.

A health-care professional spoke on coping with stress (lifestyles); nutrition; relaxation techniques; work habits; and effects of pollution.

A career development professional spoke on career development (career path planning) self-awareness, job enrichment, resumes and goal setting.

Financial Planning for Engineers

A well-qualified speaker addressed a limited number of people on important issues of "How to Plan a Sound Financial Future." Topics covered included an overview of financial planning; reducing taxes on your salary income; reducing taxes on your interest income; planning for your future; current and proposed tax laws; first-time home buyers; and long term investments.

Get to the Point: Clear Technical Writing

This was a nine hour course (over a three-day period and taught by qualified instructors) designed to (1) help engineers and scientists write better technical reports and papers and (2) provide each participant with a process for attacking the problem of writing.

Areas examined were:

- How to analyze your purpose and your reader's needs to develop a framework that focuses on the process.
- How to create, evaluate, and organize your ideas.
- How to overcome common errors and polish initial expressions into clear, concise statements.

When your year as the Career Enhancement Officer is complete, don't forget to complete the nomination form for the Career Enhancement Award.

4.7.2 Frequently Asked Questions

Q: When a member is looking for a job, how can AIAA help?

A: The Career Enhancement Committee has developed a number of programs and services to help members. The programs and services include a question and answer forum, on the AIAA web site, an online resume posting service, the publication *Job-Hunting: Nine Steps to Success*, the Professional Career Time Line job listings, and links to other sites

Some of the services are listed in Section 2.0 of this manual. You can also find detailed information on the AIAA Web site at: www.aiaa.org. To use the on line services, his/her membership must be current.

Q: Where can you find speakers that are knowledgeable about long range planning, stress reduction, financial planning, etc.?

A: Check with your Human Resources Department, Financial Planning organizations, wellness centers and other places such as these. You can also request assistance from the Career Enhancement Committee. The contact information can be found on the AIAA Web site.

4.8 Education Officer

The education position encompasses professional programs and student outreach.

4.8.1 Professional Program Ideas

The Professional Education Program that is managed by the AIAA staff consists of a variety of services designed to update practicing engineers, scientists, and technical managers in the aerospace community. AIAA has a track record of sponsoring high quality short courses of one to four days' duration and a series of home-study programs, which allow participants to complete the course at their own pace.

Sections may hold their own one-and two-day educational short courses. You can draw from a wide-range of experts if you have a university co-sponsor. Text materials can be provided to the attendees. A significant differential in registration fees between AIAA members and nonmembers should be established for this activity.

Sections have held courses on recent developments in Solar Energy, Space Robotics, Robust Control, and Applied Mathematics for Engineering, to name just a few.

Considerable resourcefulness is required to plan and organize an effective Section short course. Imaginative Sections that undertake such educational programs can derive added revenue for the Section treasury, and can provide an important educational contribution to the members' professional development.

The Professional Development staff at Headquarters is available to assist Sections in planning and executing continuing education courses. Prior to planning a course for your Section, we suggest that you check the *AIAA Bulletin* to ensure that a similar course is not planned for your area in the near future.

4.8.2 Student Program Ideas

Student Branch Interface: Members of the Student Branches attached to your Section should feel they are a definite part of the Section. Several ways of providing for close Section/Branch relations are:

- Have the Faculty Advisor and the Branch Chairperson sit ex-officio on the Section Council.
- Distribute Section Newsletters and meeting announcements to individual student members and include regular articles on student affairs in the Newsletter. A column written by students on Branch activities is a good way to do this.
- Hold joint meetings with Student Branches on campus. Invite students to Section meetings at reduced rates, if possible.
- Provide advice to students on the Foundation Design Competitions and other projects and proposals.
- Inform students of the various undergraduate and graduate scholarships that are available for college sophomores, juniors and seniors. Also, you may want to explore the idea of offering a scholarship at the Section level.
- Have local Section members speak at Student Branches and at university career days to talk about engineering and professional societies. It is often difficult to motivate students toward professional society membership early in their educational careers. Often students do not join AIAA or any other technical society until their junior or senior year. A Section should participate in underclass engineering orientation sessions and discuss the value of professional society membership. This can help to promote AIAA student membership at a Branch.
- Assist the Student Branch Chairperson and Faculty Advisor with informing senior student members of the free automatic upgrade to professional member upon graduation.
- Integrate Student Branch graduates into the Section. Students remaining in the local Section area after graduation should be identified and encouraged to become active in Section affairs by volunteering to serve on a committee. This can do much to ensure that the young blood continues to flow into the Section.
- Provide whatever support and participation is required in Student Branch originated programs, such as field trips or model airplane contests.
- Institute a "Mentor" program, whereby each of the Section members will invite a student member to at least one Section activity and will supply AIAA Headquarters with the address of the student following graduation.
- Co-sponsor a get-acquainted picnic with the Branch. Break the ice with Branch Officers and help them promote membership among new students by being there to talk about engineering.

4.8.3 Chartering New Student Branches

Occasionally an opportunity arises to organize and charter a new Student Branch at a university. The Section can play an important part in helping things along by assisting in the various procedural steps. The Section can offer encouragement and support by obtaining speakers for the initial programs, hosting field trips and giving modest financial support.

To be considered for a possible AIAA Student Branch charter, the following requirements must be met:

- At least one school faculty member, who is an AIAA member, agrees to be the Faculty Advisor.
- The Dean of the Engineering School has written a letter of endorsement giving the school's official recognition of the group.
- At least fifteen (15) students have enrolled as charter members.
- The prospective branch has submitted a set of by-laws. (These may be found in the *Student Branch Manual*. For a copy of the manual, refer to the AIAA Web site www.aiaa.org.)
- The prospective branch has submitted proof of accreditation of the school's engineering programs.

Upon review of these requirements, the Student Activities Committee and Board of Directors will review and vote on the application for a charter. If the application is approved, the educational institution will be granted a charter.

4.8.4 Supporting the Regional Student Conference

The methods of organizing, financing and publicizing Student Conferences vary from Region to Region, but one element is constant: the importance of Section support. Part of the educational activity of a Section should be directed toward supporting the Student Branch efforts to prepare for the Student Conference (e.g., organizational, logistical, and financial support). The Section can also offer the conference Chairperson support (e.g., providing judges for the student paper competition). The Region Deputy Director of Education can provide critical input in planning for logistics, judges and financial arrangements for the Student Conference.

Financial support is crucial to the success of the Student Conference. The AIAA Foundation can not fully fund the expenses of the Regional conferences. Budgets vary from a modest \$10,000 to more than \$40,000. The Foundation support usually accounts for 25% to 40% of the expenses. (This percentage is dependent upon the Region, year and number of attendees.) Another 10% to 25% of the financial support comes from registration fees. The remaining funds, about 33%, are industry contributions that are received through fund raising efforts. Sections can assist and provide continuity. Detailed information on the Student Conferences can be found in the Student Conference Manual.

4.9 Evolution of Flight Section Officer

In 1998, AIAA Board of Directors approved the initiative for celebrating the 100th year anniversary of powered flight. Many activities are planned for this event in the upcoming years, and Regions and Sections will be an integral part of this celebration. To make communication flow easier between this committee and the Sections, this Section officer position has been created. These duties include, but are not limited to:

- Disseminating information to the rest of the Section via meetings, newsletters, e-mail, etc.
- Working with other Section officers to publicize/promote the campaign.
- Generating programs to celebrate the Evolution of Flight.
- Encouraging participation of your Class of 2003 Ambassador in Section events (if applicable).

4.10 Honors and Awards Officer

The Honors and Awards Officer is responsible for promoting and recognizing excellence within the Section. The level of your activity will vary. To do an effective job, you should establish a subcommittee. You will want to work closely with the Communications Officer or Newsletter Editor.

4.10.1 Honors and Awards Activities

Promote Advancements in Membership Grade

A combination of activities is the best way to handle this task. Put reminders in the newsletter. List membership upgrade criteria in your Section newsletter, along with nomination and reference deadlines. (Remember that the dues rate does not increase as a member moves up in status.) Contact eligible members, and encourage them to upgrade their membership status. Gather a group of volunteers, and complete the upgrade packages for the worthy candidates. Once the members are upgraded, recognize the members in the Section newsletter. Upgrade forms can be found on the AIAA Web site at www.aiaa.org under "Access Forms".

Provide Recognition for Outstanding Section Members

At the end of your Section year, recognize the hard work of your fellow officers. Plan an awards ceremony in conjunction with a Section meeting. Recognize your Section chair, officers, and other members who have demonstrated hard work and dedication to your Section. AIAA Headquarters will provide blank certificates upon request.

Recognize 25–40–50–60 and 70-Year Members

Every year, your Section chair will receive the names of the members who joined AIAA more than 25, 40, 50, 60 or 70 years ago. He or she will also receive an appropriate certificate and membership pin for each member. Ensure that these dedicated members are recognized properly in your newsletter and through public ceremony.

Request Special Service Citations

Special Service Citations are for your exceptional volunteers for their contributions of time and effort, which have substantially and uniquely benefited a Section, Region or student branch during the Section year. Sections have a unique opportunity to obtain a

commendation for local members who have excelled in a Section activity, meeting, or event during the year. Guidelines are as follows:

- Nominations will be judged on the assessment of the importance and significance of the achievement or the contribution.
- The activities should be unique (a special program, outstanding services, etc.) and should not be covered by any other AIAA honors and awards.
- The Section Council nominates the person and completes the Special Service Citation form. The form is forwarded to the next RAC meeting, where it must be approved. If approved, the Regional Director brings the citation to the next RSAC Meeting, where it must also be approved. The citation will be forwarded to the individual who nominated him/her within 6–8 weeks after the RSAC meeting.

Promote AIAA Technical and Major Awards

AIAA Headquarters announces Calls for Nominations approximately four times a year. The call is mailed to each Section Chair, Newsletter Editor, and Honors and Awards Officer. It is also listed in the *Bulletin of Aerospace America* and the monthly *MindJogger* and on the AIAA Web site. Each Section should include this call and a nomination form in its Section newsletter, until the deadline date has passed.

If an award winner in your Section is selected, the Section Chair, Newsletter Editor, and the Honors and Awards Officer will be notified. This announcement should be published in your Section newsletter. You should also notify your local newspaper and the recipient's industry publication of this announcement to obtain local coverage. You are encouraged to contact this person and congratulate him or her on the accomplishment; perhaps he or she could be a guest speaker at your next meeting.

Nominate a Person(s) for an AIAA Award

Your subcommittee can sit down and think of possible candidates and complete the nomination process. Frequently there are more than enough qualified members. They won't nominate themselves. The nomination form can be found at: www.aiaa.org under "Access Forms".

Three awards the Section should concentrate on are the Distinguished Service Award, the Engineer of the Year Award and the Sustained Service Award.

- AIAA Distinguished Service Award—The Board of Directors established this award in 1968 to give unique recognition to an individual member of AIAA who has distinguished himself/herself over a period of years by service to the Institute. The Distinguished Service Award is executed through the AIAA Sections. The AIAA President and Vice Presidents select the recipient. The award is presented at the Honors Night Banquet, in conjunction with the AIAA Global Air & Space Conference.
- Engineer of the Year Award —This award was established in 1989 to provide unique recognition to an individual member of AIAA who has distinguished

himself/herself in some facet of aerospace engineering. The procedure for selecting the recipient shall be as follows:

- By 1 August, local Sections shall start soliciting nominees for the award.
 - By 1 October, all local Sections will forward their nomination to their Regional Director. (Many Sections already have an Engineer of the Year Award, and that candidate may be submitted to the appropriate Regional Director for consideration.)
 - By 1 October, each Regional Director with the assistance from his/her Regional Deputy Director for Honors and Awards will appoint a selection committee of two individuals and forward the nominations received to the committee.
 - By 1 December, each Regional Selection Committee will have selected ONE qualified candidate for consideration and will forward this selection to AIAA Headquarters.
 - At the January Honors and Awards Committee Meeting, each Deputy Director for Honors and Awards will represent his/her candidate at the Honors and Awards Committee Meeting.
- Sustained Service Award-The Board of Directors established this award in 1999 to recognize sustained, significant service and contributions by members to the Institute. This award is prestigious and considered analogous to the Fellow designation for professional achievement. The AIAA Vice Presidents select up to 20 recipients per year. Nominations are due by 1 October. Details on this award can be found in the Appendices.

Establish Local or Section Awards

A number of Sections have established their own awards. These awards may consist of an Engineer of the Year Award, a Distinguished Service Award, a Technical Management Award, or they can be named in honor of a pioneer in the industry or a dedicated professional in the area. Your Section has the authority to establish its own criteria and/or honoraria.

You should also recognize past Chairs, Council Members and Committee Chairs. This is a nice way to recognize the outstanding contributions of your volunteers. Headquarters will provide blank certificates for these special occasions, upon request.

The following are a few helpful hints when establishing your Section awards:

- Determine the scope for the award— “To recognize outstanding service to the Section, such as major contributions to its growth, technical program, or administrative functions,” “For outstanding individual management accomplishment by an AIAA Section member achieved during the past one to three years.”
- Develop the nomination form—We have found that a single nomination form plus one page of supporting material works best. The form should be included in Section newsletters and handed out at Section meetings.

- Determine where it will be presented—If the award is an annual award, it should be presented at the same time each year.
- Determine who will be on the selection committee—A selection committee of approximately five members of the Section, appointed by the Section Chair and/or council is sufficient.
- Determine the certificate/gift—Depending on your Section’s budget, determine and allocate an appropriate amount of money to fund your award. Some Sections present recipients with plaques, others with certificates or other appropriate tokens of appreciation.
- Determine the notification process—Always notify the recipient first, to ensure he/she does not hear the information second-hand. Be certain to notify your Section newsletter editor, the recipient’s industry publication, and your local newspaper.

Participate in the Submission of the Various Section Awards

All Section award nominations are due to AIAA Headquarters by 30 June. Confirm with your local officers that they have completed the appropriate forms and submit them on time. In September, AIAA will announce the Section award winners. There is a Section award for just about every type of activity. The complete list of awards, descriptions and criteria are in the Appendices.

Work with the other officers to submit nominations for the Section awards.

All awards are bestowed annually in five Section member categories. The Regional Directors select the best three entries in each of the five categories. A cash award and certificate is presented to each of the winning Sections. First place is \$500, second place is \$200, and third place is \$100. First-place winners are honored at the Aerospace Sciences Meeting in Reno, NV.

4.10.2 Frequently Asked Questions

Q: How will I know when the nominations for the awards are due?

A: Calls for nominations are listed in the *Bulletin* portion of *Aerospace America* and in the monthly *Mindjogger*. You can also check the Honors and Awards section of the AIAA Web site.

Q: Where can I find a list of all the awards?

A: A list of the Awards can be found in Appendices of this manual. You can also request a copy of the Honors and Awards manual. This manual lists all the awards and the past recipients. This same information can also be found on the Honors and Awards section the AIAA Web site.

Q: Who may nominate?

A: Any member of AIAA may nominate candidates for any of the awards.

Membership in AIAA is an eligibility requirement for all of the awards unless overriding conditions exist otherwise.

Q: How do you nominate an individual?

A: The AIAA nomination form must be submitted. A summary of the nominee's accomplishments must accompany this nomination form. Additional pages may be used to provide the nominee's justification, education, professional assignment, honors, etc. A minimum of three and a maximum of five letters of endorsement must support the nomination. Nominations involving more than one individual should be combined. The submitted material should not exceed ten (10) pages.

Q: When will the 25–40–50–60 and 70 Year pins be sent to the Section?

A: AIAA staff will mail the packages to the Sections in the April-May timeframe.

