

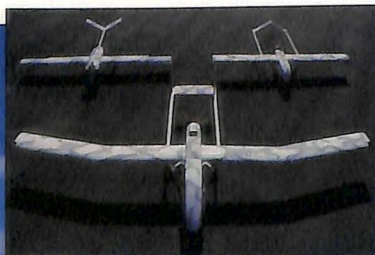
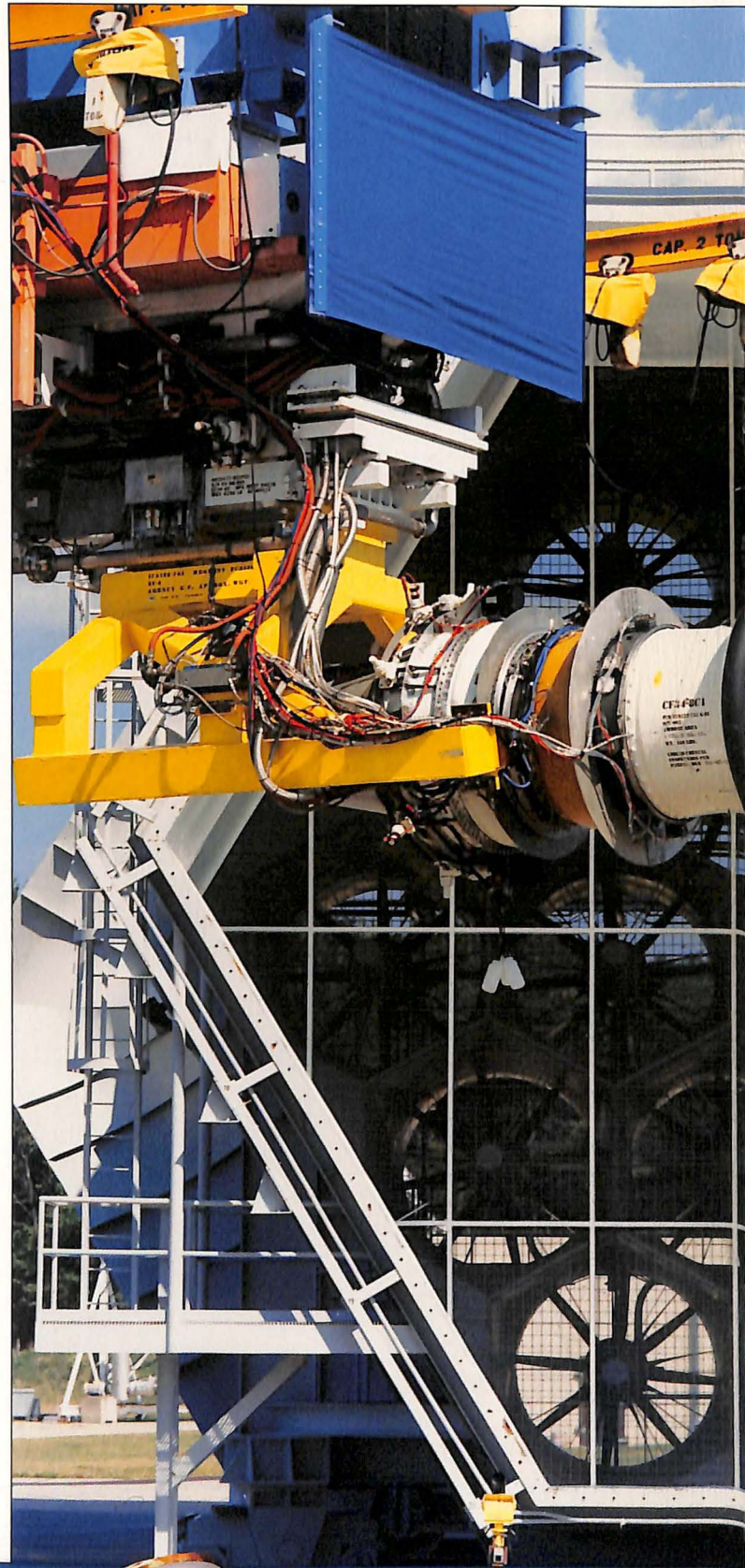
**AIA VISION 2000**  
BRIDGE TO THE FUTURE

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*Cover:* An apparition of the Wright 1903 Flyer and a rendering of the International Space Station move in formation over Earth, celebrating aerospace progress in the First Century of Flight.

*Below:* Members of the Aerospace Industries Association are each represented in this booklet by an image and a description of their company. The presentation begins here and flows alphabetically as a graphic ribbon of capabilities or products.



**AAI CORPORATION**  
develops defense systems, including simulation and training, test, software, and unmanned air vehicle systems.

**AEROJET**  
specializes in propulsion, smart munitions, electronic systems, and fine chemicals.



# Aerospace Industries Association: A Premier Industry Organization

*Aerospace has the single biggest trade surplus of any sector in the entire American economy.*

The Aerospace Industries Association (AIA) of America, Inc., based in Washington, D.C., is the premier trade association representing the nation's manufacturers of commercial, military, and business aircraft, helicopters, aircraft engines, missiles, spacecraft, materiel, and related components and equipment.

Founded in 1919, AIA speaks aggressively and effectively to convey industry goals and accomplishments and to voice common concerns to Congress, relevant federal agencies, international organizations, news media, and the American public. The association provides a forum for industry and government to exchange views and resolve issues on non-competitive matters that relate to aerospace industries.

A Board of Governors that consists of chief executive officers or other senior executives of member companies guides AIA. A hallmark of AIA is that it receives its leadership directly from the highest levels of the country's major aerospace companies.

## BRIDGE TO THE FUTURE AIA VISION 2000

### THE AEROSTRUCTURES CORPORATION

provides major subassemblies for commercial and military aircraft, including the tail assembly for the V-22 tiltrotor aircraft.

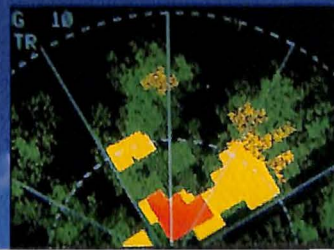


### ALLIANT TECHSYSTEMS INC.

is a propulsion system and composite structure manufacturer for the Delta II and other spacecraft and aircraft.

### ALLIEDSIGNAL AEROSPACE

supplies aircraft engines, equipment, systems, and services for virtually all aircraft.



# Our Vision

We are entering an exciting and challenging era of global aerospace endeavor as we leave the first century of powered flight behind. The next 100 years offers the aerospace industry unprecedented opportunities to expand our horizons beyond anything we could have imagined a few years ago. Serving as the voice of our nation's premier aerospace manufacturers since 1919, AIA proudly represents the vital interests of this industry, not only to our nation, but also to the world at large.

AIA is committed to addressing a wide range of critical issues affecting the entire aerospace community. These range from near-term legislative and regulatory issues to more structural concerns that could take years to remedy.

We are experiencing tremendous change as our industry transitions from one driven by the challenges of the Cold War to an industry increasingly dependent upon access to the global economy. In order to make this transformation a successful one, the federal government must first adopt a number of measures.