4.11 Membership Officer

As the Membership Chairperson, you must be involved with overall Section planning. You are responsible for integrating membership development and retention programs into all scheduled Section activities. You will find that there is more than enough work to keep one person busy.

4.11.1 Getting Started with Membership

There are a number of things that should be done before you jump right in. Listed below are some ideas to help you get organized and started on the right track.

Build Your Membership Team

You will need a team of enthusiastic volunteers to help. The ideal team should represent all major organizations and disciplines in your area.

Facility representatives are the cores of your team. As a rule, your team should have at least one "facility representative" for every local facility or company. Facility representatives can be the first level of contact for individual members and can transmit member views to the council. The facility itself can also serve as a gathering point for meetings.

Facility representatives can recruit new members, answer questions, and promote upcoming Section events, take reservations, and distribute handouts. They can develop in-company recruitment campaigns. They are indispensable adjuncts to promotion, and in particular, they represent membership development at the facility level.

Set Goals

One of the best ways to expand your Section's horizons is to define goals for your Section and implement steps toward achieving them. Make sure everyone on your team is aware of the goals and the cooperative effort that will be needed to attain them.

Examples of Membership Goals:

- Increase membership by a specific number.
- Encourage persons in related professions outside the traditional AIAA sphere—i.e., Systems Software Engineering—to attend a Section event.
- Ensure that your Section has a newsletter to promote awareness of activities and increase retention.
- Contact non-renewing members to see why they haven't renewed their membership.
- Apply the Section Event discount to attract new members and save money.
- Call new Section members and welcome them to AIAA.
- Get new Section members involved immediately by inviting them to participate on a specific committee, help to plan an event, stuff envelopes or any activity that gets them involved. This will ultimately aid in retention.
- Run a Member-Get-A-Member Campaign, offering prizes and incentives.

Develop A Plan

After you have set some goals for your Section, determine how you will achieve the goals and measure the success. After reviewing this manual, you should have a clear understanding of your position as Membership Chairperson. Make sure that everyone on your team understands his/her role in helping your Section attain its membership goals.

Map out your plans for the year with specific events and strategies and determine a timeline with which to meet your goals. Are there any specific issues that may affect large numbers of your membership—i.e., industry layoffs in the region, corporate mergers, etc.? If so, how can local Section members help their fellow AIAA members? Review, revise, and act upon your membership plan during the Section's calendar year and report on your progress at each council meeting.

Review the Benefits and Services

Before you and your team can begin your recruitment and retention programs, some basic training is required. Each member of your team should review the AIAA membership benefits, membership grades, and special dues rate information. This information is detailed in Section 2.0 of this manual.

4.11.2 Membership Recruitment Strategies

Recruitment is vital to any organization—and AIAA is no exception. New members bring fresh ideas and enthusiasm. As the Membership Chairperson, it is your responsibility to lead your team in spreading the word about AIAA and inviting nonmembers to join. Here is a list of things you can do:

Membership Booth

You and your team should ensure that a booth or tabletop display is set up with membership materials at every Section event. These displays can be very simple or very elaborate—it's up to you. Your job is to make sure AIAA promotional materials and membership applications are available to every event attendee.

AIAA has three open-and-shut tabletop booths that Sections can borrow on a first-come, first-served basis, for the cost of return UPS postage. Applications and promotional literature are mailed with the booths.

Membership Recruitment Campaigns/Drives

A special membership campaign or drive is an excellent way to recruit many new members in a single event. A well-planned event will not only bring in new members, but it will help spread the word about AIAA and your Section's activities.

When AIAA Headquarters designs member recruitment campaigns, the staff researches ahead of time to determine our target group. You want the right words and tone on your promotion piece. The goal is to present our pitch to prospective members so that the prospects will respond by joining. In other words, we try to answer the question that prospects will be asking: "What's in it for me?"

Whether you are planning a campaign targeted at a specific organization or a Section-wide campaign, these steps should be followed:

1. Identify a target market: Campaigns work best when they are targeted to a specific technical organization or division and especially if they have management support. Other markets include universities, where students and faculty might join, and other related societies. Get facility representatives and other council members to help identify nonmembers and good candidates for AIAA membership.
2. Secure Section and corporate support: Get help from your whole council and from Section members who have influence in local corporations or universities. Corporate support can take the form of personal promotion and endorsement of AIAA or the complimentary provision of a conference room for the use of a meeting. See sample letters in the Appendix.
3. Invite nonmembers to the membership meeting: Invite nonmembers by mail, phone, and personal contact and by posting meeting notices on company bulletin boards. If possible, advertise your meeting in corporate newsletters as well. Make extra copies of your newsletter and distribute them or put them in public places where others might pick them up. When you invite prospective new members to the meeting, be sure to include material about AIAA's benefits. The more they know about the Institute before the meeting, the better your chances of successful recruitment.
4. Determine the meeting format: For meetings conducted specifically for the purpose of recruiting new members, lunch hours often work best if prospective members work at the same company. Be sure to have a sign-up list in advance and/or on-site

so that you can follow up with new members and uncommitted prospects. A bowl to collect business cards is also an excellent way to collect contact information.

5. Host the membership meeting: The way you interact with your prospective members will directly influence their decision to join AIAA. The more prospective members feel that you care about them and want them to be a member, the more likely your chances are of recruiting them. Instruct your veteran members and the team players on your council to seek out the new folks to welcome them and show them around.
6. Follow up with new members: Be sure to follow up with new members either by mail, phone, or with a personal visit. The best time to generate enthusiasm in new members is immediately after they've joined AIAA. Although Headquarters sends them a new member kit, nothing beats a personal call, note, or visit from you or someone on your membership team, such as a facility representative. Encourage the new member to become involved by offering specific activities in which they may play a part. Let them know you are there to answer questions, hasten an address change, or work with Headquarters on any service problem they might have. Keeping in close touch with your members will help you to retain them later!
7. Follow up with uncommitted prospects: Uncommitted prospects will also welcome your letter or call. You may help them make a decision that they've been delaying because of various reasons, including financial hesitations. If, for example, they claim they are unemployed and cannot afford to join, you can highlight AIAA's employment assistance programs. Encourage them to become a member and let AIAA help them in their job search. NOTE: Although they can't join at the unemployed dues rate, they are eligible for these special dues upon their membership renewal if they are still unemployed.

Sections can offer discounts to prospective members during AIAA-affiliated events. The following conditions apply:

- The event must have different member and nonmember prices.
- Headquarters must be notified of the discount plan prior to the event.
- A maximum of \$10 may be discounted from full membership dues. No special dues categories such as retired or new professional may be discounted.
- The individual must join at the event.
- The membership applications must be sent to the Headquarters as a group by one of the Section officers.

New Employees

Get permission from the Human Resources Department of your company and those of other technical organizations in the area to write or call new employees and invite them to join AIAA. Perhaps you can get permission to put membership brochures in the company's orientation kits. The half-price "New Professional" applications can be especially effective for this type of activity.

At the very least, make sure that your Human Resources Department and those of the facility representatives, know who the AIAA membership contact is and how to reach him/her.

- **Company Directories:** Try to get upper management to encourage AIAA membership by signing a membership recruitment letter. It helps if you prepare the letter for them and then ask for their signatures. Send it through interoffice mail to nonmember employees with a membership application. If your superiors are hesitant to support a specific society over others, a general letter encouraging professional society membership can still be useful. Find out when the letter will be mailed and be sure your facility representatives will have AIAA brochures available.
- **Recruitment posters:** AIAA has posters that can be used for recruitment. The posters have a tear-off card that can be sent back to AIAA Headquarters; membership information will be forwarded. They are great to put up in community lunchrooms or on career enhancement bulletin boards.
- **Flyers:** Post flyers around your facility with your name or the facility representative's name and telephone number or extension as a point of contact for AIAA membership information.
- **Employee handbook:** Make sure that your company and other technical organizations or universities in the area include information about AIAA when addressing the topic of professional societies.
- **Sponsorship goal:** Set a new member sponsorship goal for each of your Section's officers. For example, you can plan to increase your Section's membership by 5% over the year. Reward the Section officer who sponsors the most new members with a free dinner at the Section meeting. Be sure to recognize the officer for his/her recruitment achievements at the particular dinner meeting.

These are just a few of the ideas you can put to work. You can be as innovative as you like. If you have any questions about materials, implementation, or if you need some advice that cannot be found in this manual, call on your available resources—your Regional Deputy Director for Membership or AIAA's Membership Activities.

4.11.3 Membership Retention Strategies

In order for AIAA to show actual growth, we must concentrate on lowering our attrition rate. Some people won't renew in spite of all you do—we lose members when they leave the industry, when they retire, and when they relocate to a new area. A cooperative effort by Headquarters and the Sections can make a difference if we provide good service and quality programs for our members throughout the year. Then when renewal time comes, the member won't hesitate to renew. Their AIAA experience to date will have been positive enough that renewing for another year is a natural progression.

Renewal also helps keep your roster strong and affords you a larger Section rebate. Rebate funding, a per capita dollar amount given to each Section based on membership, is a major source of Section income. Your membership programs and operations depend on it. Here is a list of things that you and your team can do.

Welcoming New Members

Our retention efforts begin the first time a member or prospective member has contact with AIAA, usually at the Headquarters level. Within three to four weeks of receipt of the member's application, the new member will receive a "new member" kit. This welcome package contains information and literature on all of AIAA's benefits and services as well as the member's AIAA identification card, lapel pin, and membership certificate.

New members are reported in the Section Monthly Membership Report that is sent from Headquarters each month. Some membership officers send a personal note or e-mail to the new member or — better yet—make a phone call welcoming the new member to the Section. Invite your new members to the next Section meeting or activity and send a copy of the Section's newsletter. Be sure to announce new members in the upcoming Section newsletter.

At Section events, introduce new members, including transfers into your Section, and offer a little bit of the member's background and history. Give new members special name badges so that other members can introduce themselves and make new members feel welcome. Invite them to become involved; nothing will give them a greater sense of belonging than working side by side with fellow members.

These personal touches will greatly improve your ability to retain these members over the years.

Delinquent Member Follow-Up

AIAA bills its members on an anniversary basis— one year from the join date. A member's dues become delinquent in the month following membership expiration.

Currently, we mail up to three bills to members. AIAA Headquarters has also hired a telemarketing company to follow up with delinquent members in a final effort to get them to reinstate their membership. Here is what our billing schedule looks like:

Bill	When Sent from Headquarters
1	3 months before membership expires
2	1 months before membership expires
3	1 month after expiration

- 4 2 months after membership expiration (international only)
- 5 Telemarketing delinquent members (domestic only)

Sections should follow up each month with members who are delinquent. Each month, Headquarters will send you a listing of those members in the Section who are two months past their membership expiration date. These members should be contacted and asked to renew—they are about to be dropped from the active rolls. The listing sent to you provides the members' names, addresses, and phone numbers. A telephone script can be found in the Appendices. If you don't feel comfortable making phone calls, send a quick e-mail message, a reminder postcard or a letter reminding them of upcoming Section activities.

Ongoing Retention Activities

Continuously remind your membership team, your Section officers, and your Section members to renew AIAA memberships early, when they receive their first renewal notice! Early renewals produce sizable savings for the Institute. Use your newsletters and meetings to spread the word.

Include renewal advertisements in your Section's monthly or quarterly newsletter. AIAA has camera-ready advertisements available for your use.

Continually remind your members of special dues rate considerations. Members who have reached retirement upon their date of renewal may renew their membership for \$42.50. If a member has become unemployed, he or she may also be considered for a special dues rate of \$42.50. Any member who has returned to full-time study may request a special renewal of \$42.50.

4.11.4 Measuring Success

If everyone on your membership team works together to achieve your goals, success will show up on the scoreboards at Headquarters. We run monthly reports to track the success of your membership drive (if you coded your membership applications), reflect Section growth or decline, and show how many new members have been sponsored by individual members in your Section (such as members of your team or Section council).

Here's where your team's hard work can really pay off. AIAA Membership Awards are presented each year by the Membership Committee to outstanding Section Membership Chairpersons in recognition of the Section's membership effort the previous year.

In addition to this award, the Membership Committee recognizes great improvement by an AIAA Section with the **Onward and Upward Certificate**. Nominations should be submitted to the Regional Deputy Director for Membership who should then forward the nomination to the Membership Committee. Nominations are accepted throughout the year and will be reviewed by the Membership Committee at the next scheduled meeting. Please send copies of your nominations to AIAA Headquarters (no specific form is required.)

An example of a winning team for this award occurred in a section in which membership and morale had declined. The membership team and other council members worked together to revive section interest and create section activities. The improved status of the section was reflected in reports at AIAA Headquarters and assessments from the Section Chairperson and Regional Deputy Director of Membership. Consequently, the section was awarded the Onward and Upward Award. A Staff Liaison or Regional Director may also nominate a section for this award.

4.11.5 Frequently Asked Questions

Q: What do I do if a Section member calls me with an address change?

A: The best thing to do is to suggest that the member go to the AIAA Web site. The site has a place where the member can change his/her address online.

Alternatively, you can write it down and forward it to Headquarters. Be sure to ask the member if it is the home or work address, and ask for the preferred mailing address. Then, call one of AIAA's Customer Service Representatives at 800/639-AIAA with the address change or mail/fax the change to Headquarters. You can also send an e-mail to: custserv@aiaa.org.

Q: What if a member calls me with a payment problem?

A: If the member is concerned about his/her dues bill, an overpayment or underpayment, or other billing problems, ask him/her to contact one of our Customer Service Representatives directly. One of our representatives can check the membership record and answer any questions.

Q: How can I persuade a member to renew?

A: Ideally, your Section activities, AIAA's member services, and the professional contacts and technical knowledge that he or she has gained over the year will convince the member to renew without extra prodding. But sometimes a member may need to be reminded of the benefits that membership provides. You may want to review the list of benefits provided in this manual and mention your own reasons for belonging to AIAA.

Q: What if a member calls me with a complaint that hasn't been fixed at Headquarters?

A: If the member has called Headquarters and is not satisfied with the service, we want to know about it. Find out what the problem is, to whom he/she spoke, and the result. Then call or e-mail your Staff Liaison and explain the situation so that it can be remedied. Another option is to contact the AIAA Ombudsman; the contact information is listed in each *Aerospace America*.

If a member has a suggestion on how we can improve our service, encourage him or her to send it in to our Member Suggestion Program. All comments will be acknowledged

and will receive a prompt response. Send suggestions to VP Member Services, American Institute of Aeronautics and Astronautics, 1801 Alexander Bell Dr., Suite 500, Reston, VA 20191.

Q: What do I do with the Monthly Reports that I receive?

A: We recommend keeping all the reports that you receive in a binder for the entire year. You will need this information for reference, to apply for awards including the Membership Award, and to track any unusual trends in your Section.

Q: What other opportunities are there for me in AIAA?

A: AIAA offers a wealth of volunteer opportunities. We encourage volunteers to grow and take on new and different responsibilities. Some positions require travel, others are close to home. There are opportunities on the regional level and with the various standing committees, such as the Membership Committee.

You may choose to leave membership entirely and work in the Honors and Awards area, or with Student Activities. You may apply to serve on one of AIAA's Technical Committees. After your tenure as Membership Chairperson, you will be well versed on the offerings and services of the Institute, and you will be capable of making a contribution to most AIAA committees. To plan your next move, contact your Regional Staff Liaison or Regional Director.

Q: What if I need help?

A: In addition to the AIAA staff, you can also seek assistance from your Regional Director and Deputy Director of Membership. These elected officers will help represent you and can serve as special advisors to your team.

AIAA has a toll-free Customer Service Center to handle general inquiries, address changes, conference registration, and membership or periodical renewals. Customer Service Representatives can also help answer any questions you may have regarding a person's membership status. You may reach the Customer Service Center by calling 800/639-AIAA.

4. 12 Newsletter Editor /Webmaster

For a number of years, the Section's primary means of communicating vast amounts of information was through the printed Section newsletter. Now, more and more Sections are taking advantage of electronic means of communicating. Many Sections still produce the printed product but others have switched to electronic newsletters and postings or placing information on a Section Web page.

Whichever vehicle you choose, this Section of the manual will provide you with helpful advice for all formats and guide you through the process of developing and maintaining a successful Web site or newsletter (electronic or print) for your Section. This Section also contains information on editing, design and production, obtaining company support, and mailing methods.

4.12.1 The Indefatigable Editor/Webmaster

The Editor/Webmaster must put together a timely, attractive, readable newsletter or Web page.

Even though this is a tremendous task, overall responsibility should rest with one person. The editor needs to receive a tremendous amount of support from all the Section officers, council members, and committee chairs to fulfill his/her duties effectively. The editor must receive information on all upcoming activities.

Each year, you should assess your communication needs. Consider two factors: the purpose(s) of your message and the nature of your audience. The factors are related to each other. The following list can help guide you toward that understanding. The questions it raises force you to think through many variables and may even raise unpleasant realities. The purpose of this checklist is to help you define your communication goals.

- What is the purpose of your publication?
- Why is it needed?
- Who is the intended audience?
- What kind of image do you want to project?
- What is the overall format?
- What kinds of art or photography—and how much—will be needed?
- Will graphics/ photographs be added to Web site or e-mails?
- What are the printing specifications?
- What will you use for camera-ready pages?
- How will the publication be reproduced?
- How will it be distributed?
- When is it needed?
- What is the budget?

Purposes can usually be described in a word or two: teach, inform, announce, motivate, entertain, explain, recruit, report, advertise, solicit, impress, persuade, justify and define.

Your audience can also be described specifically. Your Section may want to communicate, or target the following types of people:

- AIAA members and student members
- prospective members
- members or leaders of similar groups, societies or associates
- government officials, elected or appointed
- key civic, industry or other leaders
- radio, TV, newspaper and other journalists
- teachers in local schools and colleges

When the purpose and your audience are combined, the result is a statement of your communication goal. This statement should be explicit, for it is a guide to the

method(s) your Section will use to get across its message. Your goal should include one or more of the following:

- To reinforce information distributed to the Section leadership from various elements of AIAA's organization.
- To impress local and state legislators with the seriousness and soundness of AIAA.
- To entice prospective members to join AIAA.
- To communicate timely information on meetings and subjects of interest to the local membership.
- To spark a dialogue between the Section leadership and the general membership and encourage individual member response.
- To continually stress the benefits of AIAA membership and member participation.
- To feature news on the activities, honors, awards, etc., of individual members.
- To encourage members to become active and participate in the Section.
- To spotlight individual Section members.
- To publicize and support Student Branch activities.

A clear, complete, and specific statement of your communication goal has several advantages for both you and your Section. It defines the functions of the newsletter, Web site, e-mail messages and other methods of communication. Thus, it helps define the job of the Editor.

4.12.2 Elements of Success

To publish an effective tool that meets your established goals, you must do the following:

Know Your Audience

Section newsletters already have an established audience; but you don't have a reader until you've involved that person through words or pictures or an overall impression. Knowing your audience helps you choose the techniques that engage readers. Are they colleagues or members? Industry leaders? What style is appropriate? How much do they know about your subject? How much time are they likely to spend reading your newsletter? What other information do they have on the subject? Is this their only source?

Think in terms of interaction rather than one-way communication. It doesn't hurt to think of yourself as an entertainer or salesperson. Consider readers' responses so that you can adjust your approach.

- How quickly can they pick out the highlights? Most readers scan. They want a sense of what you have to say before they make a commitment to read on. They also want the highlights before the details.
- Can they find the items that are relevant to their particular concerns? Many newsletters have a mix of information, with different subjects, themes, or types of materials.

- How quickly can they read the text? Remember the problem of information overload. Your text should be clear and lean.
- Can your readers understand the information? Have you assumed knowledge they don't have?

Give Thought to the Information That Should Be Included

Different kinds of publications have different elements. A brochure for a professional conference may require a program, a workshop schedule, brief biographies on the speakers, and a map. An advertisement may consist entirely of slogans, tag lines, and little pieces of information such as prices or an address. A press release needs the name of a person to contact for more information. A technical manual needs a glossary. Review the different kinds of information—text and visual—early so that you'll have space for all the pieces and avoid any oversights.

Plan Carefully

Careful planning is critical to success. Planning should be done at the beginning of the Section year. Here are a few things to think about:

- Budget carefully for all elements that can be anticipated during the year. Print and electronic requirements are different. Make sure your budget addresses both types of communication.
- Shop around for a good local printer with a reputation for efficiency, quality, and reasonable prices. Check with the local Printing Industries Association in your city for suggestions on print shops that specialize in small organization newsletters. See if someone's company can do the printing free or for cost. Of course, if your product is electronic, there won't be a cost factor. However, if AIAA is not hosting your Web site, the cost of maintaining the site must be considered.
- Evaluate your vendors at least once a year. Make sure you're getting the best deal.
- Establish a realistic production timeline. Set a deadline date for submission of articles, photos, etc. Allow time for editing and rewriting, typing or typesetting, pasting-up, proofing, printing, and mailing. Make sure this schedule allows the newsletter to reach the members before the first event it describes. For the Web site, you must make sure your information is updated on a regular basis.
- Receive commitments from Section officers, council members, and committees to contribute material regularly.
- Choose a mailing house that gives good service. If you have 200 pieces or more, mail it third class non-profit rate. This requires a deposit to obtain a bulk mailing permit. It's considerably cheaper than first-class mailing. Bulk mail must be zip code sorted. Check with your local Postal Service customer service representative for details. A word about the 200-mailing-piece requirement: if you have fewer members, add some names to reach 200 and qualify. It's worth it. US Postal Service permit information can be found in Publication 417-Nonprofit Standard Mail Eligibility. This publication can be obtained at your local Post Office or at www.usps.gov.
- **Try to Obtain Paid Advertising**

Advertising copy in your printed newsletter provides an income source for the Section, which can defray publication costs and perhaps even yield income to support other projects. But be realistic—it's tough to get, and the competition for the advertising dollar is intense.

Do a cost estimate to see if the revenue to be derived from advertising pages compares to the increased cost of production. Establish a goal for the year, and estimate the amount of advertising obtainable. Set advertising rates, prepare a sales brochure, get a Section salesperson appointed, and go sell!

Obtain Corporate Support

This should be incorporated into the presentation the Chair will make at the beginning of the Section year.

4.12.3 The Printed or Electronic Newsletter

Consider the following suggestions for your newsletter:

Format

Format includes the organization of material, page size, and the underlying structure, or grid. You rarely start a publication with an idea of what the format should be; rather, the format evolves out of the material and often changes as your understanding of the publication changes.

In developing your format, consider first the common elements in the publication. How many levels of headlines will you need? How will you separate items that appear on the same page?

Look at the formats of other publications; keep a file of what you like and adapt those techniques to fit your needs. Don't limit your file to the kinds of newsletters you will produce. You may never create an accordion-file brochure, but some aspect of the format may help you solve a problem in your publication. Keep in mind that readers scan printed matter, and consider techniques to facilitate this:

- A strong visual framework will separate one item from another and indicate relative importance.
- Several short stories are almost always more accessible and inviting than one long one.
- Use sidebars or boxed copy to break the text into accessible chunks.
- Every headline and caption is a hook, a potential point for busy readers.
- Pay attention to the pacing; balance text with visuals and offset "quick reads" with more demanding materials.
- Use graphic devices to move the reader's eye from one place on the page to another, especially to key points or to little bits of information that you think are particularly interesting or important.

- Keep in mind also that many readers scan from back to front.

Develop your format with great care so that you can maintain a consistent style from one issue to another. What departments and features will be included in every issue, as well as where they should be appearing, are questions the Editor must ask him or herself at the beginning of the Section year.

Design

Designing newsletter pages is an artistic activity, the primary requirement of which is common sense. Start by looking at the page itself. The biggest temptation you face—and the biggest mistake you can make—is to use up the whole page, leaving no white space. Readers need a context in which to view words and art. Take away that white space entirely, and you ruin readability.

Simplicity: Help your reader be efficient by keeping pages uncomplicated. Put short items in groups; when using graphics and photos, have a specific purpose in mind; keep headline sizes and styles consistent. Simplicity yields a clean design. Select a type style and size large enough to read easily. Don't go smaller than 9-point unless a magnifying glass is provided to the reader; limit variations on type size for articles, captions, and headlines.

Unity: Try to make everything on the page (or on a two-page spread) visually related to everything else. Balance helps, putting large elements near the middle and smaller ones near the edge. Try to make the eye flow easily from top to bottom and page to page.

Contrast: On a simple, unified page, contrast means life. Instead of headlines or photos all of equal size, make one big and others small. Make boxes and screens call readers' attention to what you consider important.

Proportion: As with photographs, newsletter pages look most interesting when unequally divided. Rectangles seem more dynamic than squares and odd numbers of photos more lively than even.

Headlines

Writing good headlines to fit your format is the hard part. Placing them to do their job is easy. Simply follow these six basic rules:

1. Run heads flush left. Reading starts at the left and the eye comes back to the left. Starting flush left also gives you a fixed beginning for copyfitting count.
2. Make heads visually part of the story. Put them closer to copy below than copy above. Don't let headlines float alone.
3. For headlines set above the column, try to have each line almost as wide as the column itself. White space after a short headline looks more like a hole you forgot to fill.
4. For two-and three-line heads, ragged right is fine. Set them tight with no leading.
5. Don't run heads opposite each other. One large head across two or three columns is fine, but two large heads must be visually separated.

6. Underlining is rarely necessary. When used, it runs under the descenders rather than breaking in mid-character.

Photographs

You can produce professional, attractive documents without any art, but pictures unquestionably draw readers in more easily than words, and illustrations can greatly enhance your message. Art and photography can illustrate the text, provide additional information, create a mood, provoke questions in the readers' minds, and set the overall tone of the publication.

Adding photographs to your newsletter changes its image. The pictures make your publication seem more timely, professional and expensive. When you consider using any particular photograph, keep in mind the goals for your newsletter. If the picture doesn't help achieve the goals, don't use it. Photographs should meet the same standards as prose and graphics; they should convey ideas or information consistent with the purposes of the newsletters as a whole.

Designate someone to take photographs at Section dinners and activities. You can also get free photographs from many other sources, like public libraries; museums often have collections organized by topic; and newspapers can usually give you prints of staff photos on your topics.

To be published, original prints must be converted into a pattern of very small dots, which, when viewed as a whole, make a picture. The pattern consists only of black or colored dots all the same density. There are no gray dots. Grays and other shades are represented by the size of the black dots. As the dots become smaller, they also become farther apart, giving the impression of gray tones. The image that results from converting an original print into the pattern of dots is called a halftone, all published black-and-white photographs are halftones.

Columns

One-column format, called full measure, is best suited to pica typewriter production. One-column formats are rather rigid, making it hard to work with illustrations and photos. This requires relatively little planning and allows you to place text quickly. When done well, this format has an unstudied, straightforward look in which the hand of the designer is relatively invisible.

Often graphics and photos don't mix well with copy on full-measure formats. The simpler grids are generally "quiet." They don't allow for as much variety in art and headline treatment as the multi-column formats, but with the typefaces, rules and other simple graphic devices available in desktop publishing, these pages can be effective and smart looking.

Keep in mind that longer lines are more difficult to read than shorter ones because the eye has to travel farther from the end of one line to the next line and often lose its place. One-column pages risk becoming dense, dull, and uninviting. To compensate for this, use generous margins and space between lines and relatively large typeface (10-to 13-

point type). Space between paragraphs also helps keep the page open. One-column format should have margins at least 1-1/8 " at sides and top and 1-1/4" at bottom.

Two-column format looks clean. It gives a somewhat formal tone, especially because it's usually typeset and the columns justified. Two columns yield more flexibility for art than one. Type sizes can be smaller and shorter, thus allowing more words per page. Headlines are more easily tied to stories, especially to short items. Don't, however, let a headline overpower your nameplate. Two-column format should have margins at least 3/4 " at sides and top and 7/8 " at bottom. Alleys should be 1/4 " (1-1/2 picas).

Editors who like lots of art and brisk design often use a three-column format. Pages divided into thirds have a nice balance, copy can be ragged right without wasting too much space, and art works in very easily. The three-column format requires more careful design work than one or two columns, especially because there isn't as much space to run one-line heads, and the tight margins may make copy seem crowded. Keep in mind that it is virtually impossible to use typewritten copy successfully in this format; having three columns calls for typesetting and justified right-hand margins. Three-column format should have margins at least 1/2" at sides and top and 5/8 " at bottom. Alleys should be 3/16".

Table of Contents

If your newsletters have more than four pages, readers will appreciate a short table of contents. If you include a table of contents, it should appear either on page one or as part of the address panel. List only material on inside pages; let front-page headlines speak for themselves. Focus on features inside with a one-or two-line "grabber."

Departments

Plan to have regular departments for contributors. Each department should have a title and distinctive drawings or symbols to set it apart from feature articles. Do this for Section Chair, Membership, Education, Technical, Public Policy, RAC Representative, and other Section Officers.

Number of Pages

Try for a minimum of four pages. An 11 X 17 sheet printed two-sided and folded will yield a four-page newsletter; one 11 X 17 and one 8.5 X 11 will produce 6 pages; two 11 x 17s will produce 8 pages; etc. Keep the weight to one ounce to keep the mailing costs down.

Desktop Publishing

Desktop publishing is very popular. The market is flooded with different software packages. Two of the well known and easy to obtain software packages for desktop publishing are Adobe Pagemaker and Quark Express (Version 5.0). Microsoft Office can also be used for this purpose but is not as versatile and easy to use as the above-mentioned software.

Proofreading

It is said in courtroom circles that a lawyer who defends himself has a fool for a client. The saying applies equally well to writers and editors who do their own proofreading. Once you have created the material, you are too familiar with it to do a careful job. Give these guidelines to someone else, who will proof your work.

Proofreading is difficult! Below are some guidelines you should into take consideration:

- Read material one element at a time. Do all the body copy, then all the headlines, and then all the extra material such as page numbers.
- Check for spelling. And just because headlines are big, don't assume they are spelled correctly. Use spell-check!
- Check for consistency. Agree on rules about capitalization, grammar and punctuation; then stick with them throughout the issue.
- After everything else is done, read for content. Look especially for ideas that seem left out, signaling a sentence or paragraph overlooked.

Staples

Few of us have a stapler remover handy. The tendency is to rip open the newsletter, destroying parts of the interior and leaving readers with a mess they're inclined to throw in the wastebasket. It is better to send self-mailers without staples or tape, since a newsletter folded by machines has a fold strong enough to keep it closed.

4.12.4. Mailing Methods

Try to make your newsletter a self-mailer, with the address imprint lively and dazzling. You have two possibilities for distributing your newsletter: first-class or third class bulk rate.

If you mail fewer than 200 copies or a combined weight of less than 50 pounds, you must mail your newsletters first class, because this is the minimum to qualify for third class bulk mailing.