**BRIDGE TO THE FUTURE**  
**AIA VISION 2000**

First, there is an urgent need to modernize the existing export control system and find new sources of funds for aerospace research and development. In addition, our industry must find ways to work closely with the government to reform the federal acquisition system and forge new relationships with international regulators. And last, but equally important, we must develop new strategies to define the



*“One strategy in dealing with the top issues facing our aerospace and defense industries is to increase the AIA profile in Washington.”*



— *John W. Douglass*  
*President and Chief Executive Officer*  
*Aerospace Industries Association*

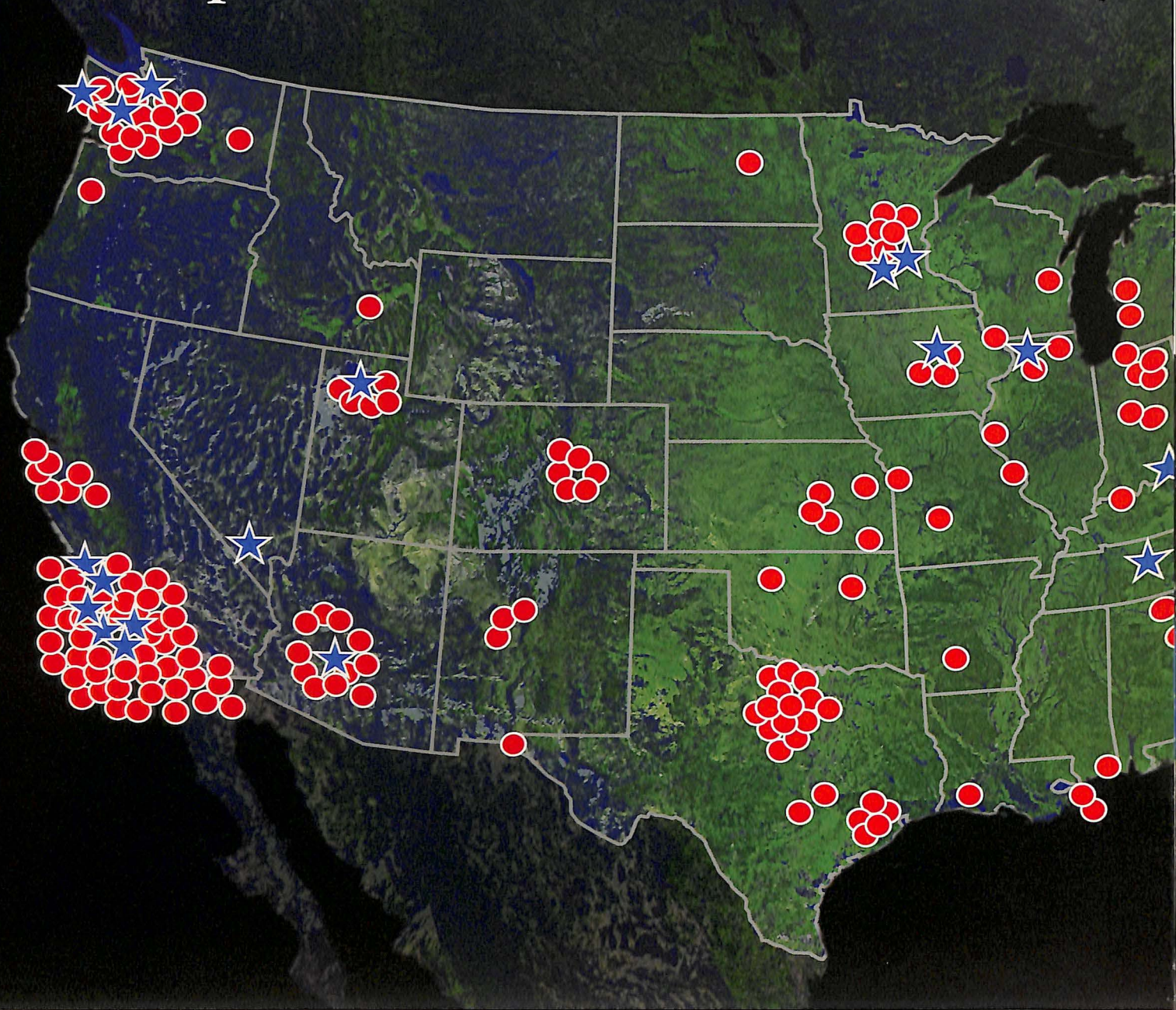
aerospace products of the future and put America first in space technology.

With space-related business at the forefront of a new global marketplace, we are realizing a marked change in the way we do business. We can no longer be defined by where we've been; we need a vision of the world of tomorrow. Now, more than ever, AIA must serve as a bridge to that future. Our technological leadership among nations, our competitive role in the world economy, and even our national security are at stake without successful resolution of these issues.

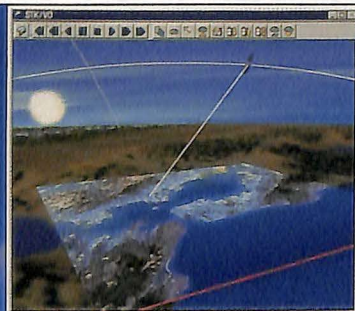
Who will champion the cause? Visionaries who can see the world to come and who have the foresight to prepare us for tomorrow's uncharted territory. Leaders who aren't hesitant to use their voices and their energy. Strong companies ready to meet the needs of this critical aerospace market. People like you; people like us. Together we can shape a national paradigm that will call us to action and fuel our imagination with possibilities.

With your help, we can and will make an immeasurable contribution to the future stability and prosperity of our nation by protecting America's aerospace industrial base.