Bulk mail can take up to 3 weeks to be delivered. (Keep this in mind when preparing Section meeting notices.) There are two types of bulk rate mailings: commercial and nonprofit. To use either type of bulk rate, you must do all of the following:

- Mail a minimum of either 200 pieces or a total weight of no less than 50 pounds.
- Pay an annual fee of approximately \$125. (The fee is based on the calendar year only and is not pro-rated.)
- All pieces you mail, at any one time, must be identical in size, shape, weight, and number of content items. (There may be variations in the text.)
- Sort and bundle all pieces by zip code (no less than 10 items per bundle, but some bundles may contain more than one zip code). You should contact your local postal center to obtain the specific guidelines for bulk mail preparation.

- Identify each bundle with the proper Postal Service color code sticker. Take the bundles directly to the proper area of your post office. A mailing statement must be prepared and signed by a Section officer for each special-rate bulk third-class mailing.

There are four ways to pay bulk rate postage: by meter, pre canceled stamps, pre canceled envelopes, and permit imprint. If you use a meter, stamps, or envelopes, you do not need a permit number. If you use a permit imprint, you need a permit number. The number is assigned by the Postal Service upon payment of the one-time \$125 fee. (Each time the permit number is used, it automatically renews for one year. If you do not use the number for a year, it will lapse. You will have to pay the fee again.)

Qualifying for Nonprofit Rate

Nonprofit bulk rate costs less than half of commercial bulk rate. Check out the process on the U.S. Postal Service Website at: www.usps.gov, and search keyword "Business Mail 101". To use nonprofit bulk rate, a responsible Section Officer must file an application (PS form 3624) at the post office where mailings will be made and have it approved by the proper postal official.

If you have any questions, contact your local post office. When you have completed application form 3624, be certain that you have attached as many of the following documents as you have available to provide proof of eligibility for the special bulk third-class rates of postage:

- A copy of the Internal Revenue Service letter of determination or certificate of income tax exemption. AIAA has a copy of a letter you can give to the post office to show nonprofit status.
- Formative papers such as articles of incorporation, constitution or bylaws, which describe the primary purpose of the organization.
- A list of activities in which your Section has engaged during the previous 12 months.
- A statement detailing receipts and expenditures for the past fiscal year and a copy of your organization's budget for the current year.
- Bulletins, minutes of meetings, brochures, and similar documentation that will show how your Section operates.

When examining the primary purpose of organizations, the Postal Service determines whether the applying organization meets the requirement that it be both organized and operated for the stated primary purpose. So your Section might qualify without an IRS certificate, and you might be disqualified even though you have a tax exemption; the Postal Service makes its own decision and does not automatically use the IRS status.

You will be notified directly by the rates and classification center of your approval to mail at the special bulk third-class rates. The time for review and approval is normally 2 weeks, assuming that your documentation is complete.

Forwarding and returning

Bulk rates do not include all of the forwarding and returning services of first class. If you mail bulk rate, the newsletter might be forwarded only within your local area, and the newsletter will be returned only if you print *Return Postage Guaranteed* under your return address.

There is an extra charge for return and address correction services. Check with your local postal officials for current rates and procedures.

4.12.5 The Web

The Web is a great option. Sections are moving away from the printed form of communication and moving toward Web-based communication. If you wish to place your Section information on the Web, you have two options. You can find a host for your Sections or AIAA can use AIAA's custom made Web portals free of charge. The information provided here provides helpful hints for setting up a Web site and guidelines if you chose to have your Web site hosted by AIAA.

4.12.6 Role of the Section Webmaster

- Updating the information on the site
- Testing all links and features on the page every month
- Signing the Web page and providing contact information so that visitors will know whom to contact

Questions to ask when developing and/or maintaining a Web site include:

- Is the information important?
- Is it nice to have, but not necessary?
- Is it distracting, or does it detract from the rest of the page?
- Are there too many graphics/applets and browser features, which would slow down the page-load for the average user?

4.12.7 General Web Guidelines

- Foremost to creating/maintaining a successful Web site is establishing the interest of your audience. Section Web sites will be most successful when they direct Web page information to the specific activities of their group. A broad scope of coverage of AIAA activities and/or related broad scope local interest items will detract from your objective of disseminating Section information.
- Create links to those other sites that provide Section members and browsers with access to the broad scope of information (i.e., AIAA homepage, seminar/conference information or aerospace-related general interest).
- In addition to general information, each Web site should list the location of the Section and the monthly meeting date (e.g., Los Angeles: Our Section is located in El Segundo. We meet the first Monday of every month. Our next meeting will be held on: date).
- Each Web site should list a roster of the Section Chair and Officers, and a Section calendar.
- Each Web site should contain a link to the AIAA Home page.

- Sections may want to consider links to local sites and other aerospace sites of interest.
- Keeping your Web site current is key to having a successful Web site that people will view as a resource and will frequent.

4.12.8 AIAA Custom Web sites

AIAA Headquarters has created user-friendly Web portals on AIAA's official site that can be easily maintained by Section members who are not familiar with HTML. Each participating AIAA Section must assign a Webmaster to oversee the maintenance needs of its site. If requested, an AIAA Web designer will create a splash screen for your custom Web site with images provided by the Section or design one with popular local images. Technical assistance may be available from AIAA's Web team on a first-come, first-served basis.

Upload Process & Procedure

Once a Webmaster has been selected, you must contact the AIAA staff to obtain your User ID and password. You can then log into the appropriate area assigned to your Section and add your information.

AIAA Web Policy

The Section Webmaster must be aware of and understand all points discussed here. Since these member pages share the AIAA domain name, care and consistency must be maintained to keep our online professional presence. It is also important that as long as these member group Web pages are being hosted on AIAA's central site, the following must be understood and implemented where appropriate. Please contact the AIAA Webmaster if you have any questions or need any clarifications.

- All information residing on member group pages must be appropriate, relevant, and professional for the AIAA member group.
- Do not duplicate information already existing on AIAA's central site; instead, create a link to it and provide supplemental information as needed. This reduces conflicting or out-of-date information.
- Do not post full-length AIAA papers that have been or will soon be presented or published. This would be a violation of AIAA, corporate or government copyrights.
- Update information as soon as possible. Don't foster a stagnant site.
- The AIAA Webmaster may contact you directly or through the staff liaison about Web issues as they are discovered. Please provide prompt attention to address and/or correct these issues.
- AIAA reserves the right to remove offensive and inappropriate material on the AIAA member group pages. AIAA also reserves the right to remove pages that have fallen into disuse and that are outdated. If, for example, a site has information that is two years out-of-date, a warning will be issued to update the material. If there is no response to the warning, AIAA will sever the link and/or remove the old pages from the stagnant site until the information has been updated.

External AIAA-Affiliated Web sites Domain Policy

As the Internet has become an avenue of international commerce, domain names have become the calling cards of online businesses. Domain names are the cryptic "addresses" that link computer users to the World Wide Web sites. Domain names have quickly evolved from mere Internet addresses to symbols of origin of products and services, similar to trademarks and service marks. Since a domain name may be owned by only one entity, some trademark owners have discovered that their trademarks have already been registered and are, therefore, unavailable to them as domain names. Conversely, domain name owners have become, understandably, alarmed by the specter of powerful trademark owners who may challenge their rights to registered domain names. Recent disputes have provided trademark owners a powerful weapon to thwart the use by others of domain names and have forced domain name owners to consider the vulnerability of their domain names and take proactive measures to protect these important assets.

Therefore AIAA respectfully requests all AIAA member groups who obtain their own domain names for their Web sites to refrain from using any combination or manipulation of "aiaa.org" in those domain names.

4.12.9 Other Ways to Communicate

Meeting Notices

Timely and well-written Section meeting notices are vital to successful programs. They spark the interest of both members and potential members, help promote attendance, and keep an AIAA presence in the eyes of the professional and lay community. Notices should be attention-getting, simple, readable and interesting. These can be printed or electronic notifications.

Some suggestions are:

- Use photography and artwork—don't rely on typed copy.
- Try original sketches or drawings.
- Set bold type and draw attention of the reader or the passerby.
- Color paper stands out.
- Don't clutter with details.
- Design in sufficient size for a newsletter insert, and also with bulletin board poster and self-mailer in mind.
- Give essential details and contacts for further information and reservations.
- Stick to a standard, recognizable format.
- Distribute early.
- Include the AIAA logo and Section name prominently. Don't make the sponsors a mystery.
- Don't snow people with the speakers extensive curriculum vitae—emphasize what he's going to talk about and why it's important— and why the reader ought to attend.

News Releases

Informing the public about AIAA is of increasing importance at the Section level. This public includes media contacts and outside organizational contacts such as other professional societies, schools, etc. All are likely targets for receiving information about what the Section is doing and thinking.

Some Sections have adopted a simple format for their news releases. An AIAA logo and a Section contact source is preprinted at the top of a form, and specific information on a particular topic is typed on the body of the sheet, which is then reproduced and distributed. The basic form can be used throughout the year.

Tell A Story to *Aerospace America*

AIAA
Attn.: Bulletin Editor
1801 Alexander Bell Drive, Suite 500
Reston, VA 20191

Aerospace America wants your story! Don't be shy —tell the world about your great meeting through AIAA's monthly magazine— not any old story, but a lively Section report with photos, interpretation, fresh faces and ideas. *Aerospace America* invites you and your fellow members in the Section to send short articles and news pieces and photos that represent the best work of your Section. Obviously we don't have room to run a column from each of the Sections each month, but we can run two or three from each during the course of the year. So plan to represent your Section's work with several columns and good pictures.

4.12.10 Frequently Asked Questions

Q: How can I find out more about bulk-mail?

A: U. S. Postal Service permit information can be found in Publication 417 —Nonprofit Standard Mail Eligibility. This publication can be obtained at your local Post Office or at: www.usps.gov

Q: If I want to submit an article to the *Bulletin*, what's the format?

A: To send your report—type a clean, double-spaced copy of your column or news item and send it to the Bulletin Editor, together with glossy prints of photos and informative captions that clearly label what the pictures show.

Q: When will my article appear in the *Bulletin*?

A: As soon as possible, but not sooner than six weeks after we receive it. More typically, it will take two months or more. You need to keep this in mind when you write the piece. The idea is to make the column fresh to the reader when he reads it, not when you write it. We can't run news right away because of our production schedule,

and the overall planning of features for the magazine sometimes shifts AIAA News downstream a month. We work against a fixed number of pages in *Aerospace America*. If a special Section runs longer in pages than we originally expected, we have to shift departmental material into the next issue.

4.13 Precollege Outreach Officer

Education today is moving toward a more hands-on, integrated approach. The intent is to prepare students for the world they will enter as adults by giving them opportunities that reflect real life experiences or situations.

Teachers are no longer presenting new concepts in isolated, distinct units. Teachers are using more concrete materials to demonstrate abstract ideas. Students must work in groups together, thus encouraging teamwork and integrated learning. All of this together is helping students make connections among different subjects and topics in the same subject area. This method of teaching has been successful in stimulating student interests and encouraging them to develop a variety of thinking skills.

With some of the concepts and subject matter, teachers are struggling to find teaching materials and connections that will explain as well as stimulate the minds of their students. That's where the Section outreach fits in.

Section participation in Precollege Outreach is rapidly growing. AIAA has been responding to this need by encouraging members to volunteer their time in a variety of ways to promote science, mathematics, and technology education.

As the Precollege Outreach Officer, your goal will be to work to create an outreach program that is suitable for the Section and for local schools.

The varieties of activities available to Sections that want to support Precollege Outreach are endless. Many of these activities benefit from a core of consistent volunteers. It is helpful to organize a group of members who can dedicate time to planning activities as well as be available to carry them out.

4.13.1 Precollege Program Ideas

Here are just a few examples of programs that have been successful for AIAA Sections:

- Mentoring
- Classroom expert
- Paper airplane contests
- Teacher's aide
- Teacher workshops
- Career workshops for precollege students
- Essay contests
- Aerospace newspaper supplements
- Resource materials for teachers
- Hands-on science center
- Judge science fairs
- Scholarships
- Flight demonstrators
- Engineers Week
- Career Day talks at local schools
- JETS
- Space Day Activities

- Foundation Educator Associate Membership
- Foundation Educator Achievement Award
- NASA Connctet Mentor
- First/First Lego League (Coach/Judge/Regional Coordinator)
- Model Airplane Contests

What follows are more detailed descriptions of some of the activities listed above.

Mentor Students

Being a mentor allows a one-on-one relationship to develop between an AIAA member and a student. Mentoring involves being a role model to a student, acting as both counselor and teacher. One activity of a mentoring program is to have the student visit you on the job. This allows him/her to become familiar with the day-to-day activities of engineers and scientists.

Classroom "Expert"

As a classroom "expert," an AIAA member can be the resource point for answering questions, providing curriculum materials, or even contributing to the curriculum topic itself. As an "expert," you can develop a strong relationship and feeling of familiarity with an entire classroom. The following "roles" are suggestions for classroom interaction. The classroom dynamics that are established should be a joint decision between you and the teacher.

Presentations: Presentations can be implemented in several ways:

- Partner with a teacher to teach a class.
- Teacher provides background/ AIAA member leads presentation. The AIAA member provides the teacher with background material for the students before his/her visit. The AIAA member can follow a predetermined format easily and quickly.
- Teacher leads the presentation/ AIAA member provides commentary. If you and the teacher feel that he/she can better lead the discussion and demonstration, this method may be more appropriate. During the presentation led by the teacher, the AIAA member can add to the discussion, including specific experiences in his/her field, and can show and tell about models and other aerospace related items.
- Teacher leads the presentation and students complete project/ AIAA member reviews projects. The teacher presents the materials to the students and has the students complete the activity or project suggested in the presentation. The AIAA member can attend a subsequent class period, where students can present their

project to the class. The AIAA member can comment, ask questions about the students' projects, and provide some insights into the aerospace field.

Demonstrations: Classroom demonstrations that illustrate scientific, technological, and mathematical principles in the aerospace field are especially useful for teachers during instruction of science and mathematics lessons. You should give the teacher a copy of the material you plan to use in advance.

Competitions: Find out if the schools in your community participate in any contests. Contact the Science, Mathematics, or Technology Chairpersons of your local schools to find out if the school is involved with a competition. If a school is already involved in a competition, offer your expertise for tutoring, answering questions, or providing information that can help the students and assist the teachers.

Teacher's Aide

As an aide, an AIAA member can alleviate the demands placed on a teacher with a large classroom. An AIAA member can assist a teacher through demonstrations, presentations, or simply providing the necessary materials for a teacher to use in his/her classroom. Being a teacher's aide does not necessarily entail assisting during the day. Other ways to help can include:

- Offer to assist the school coordinator for a contest. If the school currently participates in a contest, offer your assistance as a judge, coach, or in the organization of the project.
- Offer to assist the school in organizing a science or engineering fair or career fair. If the school currently sponsors or participates in a science fair, offer your assistance in the organization of the fair itself or in the development of student projects. If a school does not participate in a science fair, offer to assist the teacher in getting one organized. Note: Noncompetitive science fairs are an innovative way of encouraging students to participate in science, without requiring a winner and a loser.
- Offer some type of incentive to science fair winners. For example: AIAA Student Membership or AIAA Personal Line items can be awarded.

Teacher Workshops

Teacher workshops are an effective way to share new and interesting science, mathematics, and technology information with teachers. These workshops can reach a large number of teachers and have the capability of impacting an exponential number of students.

Workshops for teachers are most successful when the workshop leader is an experienced or master teacher. The teachers who are selected as workshop leaders should be individuals who have demonstrated outstanding teaching abilities and who are well regarded by their peers. The Section officer's role is to select the workshop leader and organize the workshop.