# Aerospace accounts for more than 850,000



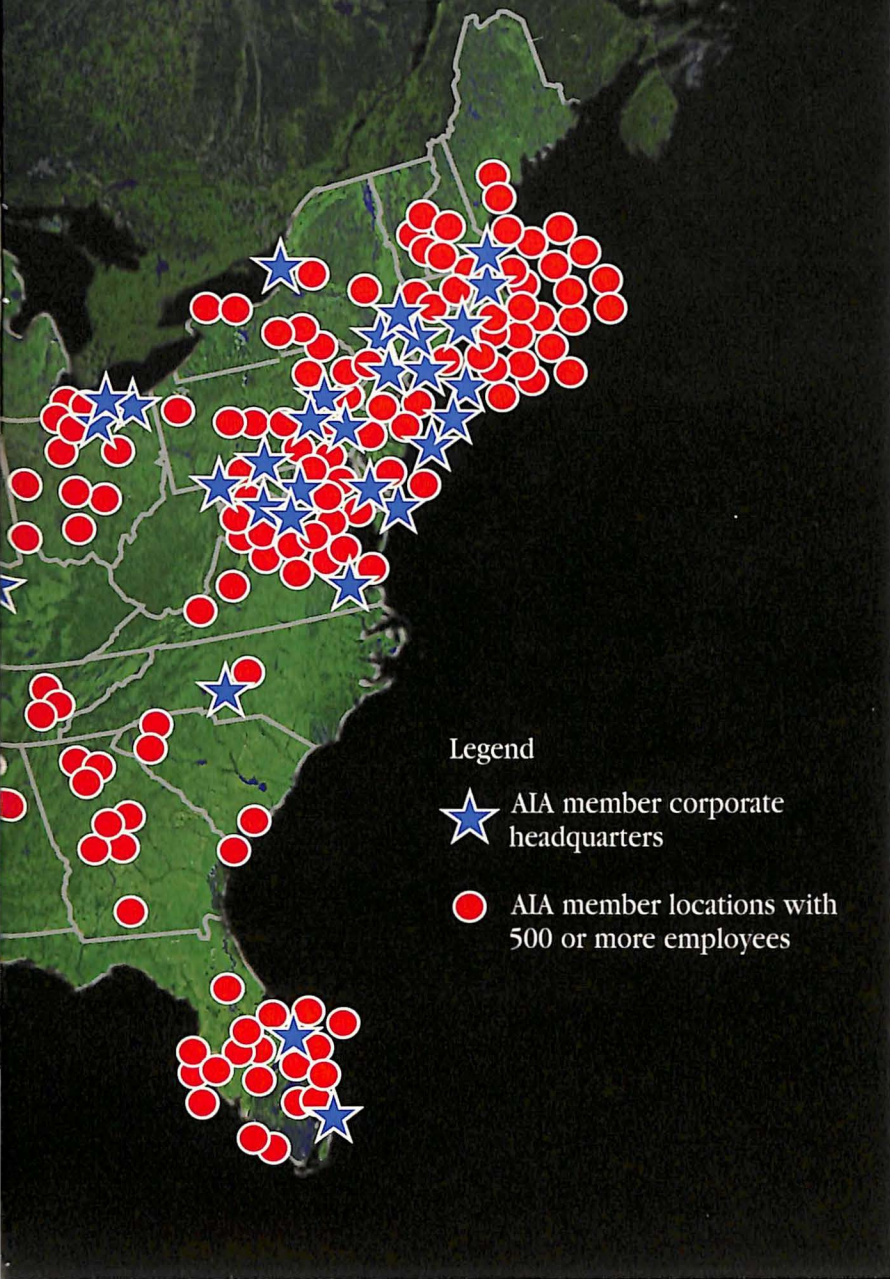
**AMERICAN  
PACIFIC  
CORPORATION**  
products serve the  
space, defense,  
automotive, fire  
suppression, and  
environmental  
protection industries.



**ANALYTICAL  
GRAPHICS, INC.**  
with its Satellite Tool  
Kit supports end-to-end  
satellite systems from  
mission planning  
through operations.



00 American jobs.



## Aerospace At Work

The map at left graphically highlights the reach that AIA member companies have across the United States with major manufacturing facilities in almost every state in the union. Through sales to government and private sector customers, exports, and the important contribution aerospace makes to national security and U.S. technological strength, AIA members are a powerful and important component of our national economy. In addition to the headquarters and major manufacturing facilities shown on this map are the hundreds of smaller AIA member company organizations. Such a broad and diverse dissemination illustrates the strength of influence the U.S. aerospace industry holds across the nation and indeed the world. AIA is proud to represent the finest and most progressive aerospace companies in the world.

**ARGO-TECH CORPORATION**  
is the aviation industry's largest manufacturer of main engine fuel pumps and related accessories.



### **BARNES AEROSPACE**

produces machined and fabricated components and assemblies for aircraft engine and airframe builders.

## BRIDGE TO THE FUTURE **AIA VISION 2000**

**B.H. AIRCRAFT COMPANY, INC.**  
is a leading manufacturer of precision sheet metal weldments and structural components for the aerospace industry.





# Guiding Principles

*The Aerospace Industries Association of America, Inc., will:*

1. Adhere to the highest standards of ethical conduct.
2. Commit to developing consensus positions on all issues of importance to our members while maintaining free and open discussion and ensuring all views are heard.
3. Communicate to all audiences openly, clearly, promptly, and honestly.
4. Meet the challenges of a global aerospace industry.
5. Emphasize flight safety as the foundation for maintaining the public's trust in the aviation system.
6. Promote partnerships and coalitions with government and others who share our goals to identify solutions, achieve change, and maximize efficient use of resources.
7. Maintain excellence through leadership and the quality of our actions, services, relationships, and knowledge of the issues.
8. Value the strength diversity brings to our work force and ensure an equal opportunity environment.
9. Serve the membership according to the association bylaws and the direction of the Board of Governors.
10. Encourage industry programs that are designed to reduce environmental impacts and enhance worker health.



## **THE BOEING COMPANY**

is the world's largest manufacturer of commercial jetliners and military aircraft and the largest NASA contractor.



## **CORDANT TECHNOLOGIES INC.**

produces high performance, mission critical components for a variety of aerospace and industrial applications.



# Mission

The Aerospace Industries Association of America, Inc., shapes public policy that ensures the U.S. aerospace industry remains preeminent and that its members are successful and profitable in a changing global market.

AIA is the voice of the aerospace industry, representing the leading manufacturers of commercial, military, and business aircraft, helicopters, aircraft engines, missiles and spacecraft, materials, and related components and equipment.

Serving its members and the nation, AIA establishes industry goals and strategies, achieving consensus among its members and others on solutions to industry-wide issues.

# Vision

AIA is the American aerospace industry's bridge to the future, uniting all industry segments in the global aerospace market of the 21st century.

As a highly visible, proactive, and solution-oriented organization, AIA is recognized and trusted by its members, industry, government, the international community, the news media, and the public as the premier organization representing the U.S. aerospace industry and its collective interests.



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**AIA VISION 2000**



**DOWTY AEROSPACE**  
is a leading supplier of gas turbine engine components, including combustion chamber outer cases.

**DUCOMMUN INCORPORATED**  
offers the aerospace industry structural components, avionics products, and aircraft seating and cabin interior components.



Office of the President

# Policy and Planning

Policy and Planning coordinates AIA's Top Ten Issues, identified annually by AIA's Board of Governors as the most compelling and critical issues facing the aerospace industry.

The appropriate councils and committees work these issues to achieve consensus on effective strategies for action. These and other key concerns are then presented to appropriate members of Congress and the administration. AIA's president and chief executive officer and staff principals further raise awareness by testifying before Congress and meeting with key government officials.

Policy and Planning coordinates senior-level meetings with the Departments of Commerce, State, and Defense. Additionally, it responds to requests for information and recommendations by members of Congress and the administration and suggests strategic goals and execution of all policies directed or approved by the Board.

The office monitors the progress of special projects and ongoing programs undertaken by AIA. It makes recommendations for review, continuation, or modification to ensure their timely and successful completion.

*Policy and Planning includes:*  
Compensation Practices Committee



*AIA represents the entire aerospace industry: small business suppliers, component and subassembly subcontractors, and major sub and prime contractors.*



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TCN



DTK  
169  
MSG  
FMS  
TAS



**DUPONT COMPANY**  
holographic materials are used in head-up displays and other next-generation displays being developed by the aerospace industry.



**DYNAMIC ENGINEERING INCORPORATED**  
provides design, analysis, manufacturing, and test support for aerospace and marine customers worldwide.