The Section volunteers must also collect information and materials that could serve as classroom resources; to distribute at the workshop. These need not be specifically tied to the theme of the workshop. AIAA members can contact their local university's school of education and specific science and engineering departments for information on what teachers require as well as ideas and materials that could be useful. Other sources for resource materials are the NASA Educator Resource Centers that can supply curriculum materials.

The following are elements of a successful teacher workshop:

- Teachers should take the lead in conducting the workshops with the AIAA member playing a supportive role.
- Workshops should be activity-based and attempt to improve science, mathematics, and technology education practice. Science is fundamentally a "hands-on" activity, and science education should reflect this. Thus, the workshop should be centered on one or more activities that illustrate the phenomenon or physical principle being discussed. The presentation should be such as to illustrate good teaching practices. For example, an inquiry-based approach that begins by assessing what the teachers know about a phenomenon and what they would like to know about it should be the first step in the workshop.
- Attempt to make the workshop a continuing activity by following up with participants. Singular activities often have limited effects. Maintaining long-term contact allows for continuing reflection and discussion about what went on in the workshop, provides a means of assessing the impact and suggesting improvements, and lays the foundation for a strong relationship between the AIAA member(s) and teachers.
- Tie into local, state, and national instructional objectives. If a workshop is able to tie directly into an ongoing or upcoming theme in the school, it can have a significantly multiplied effect by providing teachers with the resources to more effectively examine the topic at hand. It also provides a direct and tangible professional benefit to the teachers as a result of their having attended the workshop.
- A successful workshop format might include beginning the day with a presentation by an engineer or a college/university faculty member, followed by a discussion of the concept. Next could be a presentation by a high school or middle school teacher describing how the concept is taught. Following lunch, labs could be utilized to illustrate and/or reinforce the concept that was presented in the morning.

Resources for Teachers

Local AIAA Sections should create a database that contains names, addresses, and phone numbers of AIAA volunteers and the fields of study in which they will offer assistance. When a teacher would like assistance with a particular topic, you now have a list of people from which to select qualified members.

This database could be submitted to local and state school districts. Sections should also find out if computer bulletin boards are available for teachers. If they are, Sections should post local lists of AIAA volunteers.

Teacher connection programs can feature inviting a teacher to a professional dinner or Section meeting, inviting a teacher to a corporation open house, having a teacher spend a day with an AIAA member, or sponsoring a teacher to attend a technical or science education conference.

4.13.2 Tips on Organizing Activities

Programs should be designed jointly with the school and teacher. A program should be tailored to your audience—the students. To be most effective, your outreach efforts should complement the lessons that the teacher is presenting.

Familiarize yourself with the school district's curriculum requirements. School districts have curriculum guidelines that outline requirements for each subject and grade. It may be to your advantage to become familiar with these guides. They can usually be obtained through the district's professional library or the district office.

Make outreach efforts easy for the teacher and school to access and use. A teacher's day is as busy. Making it easy for the teachers to use your talents and knowledge will be appreciated; they probably will be more receptive, too! The teacher will be more excited about your help if the topic you wish to emphasize is related to the topic he/she is presenting to the class.

Teaming up with math, technology, and science teachers is important. Regardless of the activity you decide to initiate, teaming up with one or more teachers will increase the project's benefits. You can build an ongoing relationship with the teacher and school and make your efforts not just a one-time event, but a long-term commitment to the education of young people in your community.

4.13.3 Tips on Preparing Presentations/Demonstrations for the Classes

Decide what type of presentation is most appropriate for the size of the group. When talking to a small class or small groups, hands-on demonstrations are more feasible. When addressing an auditorium full of teachers and/or students, it is not easy to have everyone participate in an experiment. For large groups, it is very beneficial for the participants to interact with either the speaker or each other. Try to incorporate some kind of thinking/sharing activity to make the subject more "real" to the participants. Nothing puts an audience to sleep faster than a talking head. A dull presentation to students can be a turn-off instead of a motivator. HAVE FUN! Keep your audience engaged. Use audiovisuals, handouts, small awards for answering questions correctly, and displays.

Decide in what context you want to address students. If you contribute to an after-school club, your audience tends to be highly motivated and interested in science or math. If you address a group of students in a class during school hours, you are reaching students who might otherwise not have been touched by science, mathematics, or technology. It is in this way that you can encourage students who either can't stay

after school or aren't interested in science, mathematics, or technology to investigate the joys of these subjects.

Utilize existing tools. You can use the NASA Shuttle Highlights to develop post-launch classroom demonstrations. Mission Highlights describe each mission and detail what experiments/projects were conducted. These materials can be used by members to enhance awareness of NASA activities. NASA Spacelink is an electronic information system for educators that members are also welcome to use in preparation for educational outreach activities. (To obtain a copy of the Mission Highlights, contact the NASA Teacher Resource Centers or NASA Spacelink.)

NASA also offers the "*NASA Sci Files*", a one hour series of programs designed for the K-4 audience and "*NASA Connect*", a middle school series that provides a half hour program with a classroom activity guide and Web-based problem solving and activities. Further information can be found on the Educator Partners pages of the AIAA Web Site at: www.aiaa.org.

4.13.4 Activities Outside the Classroom

Activities should also reach beyond the scope of the school to the public at large. This section includes some suggestions for public science literacy outreach.

Sponsor Clubs

Clubs can be an exciting way for young people to learn about mathematics, technology, and science. Clubs also provide an opportunity for AIAA members to become involved with students in the community.

You will want to find out which clubs already exist in your community. Call your local school. If the program or club is part of a national organization, contact the national office. Be a mentor or an advisor!

Start a new club. If you would like to form a club or program that is part of a national organization, call the headquarters to find out where to start. If you have an idea for a club, contact a science, mathematics, or technology teacher in your community to gain support.

Organize Public Events

Host evening science seminars for your community. The seminars could be held at a museum or public institution. Presentations can be on anything science related, from the benefits to everyday life to the effects of acid rain on humans. The main focus is on getting the public involved with science. Hands-on activities and multimedia should be a consideration when designing a seminar series. Make the presentations exciting by using colorful presentation materials, doing interesting experiments, and involving the audience.

Note: An excellent science seminar series has been developed and is being conducted by the Continuous Electron Beams Accelerated Facility (CEBAF) Department of Energy (DOE) in Newport News, VA. For more information, interested AIAA Sections are encouraged to contact CEBAF, Jefferson Ave., Newport News, VA 23607.

Organize a Science Exposition to educate the general public about the sciences. A shopping mall is a perfect place to have a science exposition because you can reach a wide cross section of the community. Contact the management office to locate the appropriate person for planning such an activity. Fairgrounds are also excellent for a science exposition. Your local government should be able to tell you whom to contact to obtain permission for the use of the fairgrounds.

Invite clubs and professional organizations to sponsor booths. Other individuals who might be interested in sponsoring activities are hobbyists, people interested in antique cars, model airplane club members, etc. Schools can also be invited to sponsor projects or demonstrations from which the general public can benefit. Canvas businesses in the local area to sponsor a booth. Offer these businesses free advertising for their sponsorship.

Types of activities that can take place at an Exposition include educational activities taken from museums or resource materials. Some examples of activities are paper airplane contests, egg drop contest, structure design, demonstrations devoted to optical ideas (color and perception), and demonstrations related to space or flight.

NASA conducts Community Involvement Projects (CIP) each year. Valuable insight and information on how to set up an Exposition can be obtained by contacting NASA on their CIPs. In fact, an AIAA chapter may wish to pursue having NASA do a CIP for their community. By working with NASA on establishing a CIP, a Section can learn first-hand all that is involved. Contact NASA Headquarters, Mail Code FEE, Washington, DC 20546.

Organize field trips to NASA Centers, industry plants, airports, and science museums.

Contact the head librarian at your public library. As an engineer and scientist, you can offer to give slide shows; arrange science, mathematics, and technology displays showing new technology or significant historical events; focus on either technical- or non expert-level material.

Being an employer is an ideal opportunity to enrich the education of a teacher or student. You can give them the opportunity to experience first hand the fundamental applications of math, science, and technology to the every day activities of an aerospace organization. Organize a summer/part-time position through your organization, or develop a co-op program. The American Chemical Society (ACS) has a program called PROJECT SEED, which is a summer research program for high school students. (Contact your local ACS Section for details.)

4.13.5 Other Precollege Outreach Activities

Host a teacher recognition night. Invite a teacher to a dinner meeting. Sponsor a teacher's attendance at an education conference.

AIAA is a member of the National Coalition for Aviation Education. Other technical and scientific societies, as well as government agencies, have joined together to represent the education community. *A Guide to Aviation Education Resources* is available free from AIAA Headquarters.

When your Section year is complete, don't forget to complete and submit a nomination for the Harry Staubs Precollege Outreach Award.

4.13.6 Frequently Asked Questions

Q: How do I go about approaching the school personnel?

A: Each school district does business differently. The best place to start is with an Educator Associate assigned to your Section. He/she can point you in the right direction. If there are no Educator Associates nearby, here are some suggestions:

- Call the office of a local school. Share your ideas and inquire as to the best way to implement your ideas.
- Call the school guidance counselor and offer information about aerospace careers. Provide him/her with some career brochures. Offer to come to the school for career day. Offer to do presentations demonstrating some basic scientific principles to spark students' interest in aerospace. The counselor can talk with the appropriate math and science teachers to link you with a class or classes.
- Contact the school principal. The principal may be able to direct you to the teachers who would be the most receptive to your contributions within his/her school. Principals are also good resources to identify the officers of the Parent Teacher Association (PTA)/Parent Teacher Student Association (PTSA) for public literacy programs.
- Contact the County or District Board of Education. Some county boards have a designated individual in charge of volunteer programs who can direct you to where your skills can be utilized best. If your county board does not have a separate volunteer program established, it will most likely have an individual who can assist you.
- Contact the Supervisor of Math, Technology, or Science for the School District. The superintendent will be familiar with the schools and teachers in the district. This person may be able to direct you toward a school or teacher desiring your services.

Once you've made contact with the appropriate person(s), you will want to:

- Set up a meeting.
- Communicate your Section's desire to establish an ongoing relationship with the school and to have an impact on the science, math, technology, or general education of the students in your community. Let the teacher, counselor, or administrator know that your Section would like to provide enrichment to the classroom lessons.

- Provide them with career information, and offer to make career presentations and classroom demonstrations. If your Section has a specific concept in mind, propose this idea to the teacher or counselor.
- Ask what ideas the teacher, counselor, or administrator has concerning how the AIAA Section can help with enrichment programs. Emphasize that AIAA's strength is aviation and space, but that our volunteers are interested in providing enrichment for science, math, and technology in general as well.
- Share the Educator Associate membership packet.

Q: How can I find out more about the Foundation Programs?

A: The information about the Foundation Educator Associate Program, the Achievement Award, and the Foundation Grants are explained in Section 2.0 of this manual. Specific information can also be found on the AIAA Web site www.aiaa.org.

4.0 Section Officers—The Team (Continued)

4.14 Public Policy Officer

Public Policy, simply defined, is policy set by the government in the name of the public. To AIAA, Public Policy means the Institute's relations with the government, and mainly with the federal government.

The federal government has an enormous impact upon our goal, funding 80 percent of all aeronautics and space research carried out in the U.S. and purchasing over 60 percent of the products and services offered by the aerospace industry. It is therefore clear that if AIAA can influence government decision making by providing information and expertise on aerospace programs, we can in turn influence the advancement of our profession.

Our direct attempts involve communicating with the government through, for example, congressional testimony, one-on-one briefings, and calls or letters on specific legislation. Our indirect efforts involve educating the public about the benefits of aerospace activities and thereby increasing their support for the programs on which their legislators will vote. Both of these efforts can be greatly amplified when AIAA Sections around the nation carry out similar activities.

Many Sections have successfully conducted public policy activities, and their efforts are contributing positively in both tangible and intangible ways to the health of the aerospace profession.

4.14.1 Public Policy Actions

How does a Section help the Institute achieve its public policy goals? It can carry AIAA's message to the local community. It can enlist its members to tell the story to other AIAA members, community opinion leaders, public officials, media, and the lay public. It's a tall order, but the payoff is worth it. Listed below are some suggestions for starting a public policy program and getting organized.

- Establish a Section Public Policy plan for the calendar. Brainstorming with your fellow members and establishing written goals and objectives with set actions also helps to make things happen.
- Do your homework! Educate yourself on what is going on from a legislative point of view and how it impacts your Section. The more you know, the better you can serve your legislator and your Section.
- Contact the Deputy Director Public Policy and discuss possible program goals and objectives.
- Organize programs that support the outreach efforts.
- Send a representative to participate in the Congressional Visits Day (CVD). The CVD takes place in March. AIAA focuses on supporting aerospace R&D. AIAA will not only take its message to Congress but also focuses on educating the

Administration on the critical issue. This is a great opportunity for Sections to get involved. You can also promote the activity to your Section membership.

- Write articles for your Section newsletter regarding pending legislation. Provide updates.
- Keep good records of your activities, so that it will be easy to complete the Public Policy Award nomination.

4.14.2 Public Policy Colloquiums

Regions are now starting to organize colloquiums. Your Section can volunteer to help organize the event. Below are a few strategies your Section can adapt to make a successful coalition.

- Get all the concerned players together to gain cooperation and agree on a goal and strategies.
- Clearly identify which issues the coalition will address.
- Establish an action plan for addressing the issues, including a means for broad-based dissemination of information.
- Select a volunteer coordinator, preferably an "insider" - someone who has a personal stake in the issue or knows it thoroughly.
- Set up a meeting schedule.
- Send out periodic status reports to keep members informed.
- Set up a sound financial operating system.
- Identify and discuss various solutions to the problem before advocating any one position.
- Ensure that all the parties present a united front on both the statements of the problem and the solution.
- Maintain perspective and clarity of purpose by repeatedly referring to the goals.
- Keep everyone in the coalition involved, and assure them that their individual interests are well represented.
- It is all right to disagree with the coalition and, if necessary, leave the group.

4.14.3 Communicate with Legislators

Communication is of course the ultimate goal, but it can be more than just expressing an opinion on a topic. Establishing your Section as a resource for providing decision-makers with technical information is also an important form of communication.

As an AIAA member you have a natural interest in aerospace-related budgets and bills. As a citizen you have a constitutional right to contact your legislators on any bill or issue of concern to you. You and your Section members can enter the legislative process at almost any point to tell your Congressman or Senator your views on, for instance, the NASA budget bill. You can write, wire, telephone or visit your representatives.

They will listen to you or read what you have to say, although they may not do what you suggest. A congressional representative's decision will depend on a number of

factors—the strength of his/her views, assessment of the political consequences or proposing to change the committee's action, and the number and eloquence of the messages he/she receives from his/her constituents. The more visits and letters, and the more persuasive they are, the more likely he/she is to take the suggested action. So your Section's ability to get a congressional contact campaign going is vital.

AIAA Grassroots Action Center

An excellent source of information online is the AIAA Grassroots Action Center. The Grassroots Action Center provides members with a 24-hour access to Congressional email links, legislative alerts and an industry issues library. The online Grassroots Center is available at: www.capwiz.com/aiaa.

Once you arrive on the AIAA Grassroots Action Center homepage you can do any number of things from sending your representative a letter in response to an alert, check out legislative schedules for members and committees or familiarize yourself with an issue that could potentially impact the industry.

- [Urgent Alerts and Updates](#)
The most urgent issue will be displayed asking for your call to action or will provide information updating a previous alert.
- [Write to Congress](#)
Enter your zip code and click the legislator you wish to write to; choose an issue with a sample letter or compose your message.
- [Guide to Congress](#)
Search Congress by name, state, committee, or leadership directory.
- [Issues and Legislation](#)
Important issues impacting the industry, recent votes, current bills and more.
- [Election 2000](#)
Candidates. Election dates, links and more.
- [Member and Committee Schedule Ticker](#)
House and Senate news, calendar and more. Updated daily.