Office of the President

# Legislative Affairs

Legislative Affairs is the direct link between Congress and AIA member companies on all legislative policy issues affecting the industry. In partnership with other AIA departments, Legislative Affairs communicates industry's viewpoint to Congress in an effort to advance legislation and ensure positive resolution of issues. Representatives from Legislative Affairs, along with the association's president and chief executive officer, educate congressional members and staff on the contribution of the industry to their states, districts, and the national economy. Frequent meetings, testimony, and other communication vehicles ensure this is accomplished.

The mandate for all activities of the Legislative Affairs Office is eventual resolution of AIA's Top Ten Issues, developed in concert with AIA member companies under the leadership of the Executive Committee of the Board of Governors. In addition to these top issues, other important subjects are often raised and analyzed by the appropriate AIA department for potential legislative components. Legislative Affairs then coordinates the response of industry in an effort to develop strategies for dealing with each issue. Constant contact with key players in Congress, coupled with a knowledge of the needs of AIA's member companies, allows Legislative Affairs to provide timely and crucial support to the aerospace industry.

A vital component to AIA's legislative efforts on behalf of the industry is strong support from the Washington representatives of AIA companies; they provide historical industry and legislative perspective along with short-term, quick-reaction capability and resources for long-term goals.

*Legislative Affairs includes:*  
Washington Representatives



## BRIDGE TO THE FUTURE AIA VISION 2000

### ESTERLINE TECHNOLOGIES

produces lighted cockpit switches, high-temperature elastomers, and critical temperature and pressure sensors for aircraft.

### GENERAL DYNAMICS CORPORATION

supplies sophisticated marine systems, combat systems, information systems and technology, and aerospace systems, including business jets.



### GENERAL ELECTRIC COMPANY

is the world's leading manufacturer of large and small jet engines for airlines, charter and leasing companies, and military aircraft.



Office of the President

# Communications

Communications supports all activities of the association's president and staff and explains the industry's positions on aerospace issues to the news media, government officials, and the public. Through a variety of vehicles, Communications ensures that the president and chief executive officer and staff principals are effective spokespersons for the industry.

Communications distributes press releases and statements in response to breaking news about industry issues. The office produces commentaries, news articles, speeches, and talking points and keeps the public informed about the many contributions of the aerospace community to the national and world economy. Communications schedules meetings and interviews with media representatives and the AIA president and staff in order to facilitate accurate dissemination of information. Regular publications produced by Communications include the *AIA Executive Update* and a monthly, policy-oriented newsletter. AIA's homepage on the Internet expands AIA's advocacy worldwide.

The Communications Council, composed of senior executives from member companies, is the primary link between the Board of Governors and the association. It provides communications guidance, direction, and strategy on critical matters affecting the industry and serves as an information and best practices sharing forum for its members.

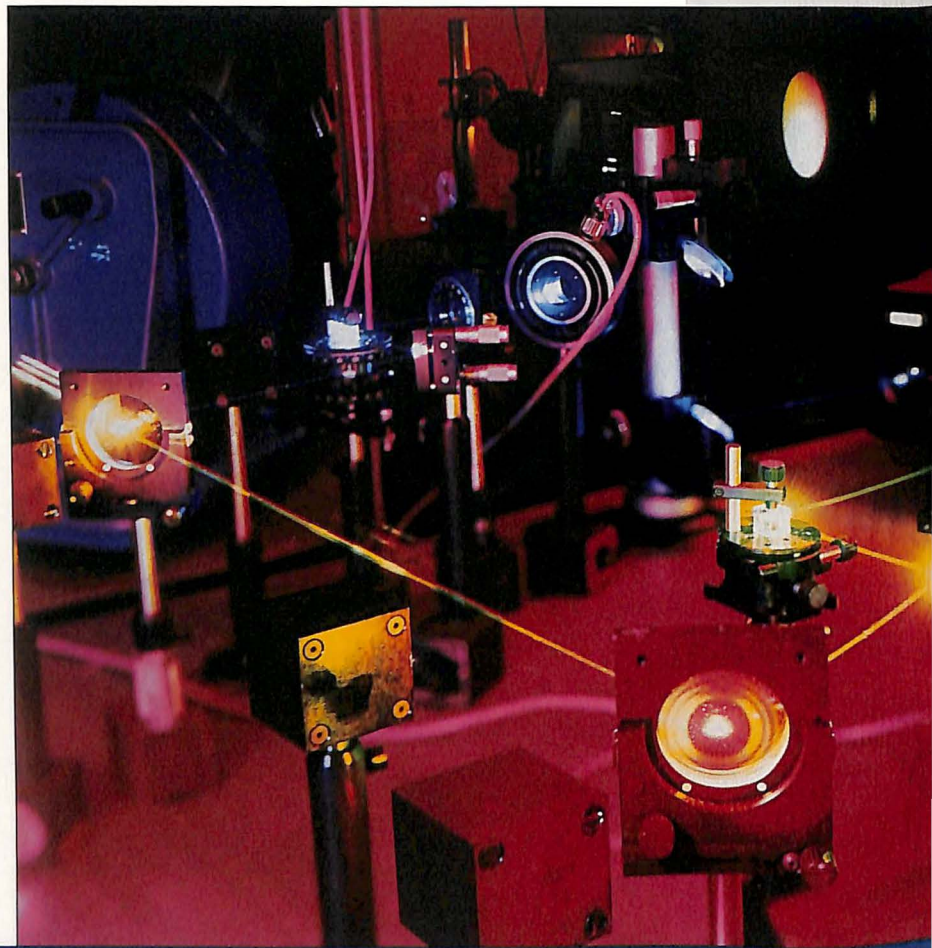
The annual Year-End Review and Forecast Luncheon, the Washington, D.C., forum for the state-of-the-industry address by AIA's president and chief executive officer, is sponsored by the Council. Several

hundred representatives from the media, government, and industry attend this event.

The Washington Public Relations Committee and various task groups organized by the Council assist in developing, implementing, and coordinating issues related to the association's issues.

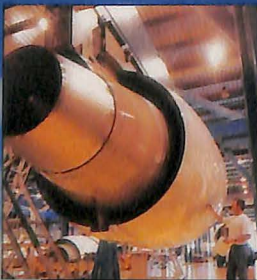
*Communications includes:*

- Communications Council
- Washington Public Relations Committee
- Ad Hoc Task Groups



## THE BFGOODRICH COMPANY,

which recently acquired Coltec, provides innovative, technology-based aerospace services and products, including jet engine nacelles, to customers around the world.



**CYBERTRUST—  
A GTE COMPANY**  
is the leading enabler of secure extranets and e-commerce for organizations extending their high-value relationships to the Web.