4.14.4 Visit with Legislators

A very effective mode of communication, if you want to change things, is person-to-person visits. AIAA has a valuable and virtually untapped resource in the many members who are willing and capable of providing expert information to legislators. Survey your Section to find out who they are, and utilize their interest and skills. Below are some tips for organizing a constructive visit:

- Plan in advance—Establish in advance what you want to achieve, who you wish to visit, who should participate, and who will be the spokesperson. It is best to keep the group small: no more than three or four at most.

- Make an appointment—When calling your legislators office contact the appointment secretary / scheduler. Explain your purpose, who you represent, and how much time is needed.
- Organize the presentation—Your legislator’s time is important, therefore, be sure to plan your presentation to ensure that you do not go past the allotted time. Below are some additional hints:
 - Be brief and clear.
 - Leave a brief fact sheet or other useful written material, such as AIAA position papers, if appropriate.
 - State your reasons for your views. For example, indicate how a legislator's Yes or No vote on an issue will affect you, your community, or the nation's economy and security.
 - Always be polite and constructive, never threatening.
 - Encourage questions and discussion. Offer to provide advice and technical expertise in the future.
 - Ask for positive consideration, thank your legislator for seeing you, and leave promptly.
 - If you legislator's vote or other action pleases you, write and express your appreciation.

4.14.5 Establish Technical Advisory Groups

Your success in doing so will depend on your legislator's interest, as well as on your ability to carry it out. You might need to join with other societies in order to obtain a broader spectrum of experience and resources to make it work. If no formal group is established, ad hoc briefings on special issues might be arranged. Similar activities may be carried out at the state and local level, where Sections can engage in community action programs by providing technical advice on issues of local concern.

4.14.6 Invite Legislators to Speak

Any Section can invite a House Member or Senator to address one of its meetings. Doing so educates him/her about your concerns, and it also forces him or her to focus on aerospace issues in preparation for the talk. You’ll have a better chance of getting a favorable response if you can assure a good turnout. If your Section is small, it would be best to join forces with another technical society or similar group and hold a joint meeting. Doing so might broaden the subject matter of the talk, but it will still allow you an opportunity to exchange views with your legislator during a question and answer period.

4.14.7 Public Policy Resources

Half the battle is finding the information you need to develop a vital Section Public Policy program. Below are some suggestions for locating resources as well as a tutorial on the legislative process.

Legislative Update

Each quarter, the *Legislative Update* is included in *Aerospace America*. It addresses pertinent legislative and policy-related issues surrounding the aerospace community, authorization and appropriation bills for NASA and DoD, and covers other hot topics such as FAA Reform, Space Station, and NASA Restructuring.

Web Sites

The Internet is by far one of the more fun ways to get information, and fortunately most of the federal government has joined the Information Age! You can find copies of legislation, policy statements, press releases, testimony, and RFPs on various government sites. Bear in mind that some sites update their information very regularly, while others take months. Take the time to browse through these sites and educate yourself on where you can find pertinent information.

AIAA: <http://www.aiaa.org>
AIAA Grassroots Action Center: www.capwiz.com/aiaa
White House: <http://www.whitehouse.gov>
House of Representatives: <http://www.house.gov>
Senate: <http://www.senate.gov>
DoD: <http://www.defenselink.mil>
NASA: <http://www.nasa.gov>
NASA: <http://spacelink.msfc.nasa.gov>
DoC: <http://www.doc.gov>
DoC/NIST: <http://www.nist.gov>
DoC/ITA: <http://www.ita.doc.gov>
DoT: <http://www.dot.gov>
DoT/FAA: <http://www.faa.gov>
NSF: <http://www.nsf.gov>
Bureau of Labor Statistics: <http://lpls.gov>
Library of Congress: <http://thomas.loc.gov>

AIAA Position and Information Papers

AIAA position papers and information papers can provide members with a concise discussion of important technical and/or policy-related topics. Copies of these papers are available free of charge through AIAA Headquarters. For those who browse the Internet, copies of the papers can be downloaded (text only) from the AIAA Web site.

Not every Section can do justice to all of these activities, but even the smallest Section can engage in at least one. Remember especially that, where contacting your legislators is concerned, every letter, call, or visit counts. If all Sections contacted their Senators and members of Congress, we would communicate with over half of both the House and the Senate. If each Section carried out a vigorous public policy program, the cumulative effects in terms of both congressional and public support could be impressive.

At the end of your Section year, take the time to complete the Public Policy Award nomination.

4.14.8 Frequently Asked Questions

Q: Why should individual AIAA members want to communicate with their Senators and Members of Congress?

A: Our government is a representative democracy. You the people elect individuals to speak for the things that concern you and affect your well-being. If this system is to perform properly for you, it should reflect your views. If your views are not reflected, the views of those who do speak up will receive the greatest attention. It is as simple as that. Although this simple philosophy is complicated by many factors, the overriding generalization holds: If you do not stand up for your interests, who will?

Q: How do you go about writing to Congress?

A: Writing to Congress: Below are suggested ways to make your written correspondence more effective:

RULE 1: Make it brief, concise, legible, and above all avoid jargon. Keep to one page if at all possible. Remember, very few (if any) of the people reviewing your letter have any technical background whatsoever.

RULE 2: Address only ONE issue in your letter, and use the following format:

Paragraph 1—Introduce your topic and purpose for writing, establish who you are, and finally what credentials or experience you have.

Paragraph 2—Expand on the details by trying to incorporate facts and figures, as well as the effect that a particular action or piece of legislation will have on your job, your district, or the nation's well being and security. Remind the recipient of the economic impact of the aerospace industry to your community and to the nation as a whole.

Paragraph 3—Address what specific action should be taken, proclaim support or opposition for your issue, and suggest an alternative approach if you wish. Ask to be informed of your legislator's subsequent actions, and follow up any favorable actions with a thank-you letter.

RULE 3: Do NOT use company or AIAA letterhead. This will give you the appearance of a lobbyist rather than of a constituent.

RULE 4: Do your homework. The more you know, the better you will be able to convey your message. For example:

- Use a bill number and refer to that specific legislation in paragraph two of your letter. The status of bills can be obtained by calling 202/225-1772. NOTE: You must have the specific bill number when calling for an update.
- Use the correct address for your representative. You can call the U.S. Capitol switchboard at 202/224-3121 to be connected to your representative's office to ask for their address.

- Follow these suggested address styles:

The Honorable _____
 United States Senate
 Washington, DC 20510
 Dear Senator _____

The Honorable _____
 U.S. House of Representatives
 Washington, DC 20515
 Dear Representative _____

Q: How is the government involved in aeronautics and astronautics?

A: Aeronautics and astronautics are technologies crucial to the well being of the United States, strongly affecting the nation's economy, security, and technical progress. The federal government has an enormous impact upon our goals, upon the billions of dollars spent on aerospace research and development carried out in the United States, and purchasing the products and services offered by the aerospace industry. In addition, two out of three of our members' jobs exist because of government involvement in aerospace programs.

Q: How does the legislative process work?

A: The process begins every year in January when the President sends his budget to Congress. The Senate and House of Representatives, following parallel paths, then divide the budget among all the committees that have jurisdiction over the various departments and agencies, such as NASA, the Department of Defense, and the FAA.

The AIAA testifies most often before committees dealing with NASA, and so we will use that agency's budget in describing the legislative process. The route that NASA's budget bill must follow carries it along two parallel paths, one in the House and one in the Senate. In each house, the bill must go through two committees: The Authorization and the Appropriations, in that order. Following are the names of these Committees and their Subcommittees:

Authorization

House: Subcommittee on Space and Aeronautics
 Committee on Science
 Senate: Subcommittee on Science, Technology and Space
 Committee on Commerce, Science and Transportation

Appropriations

House: Subcommittee on VA, HUD-Independent Agencies
 Committee on Appropriations
 Senate: Subcommittee on VA, HUD-Independent Agencies
 Committee on Appropriations

In each house, the Authorization Committee gives NASA's proposed budget a thorough going over, and its deliberations determine what will be funded, as well as what the maximum funding levels will be. In essence, the Authorization Committee sets the "policy." Each Authorization Committee then passes NASA's budget along to the corresponding Appropriations Committee. The Appropriations Committee then

balances the needs of all federal agency programs and decides how much it can afford to allot to each agency.

The principal device used by congressional committees for arriving at these decisions is the public hearing. At NASA budget hearings, for example, the NASA Administrator, Associate Administrators, and outside witnesses such as AIAA present testimony and answer questions on the agency's budget for the coming fiscal year. A subcommittee of the larger parent committee, or the full committee usually holds the hearings.

After these budget hearings, the same subcommittee "marks up" the piece of legislation based upon input from both the agency and other witnesses such as AIAA. The mark-up consists of deleting or adding funds to programs, deleting or adding programs, or changing a program's nature by stretching it out or changing its requirements. The mark-up is a compromise, the product of a complex of tradeoffs or preferences of the subcommittee members. The results and reasons for the committee's actions are then described in a report. The subcommittee then "reports out," or passes, its marked-up bill to the full committee, which in turn passes or "reports out" the bill to the full House or Senate, sometimes amending the bill in the process. Each house may again amend the bill before passing it.

If differences exist between the two bills as passed by the House and Senate, as they usually do, a "conference committee" is created to work out the discrepancies. The House and the Senate must approve the Conference committee decision. Then the bill can be sent to the President, who usually signs it into law. On some occasions the President may veto, or refuse to approve, the legislation, sending it back to Congress for reconsideration.

Q: With which Congressional Committees does AIAA concern itself?

A: Below is a listing of congressional committees with oversight over aerospace-related matters. For further information, you may refer to the US Congress Directory that the AIAA Government Relations staff distributes to Public Policy Officers with every new Congress. The directory lists all of the House and Senate members, all congressional committees and their membership, all Cabinet members and Agency representatives, and helpful phone numbers for obtaining useful legislative information.

House Appropriations Committee–Subcommittees: National Security, VA, HUD-Independent Agencies

House National Security Committee–Subcommittees: Military Installations and Facilities, Military Procurement, Military Readiness, Military Research and Development

House Science Committee–Subcommittees: Basic Research, Energy and Environment, Space and Aeronautics Technology

Senate Appropriations Committee–Subcommittees: Defense, VA, HUD-Independent Agencies

Senate Armed Services Committee–Subcommittees: Emerging Threats and Capabilities, Air Land Forces, Personnel Readiness, Seapower, Strategic Forces

Senate Commerce, Science, and Transportation Committee–Subcommittees: Aviation, Science, Technology, and Space

4.15 Technical Officer

Almost everything AIAA does is a technical activity, and so your job is extremely important. There is a structure already in place to govern AIAA’s technical activities, and you are now a part of that structure.

Many Sections have well-established technical programs such as workshops, symposia, or local conferences. Please contact your Regional Deputy Director, Technical, for questions, and keep in contact with him or her regarding upcoming technical activities in your Section. Your Regional Deputy Director may also be helpful in suggesting new program ideas.

The Technical Officer is responsible for bringing technical activities to the Section membership. He/she maintains quarterly contact with the Regional Deputy Director/Technical, in order to bring the Section technical concerns to the Technical Activities Committee (TAC) and in return, receives updates and information from TAC.

4.15.1 Technical Activities in the Section

The Technical Officer will do the following:

- Form local technical committees.
- Liaise with Technical Committee (TC) members in the Section.
- Remind members when applications for Technical Committees are due. The schedule is as follows:

1 August —Nomination period opens for next year’s term. Section chairs and deputy directors will receive nomination packages to distribute as needed,

1 November— all nominations are due to headquarters.

November–December—TC chairmen update membership rosters.

3 January - Rosters go to Deputy Directors.

February–March—Headquarters prepares data entry of TAC Manual and “Who’s Who in Technical Activities” (a listing of all TCs, their scopes, chairs, and members).

April–May—TAC Manual printed and letter of notification of selection sent to new TC members.

1 May—new terms begin

June—distribution of TAC Manuals.

August— “Who’s Who” printed in *Aerospace America Bulletin*.

1 August—Nominations period opens for next term.

Please note: Anyone may submit a nomination at any time during the year. However, because of lack of space on their chosen TC, individuals may not be appointed to the TC immediately. If this is the case, their application will be held until the nomination period officially opens, when they will be reconsidered.

- Establish Sister Section relationships: Sister Section relationships can be among the most interesting programs for an AIAA Section. They are entered into with Sections of foreign societies, not with organizations. They are primarily formed to 1) exchange general information on how each other's countries foster technical education and research and development; 2) exchange local newsletters; 3) no-cost exchange of visits of Section members and; 4) exchange of other information that is general in nature and open for public release. AIAA Headquarters is primarily an observer in the formation of these relationships. Headquarters should receive copies of all Sister Section agreements.
- Support AIAA technical meetings: The Technical Officer should consult the Calendar Section of the on the AIAA Web site www.aiaa.org or the *Aerospace America Bulletin* for future AIAA meetings scheduled in the area. Contact the Event Manager (or your Staff Liaison) to find out if you can hold a special activity, have a booth, etc. You can also request copies of the call for papers to distribute at Section events and place in your Section communications.
- Host a Mini-Symposium. A complete Guide to Planning a Mini-Symposium is available from Headquarters. Listed below are the basics.

4.15.2 Technical Mini-Symposia

A technical mini-symposium is a scaled-down version of a technical conference. It should provide a few different sessions that will use local resources and tie into a central theme. Local members of Technical Committees are excellent choices for session leaders.

Format: A good format is a late afternoon/early evening or weekend program with simultaneous technical sessions relevant to the local industry and Student Branches. Highlight the program with a speaker who will draw regular Section members and nonmembers to the event.

Session Selection: Try to pick topics that are relevant in your local area. The idea of these programs is to allow young members who can't travel to technical meetings a chance to present their work. Furthermore, it will be easier to get company support when management sees that its employees are benefiting technically from the event.

Selection of Session Chairperson: Using the experience of local members of AIAA Technical Committees will significantly aid in the running and credibility of the mini-symposium. By attaching their names and reputations to the event, it will be easier to enlist support from industry.

Site Selection: Simultaneous with your session selection, a site selection must be made. If a local university is convenient, use it. Avoid using hotels, convention centers, or other places where you must pay for room rental. Have a separate classroom for each technical session and secure an auditorium for a guest speaker.

Call for Papers: At least eight months prior to the event, a call for papers should be announced. The abstract deadline must allow you enough time to arrange the sessions in a technically coherent manner and allow the authors time to formulate their ideas. Six months prior to the event is a sufficient deadline for the abstracts.

Student Session: Help students sharpen their presentation skills, and give them an opportunity to present their senior projects. With a student session, you may find it easier to negotiate with local colleges for rooms. Contact the professor in charge of senior projects, and enlist his/her support in having student participants.

Guest Speaker: A guest speaker at the symposium will draw non-presenters to the event. This could be tied in with a Section meeting and be used to integrate young professionals into the Section.

Publicity: Be sure to use at different forms of advertising for the call for papers. Possibilities for advertising include: program announcements, local Section newsletter, in-house company papers, Web site, and other technical societies' newsletters.

4.15.3 Sister Section Relationships

Several AIAA Sections have formed "Sister Section" relationships with foreign aeronautical or astronautical societies. AIAA Headquarters has not played a role, other than that of an observer, in this process. AIAA Headquarters does not currently have a reciprocal membership agreement with any other societies except the DGLR of Germany and SSAA of Sweden.