Office of the President

# Aerospace Research Center

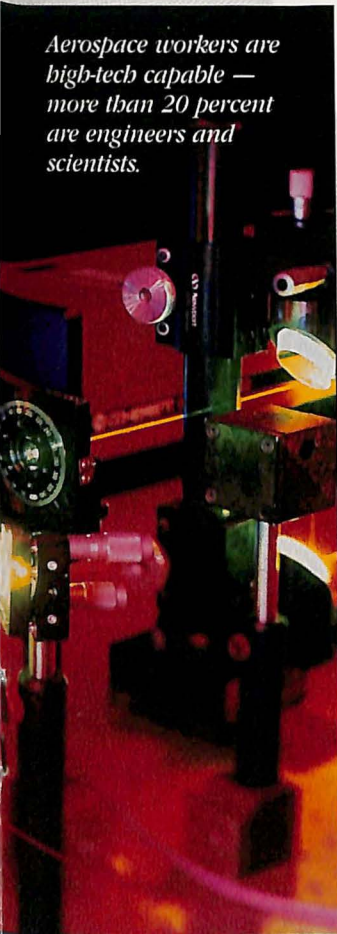
The Aerospace Research Center (ARC) provides research and statistical capability in support of AIA policy. ARC also offers survey and consulting research assistance, methodological review, confidential compilation, and aggregation to all AIA offices for ad hoc survey purposes.

The Research Center assists AIA staff in developing papers that provide economic perspective, information, and data supportive of AIA's policies and positions. Additionally, ARC offers insight into economic counter arguments, assumptions, and data for alternative positions.

As a result of its comprehensive statistical database, ARC is in a unique position to present an accurate and complete picture of the aerospace industry and to explain industry's function and role in the national economy. In conjunction with AIA Communications, ARC assists in handling government, industry, media and public queries, and prepares analytical articles for publication on domestic and global trends in the industry.

The statistical yearbook compiled and published by the Research Center, *Aerospace Facts & Figures*, is a valuable compendium of industry data.

*Aerospace workers are high-tech capable — more than 20 percent are engineers and scientists.*

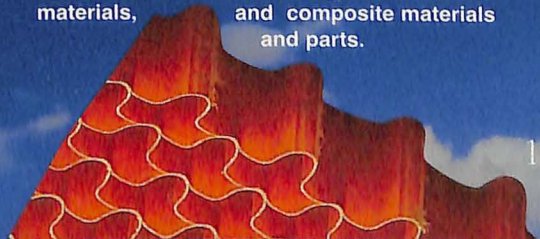


**HARRIS CORPORATION,** a global communications company, has created a tool for general aviation pilots that fuses real-time weather and flight plan data.

**HEICO CORPORATION's** Trilectron Industries produces ground support products for commercial and military aviation and space programs.



**HEXCEL CORPORATION** is developing and manufacturing carbon fiber, structural fabrics, fiberglass electronic materials, and composite materials and parts.



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**AIA VISION 2000**

# Procurement and Finance

Procurement and Finance (P&F) coordinates and presents the positions of AIA member companies on a range of legislative and regulatory issues, rules, policies, and procedures affecting federal acquisition and financial management to the Defense Department, the military services, and other government agencies.

The Procurement and Finance Council is comprised of committees and task groups made up of member company experts in the various disciplines that are part of the acquisition function. The committees and task groups operate under the guidance of an executive committee.

P&F is the focal point for many of the initiatives associated with the federal government's acquisition reform activities. Significant initiatives include commercialization of the government property management process and reduction in oversight for commercial item acquisitions as well as issues affecting industrial security and intellectual property.

P&F also proposes changes on behalf of the industry that would improve the buyer-seller relationship and result in lower overall costs to the government. Examples of these include eliminating or reducing the impact of the Cost Accounting Standards, improving the contract payment process, further simplifying contract requirements for commercial products and services, and amending the Civil False Claims Act.

*Procurement and Finance includes:*

- Procurement and Finance Council
- Executive Committee
- Cost Principles Committee
- Economic Advisory Committee
- Procurement Techniques Committee
- Property Management Committee
- Legal Committee
- Tax Matters Working Group
- Intellectual Property Committee
- Industrial Security Committee



*Investment in aerospace research and development has significant economic benefit: thousands of jobs in aerospace industries and thousands of spin-offs from aerospace inventions.*

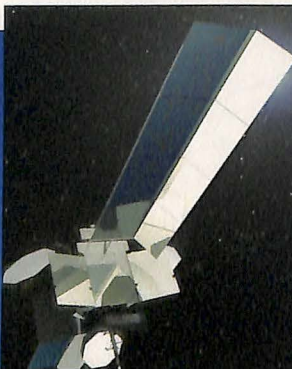
**HONEYWELL INC.**

is a leading supplier of avionics systems, including these ring laser gyro-based navigation systems being checked in a test lab.



**HUGHES ELECTRONICS CORPORATION**

produces advanced electronics equipment, such as the new HS 702 satellite using advanced power technologies.



Government Division

# Technical Operations

Technical Operations coordinates all activities of the Technical Operations Council (TOC), the principal technical and operations advisory group of the association. TOC has responsibility for all technical program management, industrial base, and operations issues affecting the production of aircraft, missiles, and space vehicles. It develops and integrates international standards through support of the International Standards Organization's Technical Committee 20 on Aircraft and Space Vehicles. AIA serves as the committee's secretariat.

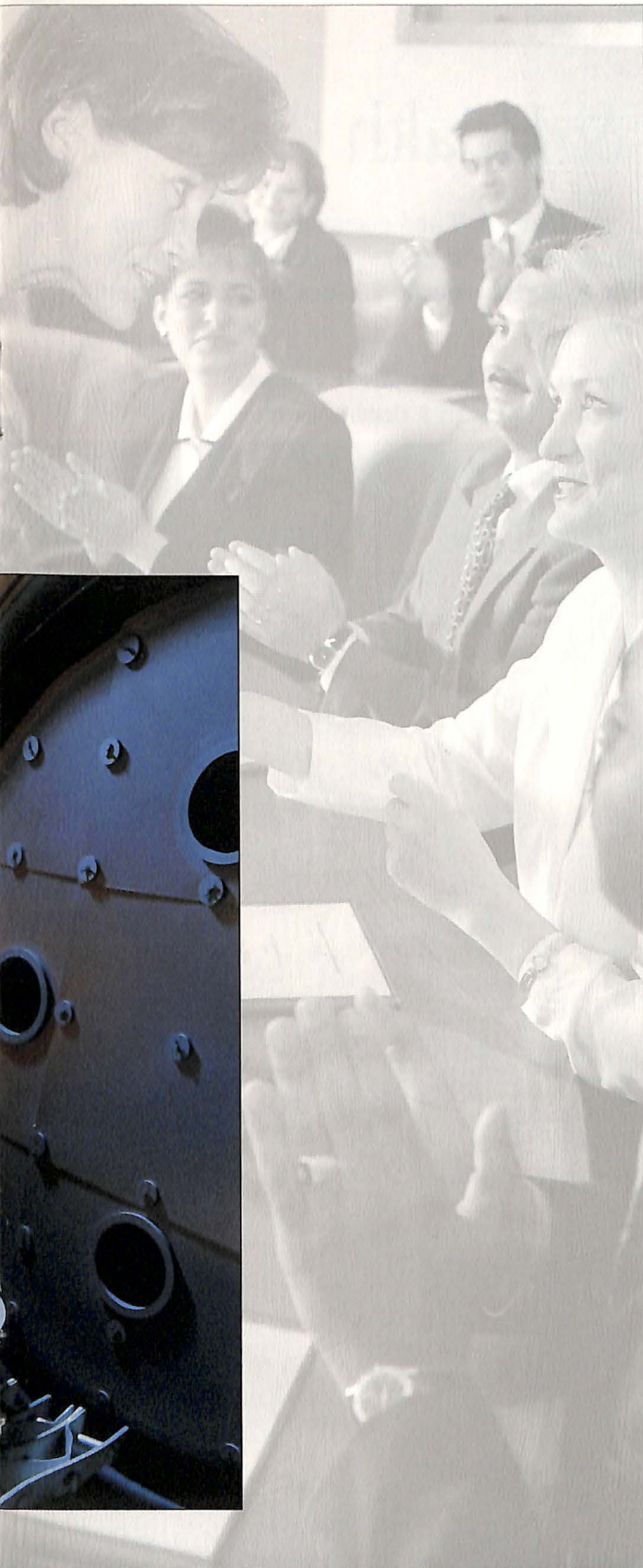
Additional activities of the TOC include the development of flight test operation standards addressing minimum facility requirements for contractor airport operations and the establishment of uniform requirements for contractor delivery of aircraft to the government.

The annual Materials Workshop on Environmental Issues is the responsibility of the TOC. This forum gives materials and process engineers the opportunity to review progress on the replacement of environmentally threatened materials and processes with safe and effective alternatives.

The Council and its committees develop policy for the association and its members on issues such as engineering contract requirements, manufacturing and materiel management, product maintenance and support, and quality assurance. The TOC's National Aerospace Standards Committee is one of the nation's largest standards-developing organization with more than 3,300 standards adopted by the Defense Department to date.

*Technical Operations includes:*

- Technical Operations Council
- Engineering Management Committee
- Manufacturing and Materiel Management Committee
- Product Support Committee
- Quality Assurance Committee
- National Aerospace Standards Committee



BRIDGE TO THE FUTURE

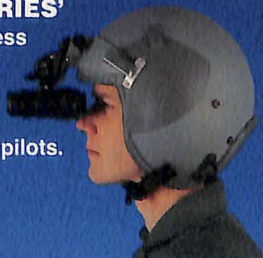
**AIA VISION 2000**

**INTERTURBINE CORPORATION**

produces both high temperature honeycomb screens for modern jet fighters as well as thermal barrier coatings for gas turbine components.

**ITT INDUSTRIES'**

Defense business includes the design of an advanced night vision imaging system for fixed-wing aircraft pilots.



**KAMAN AEROSPACE CORPORATION**

delivers aircraft structures and components, as well as advanced helicopters such as the SH-2G Super Seasprite.

# Environmental, Safety & Health

Environmental, Safety & Health (ES&H) assists AIA and its member companies in maintaining leadership positions on environmental and safety matters. ES&H advocates AIA's views on emerging federal, legislative, regulatory, and contractual concerns. It also facilitates the timely transfer of information and management practices among member companies.

The ES&H Committee, composed of member company representatives, works closely with other organizations such as the Environmental Protection Agency (EPA), the Department of Defense (DoD), the National Aeronautics and Space Administration (NASA), the Federal Aviation Administration (FAA), and the airlines to provide information on developing environmental, safety, and health regulations. For example, ES&H has addressed EPA limits on hazardous air pollutants generated by the testing of engines, including aircraft engines, rocket test firings, and paints and adhesives used in the manufacture of aircraft and other aerospace products.

ES&H staff and committee members work with EPA and other regulators to meet the intent of legislation while emphasizing cost containment and maintaining choices for achieving compliance. Completion of the Aerospace National Emission Standards for Hazardous Air Pollutants is a significant example of such an accomplishment.

The committee also maintains an active dialogue with DoD and NASA to ensure that environmental concerns and work safety and health issues are addressed fairly in the government contracting process. Such dialogue led to the development of National Aerospace Standard 411 by AIA, DoD, and NASA in 1993 to eliminate or reduce the use of hazardous materials in all acquisition phases of aerospace products. In addressing climate change policies, AIA continues to work with its customers as well as regulatory agencies to meet the challenge of reducing energy without sacrificing industry growth.

ES&H staff and committee members meet semi-annually to exchange ideas and information on emerging regulatory issues and management practices.

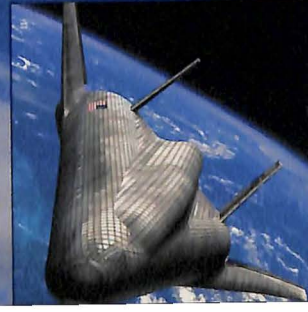
*Environmental, Safety & Health includes:*  
Environmental, Safety & Health Committee



**KISTLER  
AEROSPACE  
CORPORATION**  
is building and will  
operate a fleet of  
reusable aerospace  
vehicles to transport  
satellites into  
low earth orbit.



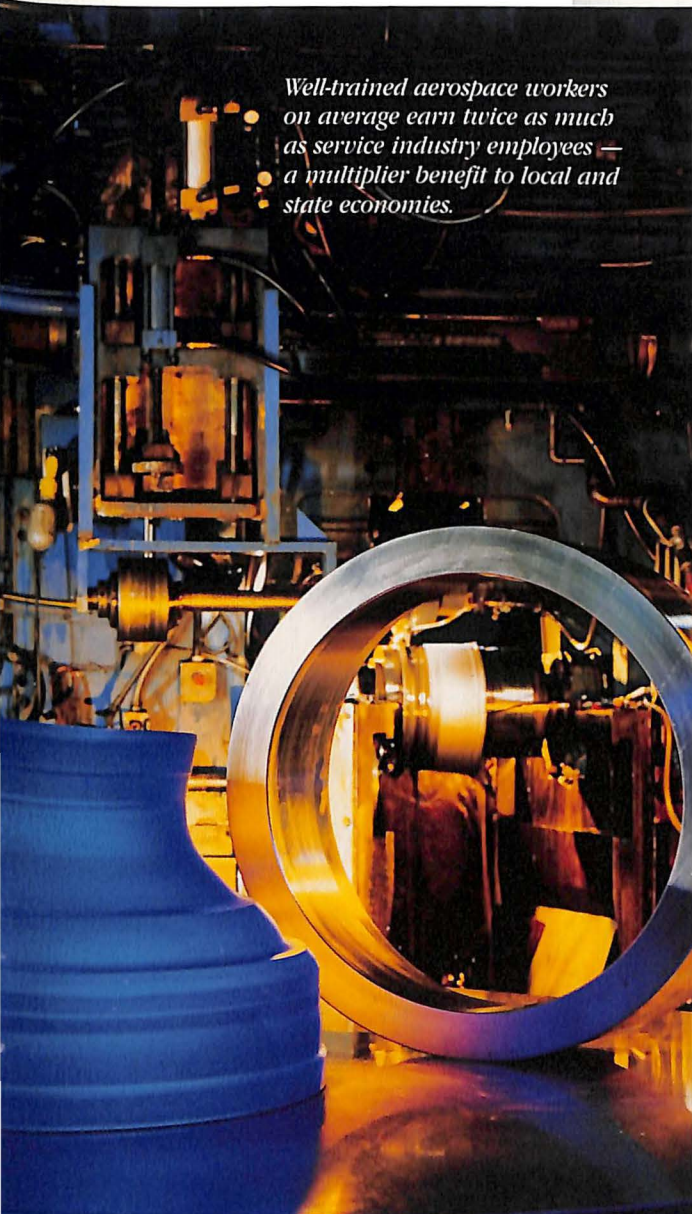
**LITTON  
INDUSTRIES,  
INC.**  
is integrating  
avionics aboard  
various military  
helicopters,  
including the SH-2G  
Super Seasprite.