Sister Section relationships are formed at the Section level. In this regard, the AIAA Membership Committee and Region and Section Activities Committee have reviewed and approved the following guidelines for forming "Sister Section" relationships with foreign societies:

- AIAA Sections should keep AIAA Headquarters and the Membership Committee informed of "Sister Section" activity with international societies.
- "Sister Section" arrangements should be entered into with Sections of foreign societies, not with national organizations.
- During AIAA Section preliminary discussions with an international society, it's a good idea to ascertain how the international society is organized and where the Section you are corresponding with fits in.
- Approaches to form Sister Society relationships are likely from societies previously closed but now open to contacts. These Sister Section relationships are not discouraged and handled properly, can be very interesting for an AIAA Section.
- Among the areas that an AIAA Section might want to include in the Sister Section arrangement are:
 - Exchanging general information on how each country's educational and political systems foster technical education and research and development in aeronautics and astronautics.
 - An exchange of local newsletters and activities information.

- A sponsored membership for the Section Chairperson in the Sister Section organization; this could include journals of interest.
- A no-cost exchange of visits of Section members. (Please note the USG requirements for prior visit approval by visits of foreign Nationals to USG or contractor facilities.)
- Exchange of limited technical information on topics of mutual interest. (Note: This area is the most sensitive of any Sister Section relationship. Any technical information released should be of a general nature and consist of articles in open literature on the subject, and all US Government restrictions should be complied with. Papers or information not cleared for public release should be exchanged.)

4.16 Young Professional Officer

Your role as the Young Professional Section chair is very important to your Section's continued growth and vitality. Young professionals (loosely defined as members under the age of 35) not only are a great current resource, but comprise the future leadership of your Section.

Your primary task is to excite, mobilize and integrate the young professionals into the AIAA. How do you go about doing that?

- Develop and implement programs and activities to attract and involve young professionals.
- Attend council meetings.
- Communicate with your Deputy Director —Young Professional
- You can encourage young professionals to join the AIAA and become active Section members. This can be done by:
 - Visiting the Student Branches in your Section. Typically, these students are delighted to be able to talk with a young engineer who is working in the "real world." Many AIAA Sections are located near an engineering school, where the potential for an active Student Branch exists. A Student Branch visit is the perfect opportunity to promote the student-to-professional member upgrades, lead a career development session (how to interview for a job and/or what to include in your resume) and tell them what it's like to be a young engineer. The goal of your visit should be to help the students plan their future careers and to encourage them to continue their membership with AIAA after graduation, becoming AIAA young professional members.
 - Meeting other young engineers at your place of employment. Find out if they are AIAA members. If they are, invite them to your next Section activity. If they are not, explain the benefits of belonging to AIAA, and invite them to the next Section activity. Using this approach, they will see "first-hand" the benefit of networking through a professional organization such as AIAA.
- Promote the Young Professional Presentation Program: This program allows oral presentations only. Written papers are not required. Presenters are placed into regular technical sessions and can gain presentation experience while avoiding the

long and arduous task of preparing a written paper. The announcements are contained within the call for papers for each technical meeting.

- Identify candidates for the Lawrence Sperry Award. The award is for a notable achievement in aerospace by a young person. The call for nominations is listed in the *Bulletin* and in the *Mindjogger*.
- Advertise the Young Professional's Aerospace Career Handbook. This handbook was written by young engineers and scientists offering a view into the aerospace industry. Copies are available for distribution.
- Publicize the Associate Technical Committee Membership. Each Technical Committee is committed to having at least one young professional on board as a non-voting member.
- Promote the half-price dues program. This special dues rate is available for professionals who were not previously AIAA student members or professional members and are within their first five years of professional practice.
- Help organize the judging for the AIAA Foundation Regional Student Paper Conference.
- As you may recall from your college days, seven conferences are held each spring at various colleges around the nation. These conferences provide a forum for undergraduate and graduate students to present the results of technical research projects. These conferences also give the participants an opportunity to meet other students and professionals in their field while competing for cash prizes.
 - Two judging panels review papers presented at the conferences. Technical judges evaluate the written papers for technical merit prior to the presentation, and audio judges evaluate the presentations of the papers. In many instances, conference coordinators have a difficult time filling their judging panels. This is where young professionals in your Section can be of assistance. Before the next Student Conference in your Region, contact the conference coordinator and offer your assistance as a Young Professional Chair. The dates of the conferences are on the AIAA Web site www.aiaa.org and listed in the *Aerospace America Bulletin*. Pages.

4.16.1 Young Professional Section Programs

AIAA Sections across the US are currently engaged in countless activities that either specifically target the interests of young professionals or promote the active participation of young professionals. In many cases, young professionals are tightly woven into the day-to-day operations of their Section, providing critical assistance to the leadership of the Section. The following descriptions were taken from the Young Professional Activity Award nominations submitted by different Sections.

Technical Forums and Meetings

The presentation by Dr. Kenneth Cox, an AIAA Distinguished Lecturer, was specifically designed to attract young professionals within the Wisconsin Section. Young professional Dan Gramer, the Section's chair, spent several days contacting possible venues in the Madison area to find a location that would be inherently attractive to young members. Since the title of Dr. Cox's lecture did not garner the same immediate interest as other presentations, Dan decided to use the venue itself as an additional

factor in attracting people to this event. He finally selected a banquet room at a popular microbrewery that would maintain a relaxed and enjoyable atmosphere for those attending. The lecture turned out to be a success, with about 25 AIAA members and guests attended, including several student members, Educator Associate members, and all of the Section's officers.

The AIAA Houston Section has begun hosting Career Planning and Development Workshop for young professionals. These half day workshops offer sessions in financial planning, career mapping, conflict management, balancing life styles, business etiquette, career options in uncertain times, time management and improving interpersonal skills. Attendees at the workshops have the freedom to attend sessions of their choice. Special guest speakers end the workshops with exciting and motivational talks. Several local professional organizations, representative of the NASA/JSC professional community, sponsored information and membership booths. The Section will also be hosting similar career-planning workshops for mid-level managers in the near future.

The Hampton Roads Section's Fall lunch-time program was titled "Private Pilot's License: Hands-On Career Enhancement." The guest speaker was Joe Hampton (USAF Lt. Col., ret.), the chief flight instructor at the Langley Air Force Base Aero Club. Free pizza and drinks were provided at this event, which lasted about one hour, with 36 people in attendance, including 10 nonmembers. The presentation made the case for why a private pilot's license may be useful to the career of an engineer, especially early-on, since it provides them with a first-hand look into the interaction of applied aeronautics principles with many supporting disciplines. Steps in the training process, approximate costs, and availability of local training programs were outlined.

The lunch and learn programs, conducted by the Houston Section's technical committees, are the key to their young members attending an AIAA event. Most of the Section's monthly dinner meetings are held after work and are priced at an amount that many young members don't like to pay. However, lunch and learn programs are usually free and attendees have the option of bringing their own lunch. These lunchtime meetings also do not conflict with the after-work activities. Lunch and learn programs typically involve new or emerging technologies that are of interest to young members. Young members often are the speakers at these meetings, since they are less formal than dinner meetings.

The Young Professional members of the Long Island Section sponsor a series called Light Learning. The sessions are series of informal lectures, presentations, and interactive discussions designed for both student and professional levels of experience. The programs are often conducted at the end of the workday (approximately 5:30 - 7:00 in the evening) and are free of charge to all. Subject areas are eclectic in nature, concerned not only with specific technical issues, but also speculative assessment, general interest information, historic overviews, and other areas of interest to engineers. For example, one month's topic may be concerned with the application of human factors and physiology to aerospace engineering, while the next may focus on a paper on the history of naval aviation. The format of each session varies with the topic.

The Small Satellite Missions Symposium, jointly sponsored by the National Capital Section and the Goddard Space Flight Center (GSFC), was established as a training tool for young professionals in government, academia, and the aerospace industry. The goal was to provide a forum for aerospace professionals, educators, and students to share concepts and experiences related to the quick development pace of lower-cost small-satellite missions. The symposium consisted of six sessions, covering all phases of satellite missions. Discussions consisted of management, engineering, and strategies related to the shift to smaller missions. The symposium also included a technology showcase, which provided an opportunity to learn about technological developments at GSFC.

Career-Related Programs

The topic for the Central Florida Section's first dinner meeting of the year was "Authoring Your Career Crossroads," with Jerry Lutz and Mike Johnson as the guest speakers. Several young members and student members attended this event. Valuable information was disseminated to the audience which specifically pertained to young engineering professionals and to engineering students. Advice was provided on subjects ranging from personality assessment to keeping an engineering notebook.

A workshop entitled "Values: Finding Satisfaction in Work" was held at the AIAA Western Region Office in El Segundo. Eight members from the Los Angeles Section attended this workshop. A self-assessment tool was used during the workshop to help the participants clarify their goals, determine if these values are present in their work environment, and examine if their values are compatible with their career goals.

Pratt & Whitney holds several New Hire Orientation Sessions during the year. These sessions help to ease the transition for new employees into the new work environment at Pratt & Whitney. It also allows the employees to obtain information about the different organizations on campus, including AIAA. Representatives of the Palm Beach Section have been present at every one of these sessions to hand out AIAA information, talk about the local Palm Beach Section, and discuss the benefits of AIAA membership. Brochures, contact information, and membership applications are distributed to prospective members. These orientation sessions also provide Sections with face-to-face exposure to new hires at Pratt & Whitney and help in the effort to recruit new AIAA members.

The Hampton Roads Section's Young Professional Committee promotes the professional development of its members by encouraging them to publish technical papers. During 1998, young professionals made over 43 NASA and non-NASA scientific and technical research. Of these, 30 were AIAA publications and 23 had young professionals as the first author (ref. "NASA Langley Scientific and Technical Information Output - 1998", NASA/TM 1999-209095).

The San Diego Section conducted a Resume Clinic with the AIAA student chapter at San Diego State University (SDSU). AIAA members from the Section reviewed and critiqued resumes prepared by the students and conducted mock interviews. This was the third year that the San Diego Section sponsored this type of an event. The resume

clinic was a big hit with the SDSU students, who were gearing up for the job-hunting season.

In the Southwest Texas Section the Chairman of the Young Professional Committee (and a young member himself) proposed to the Section's Executive Council that it would be very beneficial to the young professionals of the Section to sponsor a job fair. The Executive Council approved and supported his proposal. The Job Fair was held from 9 a.m. to 4 p.m. on 25 April at the San Antonio Hilton. Eight companies sponsored booths, and about 200 people attended the job fair. This event was larger in magnitude than any other event the Southwest Texas Section held during the year. It required significant planning and management. Most of the Executive Council participated in organizing and hosting the event. There was strong positive feedback from the companies sponsoring booths at the job fair. Both purchased and free publicity for the event were obtained. Literature and membership information were available from the AIAA display at the entrance to the job fair.

The National Capital Section's focus was on the development and implementation of a Young Member Lecture Series (YMLS). The concept was to create a forum where Young professionals could interact with aerospace career role models from three groups: high-level aerospace leaders, young innovators and entrepreneurs who achieved success early in their careers, and "in the trench" leaders who played critical roles on high-profile projects. At these monthly after-work meetings, a guest speaker would give a short talk (focusing on their interests, motivating factors, and path to success) and then answer questions. The YMLS was meant to be inspiring, informative, enticing, and useful to Young professionals. Three lectures were held through May, featuring David Thompson, CEO of Orbital Sciences Corp., Major General Robert Dickman, DoD Space Architect, and Norman Augustine, who was then CEO of Lockheed-Martin. Fifty-one different people, including students from several universities, attended one or more of these events. More lectures are scheduled through September. A mass mailing to all young professionals advertised the YMLS. Flyers were posted at local universities, and a young professional's column in the Section's newsletter provided information and reported on each lecture.

A Senior Training Executive for CommuniTrain, presented a networking seminar at the NASA Lewis Research Center entitled "Building Your Connections". The Young Professional Committee sponsored the seminar. The goal of the seminar was to provide networking tips to AIAA members who were new to the work environment. Since about 70% of the attendees were young professionals, this led the Section to believe that this was indeed a topic of interest to younger members. The seminar basically answered the who, what, when, why, and how of networking. Emphasis was placed on "working the room" principles and creative ways to follow up with contacts. The presentation lasted approximately one hour, followed by a question and answer period. Planning for this event consisted of setting up the workshop, arranging for the room, publicizing the event, and obtaining refreshments. Announcements were posted on the NASA Lewis newsgroup and Video Bulletin Board, in two newsletter notices, at all Section activities prior to the event, and on flyers for the event. The feedback received on this seminar was very positive.

As part of the Delaware Section's young professional activities, and in conjunction with the career enhancement program, the Section organized a series of monthly lunch-and-learn meetings. The meetings were held at noon on the third Tuesday of the month at the Thiokol/Elton plant. Each meeting featured experienced speakers discussing past technical achievements, experiments, problem solutions, and schedule, financial, and management aspects of various programs. Some of the presentations also gave insight into technical versus management career path opportunities. The speakers and topics were Al Corbet on the *X-2 Propulsion System and General Propulsion Activities at Curtis Wright*; Vic Singer on the *156-inch Diameter Thiokol Solid Propellant Booster*; and David McGrath on the *Thiokol Solids on the Saturn V Launch Vehicle and the Lunar Prospector Program*. As an extra attraction, they offered free pizza and sodas at the meetings. Typically, 15 to 25 people attended the lunch-and-learn meetings. Many young engineers were attracted to the meetings, and, as a side benefit, some later applied for AIAA membership.

Financial Planning

Ten young professionals from TRW, Boeing and Rocketdyne attended the "Financial Planning for the Young Professional" seminar organized by the Los Angeles Section. Scott Bishop, from Prudential Preferred Services, gave an informative talk about the key aspects of financial planning. He emphasized the importance of establishing financial goals and discussed the key steps in the financial planning process, which include asset allocation, choosing near-vs. long-term investments, evaluating investment options (401K, Roth IRA, etc.), and periodically reviewing/updating one's financial plan.

The Northern Ohio Section sponsored a series on "How-to-Buy-a-House," specifically for young professionals. The first seminar, featuring two realtors from Century 21, was an informal presentation on the process and paperwork involved in the purchase of a home. The speakers provided insight into the real estate market and gave tips and advice on how to make the home-buying process a successful and pleasant experience. A meal of sandwiches, chips and beverages was provided free to AIAA members and at a nominal cost to nonmembers. A second seminar was then scheduled to cover mortgages and home inspections. The second seminar featured a home inspector, who discussed the advantages and elements of a thorough home inspection, and a mortgage loan officer, who talked about the process of securing a loan including pre-qualification, pre-approval, and the requirements for various loan programs.

The Young Professional Committee of the Northern Ohio Section sponsored an investment seminar for novice investors. The presentation, "No-Load Mutual Funds," given by Dr. Gary Harloff of Harloff, Inc., was of particular interest to the audience of 23 scientists and engineers because Dr. Harloff is also a widely recognized computational fluid dynamicist. Dr. Harloff presented an engineering approach to investment in mutual funds, focusing on gathering, plotting, and analyzing the available performance data of various funds and groups of funds to determine where and when to invest and divest one's money. He also gave advice on what to read and where to go to obtain the needed data.

Non-Traditional Special Topics and Tours

Antelope Valley young professionals participated in a night of billiards and fun. Young professionals who attended were joined by a select number of the valley's senior aerospace leaders and several senior AIAA members. The senior members told the young professionals, how to climb the engineering ranks. Teams of one young member and one senior member were created to play in a billiards tournament. After several hours of pizza, beer, pool, and many stories about what it was like to work in the 50s and 60s, the best and worst young-senior member teams were identified. T-shirts were then given out to these teams.