*Well-trained aerospace workers on average earn twice as much as service industry employees — a multiplier benefit to local and state economies.*



## BRIDGE TO THE FUTURE **AIA VISION 2000**

### **LOCKHEED MARTIN CORPORATION**

is engaged in the research, design, development, manufacture, and integration of advanced technology systems, products, and services.



### **MARCONI NORTH AMERICA INC.**

supplies intelligent electronic systems, components, and systems integration for commercial and military applications.



### **MOOG INC.**

is a worldwide manufacturer of precision motion control components and systems for aerospace, industrial, and military applications.

# Space

AIA's Space Office provides Congress, federal agencies, and other organizations with an authoritative source for guidance on domestic and international space matters. As such, better representation of member issues throughout these segments of government and industry has become a renewed focus of AIA's advocacy.

The office has been active in advocating federal legislation to modernize U.S. launch ranges and streamline the export control process for space hardware. It has also developed active working relationships with key government departments, including the National Aeronautics and Space Administration, the Federal Aviation Administration (FAA), and the Defense, State, and Commerce Departments. Critical to this interaction, AIA serves as the industry's sounding board for the Space Technology Alliance, a task force of chief technologists from all federal agencies involved in space activities. AIA's goal is to provide industry views on technology roadmaps for space systems research and development resources that are sound and beneficial to both government and industry.

The orderly transition of U.S. launch activities from oversight by the U.S. Air Force to the FAA is on the long-term agenda for Space. AIA plans to participate actively in the rule-making process for FAA's development of a regulatory regime for the next generation of spaceports, space vehicles, and air-to-space-to-air traffic control.

*Space includes:*

- Space Council
- Steering Committee
- Government Space Committee
- Commercial Space Committee



**NORTHROP GRUMMAN CORPORATION** is a leader in design, development, and production of airborne and ground-based radars, including fire control radar for the F-16.



**PARKER HANNIFIN CORPORATION's** aerospace group designs, manufactures, and services hydraulic, fuel, and pneumatic components and systems for aerospace markets.

# Supplier Management

Supplier Management coordinates activities of AIA's Supplier Management Council (SMC). The SMC provides a needed forum for suppliers to address business issues related to customer-supplier relationships and also conducts periodic workshops for this purpose. The Council's ultimate goal is to develop solutions to problems that impede contractual performance and increase costs.

Through networking opportunities and interaction with government representatives, the SMC helps suppliers understand and respond effectively to the aerospace and defense industry environment. Working groups within the SMC identify key supplier issues and

develop plans for resolution. After thorough review and approval, AIA's Board of Governors implements these plans throughout the industry.

SMC members are also AIA associate members. A major benefit of membership in the Council is that supplier concerns become AIA concerns. As a result, AIA is better equipped to present the needs of suppliers (AIA associate members) and customers (AIA member companies) to Congress and key government officials.

The SMC is working toward a marked increase in associate membership for even greater representation and promotion of aerospace industry requirements and viewpoints to government customers.

*Supplier Management includes:*

- Supplier Management Council
- SMC Executive Committee
- Ad Hoc Working Groups

*There's meteoric growth in space — nearly a quarter of aerospace is space business, almost equal to military aircraft sales.*



## BRIDGE TO THE FUTURE AIA VISION 2000

### RAYTHEON COMPANY

provides products and services in the areas of commercial and defense electronics, engineering and construction, and business and special mission aircraft.



### ROBINSON HELICOPTER COMPANY, INC.

produces the R22 and R44 helicopters, offering owners and operators more value for their investments.



# Civil Aviation Division

Civil Aviation examines and addresses common, non-competitive domestic and international civil aviation and vertical flight issues. The department is guided by the Civil Aviation Council (CAC). The CAC provides the vehicle for AIA member company senior management to participate in setting policy objectives on issues of concern to the civil sector.

AIA member companies and corporate divisions that design or produce civil airplanes, rotorcraft, engines, parts, and components are eligible for representation on the CAC and its committees. Representation is also authorized for those who have designed and produced major systems or subsystems for commercial aviation. These include, but are not limited to, air traffic control equipment, terminal guidance and control, and enroute navigation aids.

Major functional areas of responsibility include airplane and rotorcraft design, manufacture, test, certification/qualification, and use; propulsion systems design, manufacture, certification/qualification and use; aircraft noise and engine emissions control; quality, product integrity, and flight safety of airplanes and rotorcraft and their related equipment and systems; commercial customer support, and all aspects of national civil aviation policy.

The CAC interacts with AIA councils concerning environmental, legislative, and international issues. Along with its committees, it also serves as a link to airline associations around the world and to safety agencies in the United States and abroad. The Council supports the ongoing work of AIA's Civil Aviation Division on such major issues as aircraft noise and emissions

standards, funding of the FAA and the National Aeronautics and Space Administration, aviation safety improvement, harmonization of the U.S. and European aircraft certification and operational regulations, product liability reform, FAA program management, and a cooperative FAA/industry partnership to improve the aircraft certification process.

#### *Civil Aviation Division includes:*

- Civil Aviation Council
- Aircraft Committee on Emissions
- Airplane Noise Control Committee
- Commercial Customer Support Committee
- Manufacturing, Maintenance and Repair Committee
- Propulsion Committee
- Rotorcraft Committee
- Transport Committee

*Ten years ago, two-thirds of aerospace sales went to defense. That's reversed now, and civil sales are two-thirds.*



**ROCKWELL COLLINS, INC.** is a global leader in the development and production of integrated aviation electronics systems for military and commercial aircraft.



**ROLLS-ROYCE NORTH AMERICA INC.** is a wholly-owned subsidiary of Rolls-Royce plc, one of the world's foremost engineering companies, supplying aero engines and power systems to international markets.



# International Division

International encourages U.S. and international policies that assist AIA member companies to compete and, where appropriate, to cooperate in the global international marketplace. Under the guidance of the International Council, committees and working groups address many critical issues, including export controls and finance, trade rules, government support for industry's sales efforts, and flexibility in working with foreign companies and governments.

International represents the views of its member companies before policy forums in Washington, D.C., and overseas. These include Congress, the Defense, State, and Commerce Departments, the Export-Import Bank, and the U.S. Trade Representative. AIA staff works with counterpart associations in Europe, Japan, Canada, and Korea.

With the end of the Cold War and increased globalization of the aerospace marketplace, AIA's voice and views on important international issues are considered the definitive American industry position. International has played a vital role in achieving numerous policy advances in the international arena, including the development of an administration policy on arms sales, establishment of a defense loan guarantee facility, and government support and participation by U.S. military at major air shows.