A social held at the Abbey Road Bar and Grill in Palm Beach Gardens was specifically designed to provide a casual atmosphere for members and prospective members to get to know one another outside of typical AIAA events. The social, planned and executed by young professionals on the Section's Executive Board, was timed to introduce recent new hires at Pratt & Whitney to AIAA. Flyers were posted throughout the Pratt & Whitney campus. The social provided an excellent opportunity for members to meet the leadership of their Section. A total of 18 people attended, most of who were under the age of 35, including several prospective members.

Young professionals from the Alabama-Mississippi Section toured the West Engine Test Area at the Marshall Space Flight Center (MSFC). This tour was conducted for the benefit of the young professionals. During the tour, one of the test engineers explained the work that is ongoing in the test area. In addition, one of the members of Von Braun's German rocket team, Konrad Dannenberg, provided some historical perspective on how this area was used for the Saturn V's first stage F-1 engine static testing and the testing of the complete Saturn V first stage. The tour provided an opportunity for a new generation to gain a first-hand appreciation of the immense size, power, and complexity of the Saturn V vehicle. MSFC supplied a bus to transport the AIAA group during the tour.

The Wichita Section's Afterburner Night Tailgate Party at the Kansas Aviation Museum was specifically targeted at young professionals. This event was a great success, with many young professionals and students in attendance. Young professionals had the opportunity to visit the local air museum and watch B-1B bombers do touch-and-go approaches with full afterburners in the twilight and evening hours. These B-1B afterburner shows are regularly scheduled events by the Kansas Aviation Museum. The Section plans to take advantage of them more often in the future.

The Wisconsin Section of AIAA and a University of Wisconsin -Madison Engineering Mechanics Student Senior Design Group teamed up to design a multiple-stage launch vehicle to take a small payload into low Earth orbit using ORBITEC's vortex-fired hybrid rocket engine. This venture was intended to give the students a chance to apply their education to a "real-life" design project. The Section's Technical Committee, comprised of several young professionals, including the lead, Bob Gustafson, was responsible for designing the propulsion system. The students took care of the structural design, vehicle control and trajectory analysis, aerodynamics, and market analysis. In order to get them off to a running start, the students received a technical lecture on launch vehicles by the Technical Committee. Young professionals also worked closely with the students, providing them with guidance and technical assistance.

The Young Professional Committee of Hampton Roads hosted a lunchtime seminar titled, "Parenting: What You Need to Know," a subject of increasing interest to young professionals. The speakers were Peggy Phelps, Head of the Personnel Management Branch, Office of Human Resources at NASA Langley Research Center, and Kathy Skinner, head of the Langley Child Development Center (LCDC), one of the leading daycare facilities in the area. Mrs. Phelps discussed the various types of leave (vacation time, sick leave) and programs (working part time, job sharing) available to NASA employees. Kathy Skinner provided some history of the day care center and some suggestions on how to benefit from the LCDC. The speakers solicited numerous questions and provided handouts on issues covered in their talks. Since this topic is of particular relevance to female professionals, an invitation was also extended to the local chapters of Women in Aerospace and the Federal Women's Committee. This not only increased exposure to nonmembers, but also reduced the cost of the seminar to the Hampton Roads Section. The result was a 50% larger than usual turnout.

The Hampton Roads Section seeks to facilitate recognition of its young members by holding a formal nomination process for the Lawrence Sperry Award. The Section's Young Professional Committee solicited nominations for this award by sending letters to each group leader at NASA Langley and to local engineering companies. A preliminary information form was returned to the committee for each potential nominee.

The Albuquerque Section developed a mentoring program that was targeted at providing young professionals in the Section with a mentor. Resumes were requested from young members and senior members who were interested in this program. These resumes were then used to match a mentor to a young professional based on similar areas of specialization and career goals/experiences. This mentoring program has sparked some very interested contacts between young professionals and senior members in the Section and is still maturing.

Two young member officers from the Wisconsin Section organized an Educator Day at the Orbital Technologies Corporation in Madison. The goal was to promote aerospace education and Associate Educator membership in AIAA to over 30 teachers from the area. Section young professionals represented AIAA and the aerospace industry at a career fair held at a high school near Madison. One young member gave a presentation at a local middle school on working in the aerospace industry while another young member conducted mock interviews for aerospace-related jobs at a local high school and organized an informational exhibit for the Midwest Rockets for Schools Day. Young professionals also organized and staffed an AIAA booth at the University of Wisconsin - Madison Engineering Exposition.

The Pre-College Outreach Chairman and two other young professionals from the Southwest Texas Section were instrumental in setting up a videoconference presentation with several schools in the Reno. This presentation, which featured an engineering career theme, was a result of the Pre-College Outreach Committee. Engineering in general and potential careers in engineering/technology were discussed. Feedback from the teachers involved with this activity was very positive. The same young professionals who were involved with this video-conference presentation have also presented similar presentations in person at local schools.

The Southwest Texas Section hosted a meeting designed to attract both young professionals and student members. The topic of this meeting was "Skydiving." The meeting was held in San Marcos, Texas, which made the event convenient for members of the AIAA Student Section at the University of Texas at Austin and for AIAA members from the San Antonio area. After the presentation, those in attendance had the opportunity to perform an actual skydive! A few of the young professionals, plus some not-so-young professionals, were brave enough to actually skydive.

AIAA members and nonmembers of the Northern Ohio Section toured the Malley's Chocolate Factory in Cleveland. Since this factory is just a short distance from where a large portion of the membership are employed, the NASA Lewis Research Center, this activity was organized as a lunchtime program. The tour lasted roughly 45 minutes and consisted of visiting three different Sections of the factory: the "centers" room, the chocolate room, and the packaging room. Since Malley's is small and locally owned, there was plenty of time to ask questions and get a close-up view of the chocolate manufacturing process. This event was somewhat of a diversion from the "normal" Section activities in that it wasn't aerospace-related. The tour seemed to attract a different group of people than the "regulars" who attend other Section activities. Planning for this event took a total of 1.5 to 2 hours. The tour was advertised on the NASA Lewis newsgroup and Video Bulletin Board, on the Section's Web site, and in the local calendar of events.

AIAA members from the Savannah Section volunteered to serve as judges for a citywide paper airplane contest for elementary, middle, and high school students. Students were asked to design an airplane with provided materials within a specific set of parameters. The airplane was then launched from an elevated position and timed until it reaching the ground. The winner of the contest was determined by the time in the air and the wingspan of the airplane. Afterwards, the students were able to ask the AIAA volunteers for suggestions on how they could have improved the design of their airplanes. This event was especially rewarding for the members because it gave them the opportunity to share their aerospace expertise.

Young professionals from the Oklahoma Section participated in the Oklahoma Engineering Foundation Engineering Fair. Approximately 3,900 students and teachers from 135 schools throughout the state attended the fair. Young professionals from the Section interacted with students during an essay contest and told students what aerospace engineers do at work. Teachers were informed of the free AIAA Educator Associate membership and given free precollege aeronautic classroom materials. The highlight of the fair for the young professionals was showing students how to make "whirlybirds" from plastic drinking straws and cardboard.

The young professionals sponsored a barbecue for the AIAA Houston Section. Young professionals were recruited to help organize and implement the barbecue. They were also encouraged to bring potential young professionals with them to the barbecue. During the barbecue, the young member chair sought out potential young professionals and spoke to them about the benefits of joining AIAA. Approximately 30 members and 10 nonmembers attended this event. Of the 10 nonmembers, 7 chose to join AIAA! This event lasted approximately 4 hours and included eating, talking, and playing volleyball.

At the end of the barbecue, a raffle was held and three complimentary dinner tickets were given out for the next AIAA dinner meeting in order to encourage participation in Section activities.

The Northern Ohio Section sponsored a tour, dinner, and beer-tasting at the Great Lakes Brewing Company in Cleveland. The evening included an in-depth presentation on the brewing process and a tour of the building. Dinner was served in several courses, each accompanied with a compatible beer brewed right there at the microbrewery. Along with each beer presented, the Great Lakes' brewmaster discussed the origin of each beer and its method of preparation. After dessert, the brewmaster and the owner of the company fielded questions from those attending the dinner. Although the group was small, there were a large percentage of young professionals (not younger than 21 of course). There were also a few senior members present.

Special Events

The Alabama-Mississippi Section sponsors the Annual Moonbuggy Competition at the US Space and Rocket Center. Two young professionals were actively involved on the planning committee, which started meeting four months prior to the event. Additional young professionals from our Section were later called upon to volunteer, resulting in a total of 15 young member volunteers. This competition provided leadership opportunities for the young professionals, who served as judges, consultants, and coordinators. Young professionals also helped to set up and tear down the moonbuggy obstacle course. A spokesperson from the Section manned a booth and distributed information about AIAA to young people who were visiting the center. AIAA was listed as one of the main sponsors of the event and provided many of the awards (and coveted AIAA baseball caps) to participants and volunteers. All of the young professional volunteers said they had a great time and would do it again.

What has been described in this Section of the manual may seem to be a tall task, but be assured it is well within your capability! Besides, you don't want to try to do it all alone. You will want to form a committee and engage a few other young professionals.

With the work can come fantastic rewards, not only for the Section and the Institute, but also for you. These rewards can come in the form of peer recognition of achievement, future business contacts, or a starting point for continued growth within the AIAA.

4.16.2 Frequently Asked Questions

Q: What am I supposed to do?

A: First, you should regularly attend Section Council meetings. Next, make an effort to organize young professional activities within your Section. This guide contains some examples of activities organized by other young professionals in the past. A minimum of one or two activities per year that are oriented toward young professionals is a realistic goal (one per quarter would be even better).

You should be taking steps to increase the involvement of young professionals in your Section and trying to recruit new young professionals. If you are lucky, there will

already be a local Young Professional Committee in your Section. As the Young Professional Chair, you will manage this committee, which can help you with many of the tasks mentioned above. If your Section currently does not have a Young Professional Committee, you may want to organize one. Not only will a committee reduce your workload in the long run, but also it will help more young professionals become involved in Section activities, thereby spreading the benefits of AIAA membership.

Lastly, you will want to keep in touch with the Deputy Director – Young Professionals.

Q: Who are the AIAA young professionals?

A: They are the professionally employed members of AIAA who are 35 years of age and younger. Young professionals are an integral part of AIAA, representing approximately 20% of the membership. The Institute recognizes that young professionals have special needs that deserve attention above and beyond that of the general membership. Participation in any AIAA committee and its related activities is open to all AIAA members, regardless of their ages.

Q: What is my role on the Section's Council?

A: The Council for your Section is comprised of all the officers from your Section. It is headed by your Section's Chair. Depending upon the size of your Section, there will be several other officers representing other areas such as Career Enhancement, Education, and Public Policy. Many Sections also have a Treasurer, Secretary, and a Newsletter Editor, just to name a few. There may also be At-Large Members who attend and participate in the committee meetings. As the Young Professional Chair for your Section, you are a voting member of the committee. You are there to report on the progress of young member activities. You are also there to take on tasks requested by the Council, which pertain specifically to young professionals.

Q: How can I keep informed about young professional events?

A: Read the AIAA material such as your local newsletter, the *Bulletin* pages of *Aerospace America*, and *Lifeline*. The AIAA Web pages are another great source of information. In addition to printed material, the Young Professional Committee sends e-mail notices to all Young Professional chairs approximately four (4) times a year.

Q: How do I submit a Young Professional Activity Award nomination for my Section?

A: As the Young Professional Chair, this is a very worthwhile task for you to do. It doesn't take a lot of time. Submitting a nomination for the Young Professional Activity Award lets others know what your Section has been doing for young professionals during the past year. In addition, winning the first place award in your Section's size category will result in a monetary prize, which you can use to organize even bigger and better young member events in the future.

Q: How can I recruit nominations for the Lawrence Sperry Award?

A: Aside from contacting other young professionals in your Section, a good way to encourage nominations for the Lawrence Sperry Award is to talk or write to senior managers of aerospace companies within your area. Many companies have awards of their own that recognize the achievements of young engineers. The recipients of these company awards could be excellent candidates for the Lawrence Sperry Award. Companies are usually willing to support award nominations from professional societies such as AIAA, since having an award recipient within their ranks contributes to their corporate image.

Q: What is the Young Professional Committee?

A: The Young Professional Committee (YPC) is an AIAA Standing Committee. The committee members develop programs and recommend policies relating to young professionals. The committee provides a link between the Section organization and AIAA Headquarters and offers help and advice to the Section Young Professional Chair. It is the task of Section Officers to act locally and provide activities beneficial to those who are just starting their careers as aerospace professionals.

Projects taken on by the YPC are intended to enhance the benefits of AIAA membership to its young professionals. The YPC sponsors the Young Professional Presentations, a technical paper session for young professionals at several AIAA technical conferences. The committee administers the Young Professional Activity Award and the Lawrence Sperry Award and published "The Young Professionals' Aerospace Career Handbook." The YPC meets four times per year, twice in person at AIAA Technical meetings and twice via teleconferences.

Q: Who makes up the Young Professional Committee?

A: The Young Professional Committee is comprised of a Chair, six regional Deputy Directors, and several At-Large members. The Chair is responsible for coordinating the activities of the YPC. Each Deputy Director represents the Section Young Professional Chairs within his/her Region. There is also a non-voting staff member assigned to the committee who assists the committee and acts as a liaison between AIAA Headquarters and the members of the YPC.

Q: How can I become involved with the Young Professional Committee?

A: It's easy. The AIAA Web site contains a nomination form. Simply complete the form and submit it to AIAA Headquarters.

Q: As a young professional, what do I get out of AIAA besides *Aerospace America* and conferences?

A: Events and activities organized by local Sections are some of the most direct benefits of being an AIAA member. These events are usually quite informative and entertaining. Many Sections put together special workshops or seminars to help young professionals make decisions about their careers, investing, buying their first house, etc. An additional benefit of participating in local AIAA activities is the opportunity to meet other aerospace engineers, both young and old, from other companies in your

area and sometimes from across the country. You never know when or where such personal contacts might come in handy. If your Section is not providing you with the services and events that you would like, the best way to improve the benefit is for YOU to become involved. Contact a local Section Officer and offer to help. A successful career requires constant action, and AIAA is here to help.

Q: How can I find other young professionals in my Section?

A: AIAA Headquarters can supply a roster of the young professionals in the local Section. Or contact your membership chair and ask about using the Region and Section Data Maker. This Web-based tool allows you to download the names and addresses of your Section members.

Q: How can I become involved in AIAA activities?

A: There are several opportunities for young professionals to become involved. Attendance and participation at AIAA-sponsored conferences is one of the easiest. At every AIAA conference, young professionals have the opportunity to participate in Young Professional Presentations, which are special presentations for young professionals that do not require written papers. Young professionals may also participate on any of the AIAA Technical Committees as Associate Members. Selection to a Technical Committee, which is based on technical merit, provides an excellent means for young professionals to interact with more senior, established professionals in their areas of expertise.

Q: As a young professional, how can I convince my supervisors to allow me to participate in AIAA activities, which may require company time and travel?

A: Young professionals should not be afraid to ask their supervisors for permission to participate in these activities. Often they are aware of the benefits and only need to be made aware of the member's desire to participate. If the supervisors are not aware of the benefits, the young professional should explain how their participation in AIAA activities would improve their ability to perform their job through increased technical knowledge and the experience gained in attending AIAA conferences and in giving technical presentations. Support from a senior member of the company (a mentor) with AIAA experience may also be helpful.

Q: My membership grade has just been automatically upgraded to Senior Member by AIAA. Does that mean I am no longer considered a young professional?

A: No, as long as you still meet the age requirement (under 35), you are still considered a young professional.