AIA coordinates military participation at major shows, including U.S. service displays of military aircraft and schedules of senior visiting government officials. AIA International also coordinates an annual international conference that brings together senior government policymakers with industry representatives to discuss current policy issues and objectives.

*International Division includes:*

- International Council
- Commercial Trade Committee
- Defense Trade Committee
- Export Controls Committee
- International Exhibitions Committee
- Legislative Committee



## BRIDGE TO THE FUTURE AIA VISION 2000

### TELEFLEX, INC./TFX SERMATECH



supplies turbine components, turbine component repairs, protective coatings, and on-board cargo handling systems to the aerospace industry.

**TEXTRON INC.'s** Bell Helicopter is the leader in vertical takeoff and landing aircraft and Cessna Aircraft in light and mid-size business jets.



# Administration and Membership

Administration and Membership manages AIA's daily business operations and activities in all program areas. General functions include financial management and accounting, personnel management, data information systems, purchasing, mail operations, telecommunications, and office management. Industrial security is also an important function. Personnel conduct briefings on clearance procedures and hold periodic reviews, briefings, and debriefings for staff members traveling at home and abroad.

In conjunction with the Policy and Planning Office, Administration and Membership assists in preparing program agenda and background materials for AIA's semiannual membership and Board of Governors meetings. AIA's secretary consults with AIA's general counsel to review and revise association bylaws and serves as liaison to two standing Board of Governors committees. The secretary is also responsible for conveying responsibilities of the Nominating Committee, developing criteria for selecting nominees to the

Board, and advising on selection processes.

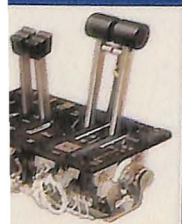
The treasurer meets with the Finance Committee to review AIA's investments, budget, and other financial matters as necessary. Staff members prepare reports for both committees and communicate results to AIA member companies.

Administration and Membership actively recruits new members, processes membership applications, and expedites appointments of new member representatives to AIA councils and committees.



## **TRIUMPH CONTROLS, INC.** produces aircraft components

such as control systems, accessories, auxiliary power units, avionics, and instruments.

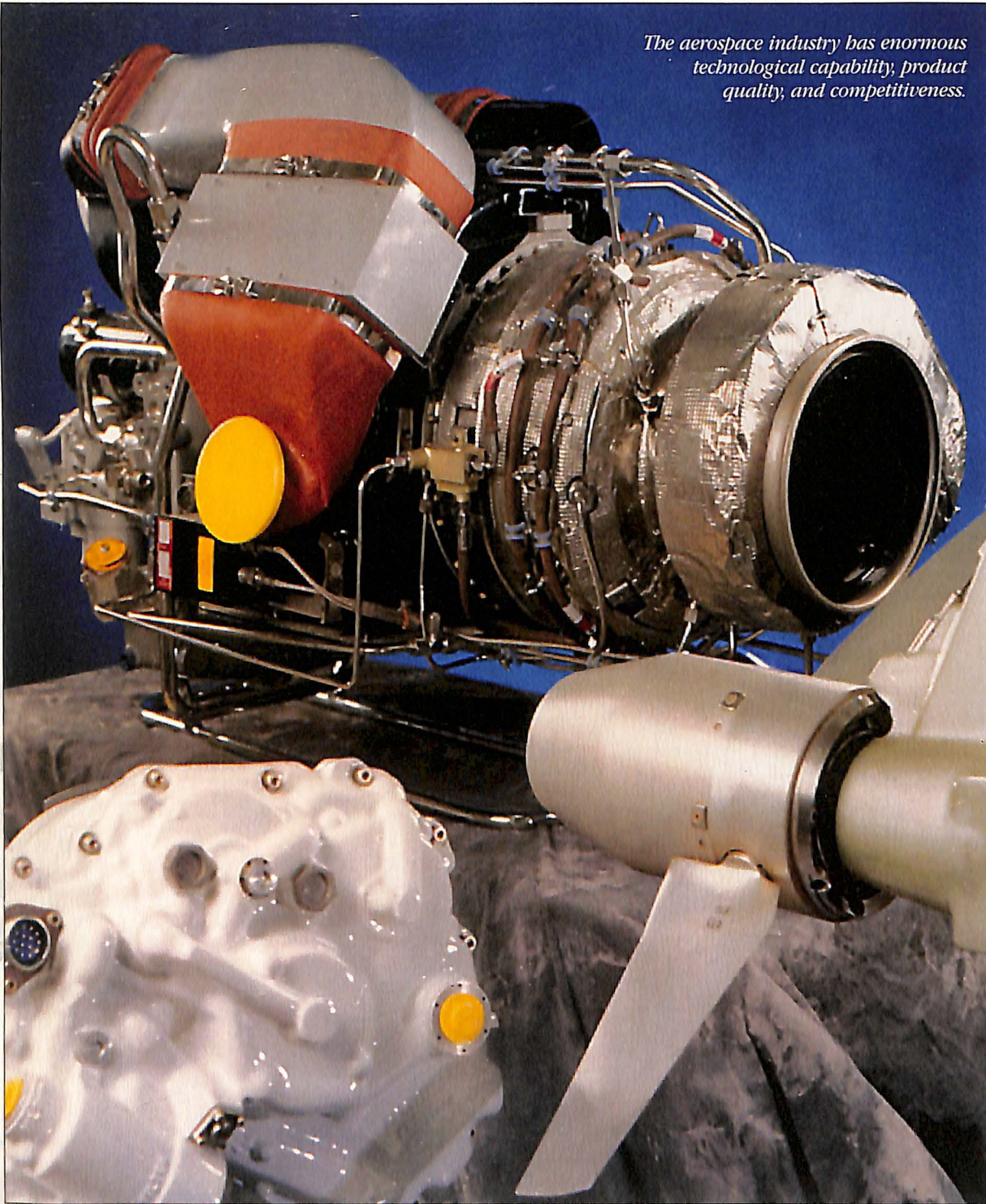


## **TRW INC.**

provides high-technology products and services to the automotive, space, defense, and information technology markets, including NASA's Chandra X-ray observatory.



*The aerospace industry has enormous technological capability, product quality, and competitiveness.*



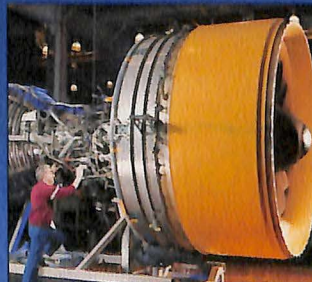
## BRIDGE TO THE FUTURE **AIA VISION 2000**

### **UNITED DEFENSE**

provides innovative military products in eight major defense markets, including the Mk 41 Vertical Launching System missile canisters for the U.S. Navy.

### **UNITED TECHNOLOGIES CORPORATION**

products include Pratt & Whitney aircraft engines, Sikorsky helicopters, and Hamilton Sundstrand aerospace systems.



### **WOODWARD GOVERNOR COMPANY**

provides engine fuel systems and fluid management products, services, and systems.





1250 Eye Street NW, #1200 Washington, DC 20005  
Phone: (202) 371-8400 Fax: (202) 371-8470 Web: [www.aia-aerospace.org](http://www.aia-aerospace.org)