



Chapter Leadership Manual

The Ninety-Nines, Inc.

International Organization of Women Pilots

Building address: 4300 Amelia Earhart Drive, Suite A, Oklahoma City, OK 73159

Mailing address: PO Box 950374, Oklahoma City, OK 73195

www.ninety-nines.org

99s@ninety-nines.org

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1. INTRODUCTION

1.1. Mission Statement

While serving on the CHAPTER LEADERSHIP team, you have the opportunity to guide the members of your Chapter as we all pursue the stated mission of The Ninety-Nines, Inc., the International Organization of Women Pilots, which is to:

“promote advancement of aviation through education, scholarships, and mutual support while honoring our unique history and sharing our passion for flight.”

Established in 1929 by 99 women pilots, our members *“are represented in all areas of aviation today. And, to quote Amelia, fly ‘for the fun of it!’”*

Business affairs of the 99s, at any level of our organization, are open to each member, not just a privileged few. Members of the Boards of Directors at both the International and Section level are happy to answer any questions you or your Chapter might have regarding any issue, financial and otherwise. These governing bodies are extremely conscientious about their fiscal responsibilities, what causes they embrace, and how they can keep The Ninety-Nines, Inc. healthy as a viable force in the world aviation community.

This manual is designed to help CHAPTER LEADERS serve the Chapter with the least possible hassle and in the best possible way. You are encouraged to make time to acquaint yourself with this manual as soon as possible and to refer to it often.

1.2. About this Manual

In the following pages, you will find hints for improving Chapter meetings and increasing membership. There are reminders of reports that must be filed to keep our entire organization functioning effectively at all levels – Chapter, Section, and International. Blank report forms and applications for scholarships and awards are continuously updated. They should be available on one or more websites as appropriate (e.g., www.ninety-nines.org; your Section and/or Chapter websites). You will also find lists of current Chapter, Section and International officers on these web sites.

Be sure that you have current copies of your *Chapter Bylaws* and *Standard Operating Procedures* (SOPs). Insert copies of those documents in the CHAPTER HOUSEKEEPING section of your **Chapter Leadership Manual**. Other Chapter documents should be inserted, including a copy of your Chapter’s Charter and a current list of Chapter Members. Consider keeping copies of the most current forms used by the Chapter. When they take office, ALL Chapter officers should receive a copy of the **Chapter Leadership Manual** (paper and/or electronic) from the outgoing team.

We joined The Ninety-Nines to fly and to associate with other women pilots. You will have more time to enjoy doing both if you refer to this manual for answers to questions that will arise during your term on the Chapter Leadership team. Please let your Section Governor know if you have any suggestions for improving this **Chapter Leadership Manual**.

1.3. Other Available Resources

Resources and aviation contact information are available online from the websites of many other organizations. You may want to compile a list of local agencies and resources and include their information with your Chapter's files. The success and growth of your Chapter will also depend on the networks and partnerships that you foster with other 99s, aviation-related organizations, and your local communities.

1.4. **Proud to be a Ninety-Nine**

Members of the 99s contribute broadly to the aviation community, especially through our various Trusts and partnerships. Each year, The Ninety-Nines awards *Amelia Earhart Memorial Scholarships* (Trust) to outstanding members for initial and advanced flight training or courses in specialized branches of aviation. The *Amelia Earhart Birthplace Museum* (Trust) in Atchison, Kansas holds a significant collection of early aviation and Ninety-Nines' history. The *Museum of Women Pilots* (Trust), on the second floor of our International Headquarters in Oklahoma City, houses one of the largest collections of records and memorabilia about women and aviation outside the Smithsonian. The *Endowment Fund* (Trust) is a permanent investment fund that provides financial support and perpetuates The Ninety-Nines, Inc. The *International Forest of Friendship* (partnership), also in Atchison, honors aviation pioneers and champions of aviation from every era and from around the world.

We also serve on airport, state, and federal aeronautics commissions. We airmark airports by painting compass roses and identifying information on airport surfaces. We give support to air museums. We host cross-country racing events that improve piloting skills, and local Chapters participate in Pilot Proficiency Training (PPT) programs. Many Ninety-Nines participate in the annual Air Race Classic, the longest running all women's cross-country air race – as racers, stop hosts, volunteers, and/or serving with the ARC leadership group.

Members of The Ninety-Nines participate in many areas of "benefit flying" such as Angel Flight, Flying Samaritans, Young Eagles and scouting programs.

This is a wonderful and unique organization with a membership reflecting a wide array of talents and interests. Applicants wishing to become a Ninety-Nine must either currently hold or have held in the past a pilot certificate issued by the appropriate government authority entitling her to fly aircraft. An applicant may qualify as a Student Pilot member with a current student pilot certificate or with an international equivalent.

When we meet other Ninety-Nines, we know that we share common experiences, have met common goals and have each been responsible for our own welfare as we claimed the skies to share in the joy that flying brings to all of us!

2. THE LEADERSHIP TEAM

1.1. Chapter Chair

As the Chapter Chair you have responsibilities to your Chapter, your Section and the International organization. You are the one who is the guiding force in encouraging your members to fly, to participate in Chapter activities and to welcome new members. You are encouraged to regularly refer to the following list of activities that will make you an effective and respected Chapter Chair.

Your job is to:

- Conduct both general membership and leadership team meetings.
- Carry out Section and International responsibilities:
 - Submit required reports
 - Answer communications on behalf of your Chapter
 - Communicate information received through Chapter meetings and in monthly mailings to your members
- Appoint committees (according to your own Chapter Bylaws) then coordinate and monitor committee activities to achieve your Chapter's goals.
- Project a good 99s image in the community.
- Attend Section Meetings, Section Board Meetings, Chapter Chair Meetings and the International Conference whenever possible in order to promote networking between Chapter Chairs.
- Delegate to your committee chairs and other members as many jobs as possible in order to promote a sense of Chapter involvement; leave yourself free to help where specifically needed and carry out leadership responsibilities.
- Make an honest effort to know all your Chapter's members.
- Make new members and Student Pilots feel welcome at Chapter functions.

1.2. Chapter Vice Chair

The Chapter Vice Chair assists the Chapter Chair in the performance of her duties and performs the responsibilities of the Chapter Chair in her absence. The Chapter Chair may delegate duties or projects to the Vice Chair to assist in managing the business of the Chapter. The Vice Chair should become fully knowledgeable about the inner workings of the Chapter so that she is capable of stepping into the role of Chapter Chair, either through the election process or due to an unanticipated departure of the Chapter Chair.

1.3. Chapter Secretary

The Chapter Secretary is responsible for the accurate and timely account of all transactions that occur in Chapter meetings and/or Chapter Leadership meetings. She handles Chapter correspondence, files all papers and documents pertaining to Chapter transactions, and issues all notices as directed by the members at the Chapter meeting. Her duties include:

- Take minutes at all meetings as instructed by the Chapter Chair.
- Prepare and distribute copies of the Chapter roster as needed (e.g., prepare an annual Chapter roster for inclusion in the Chapter Leadership Manual).
- Update the Chapter Leadership Manual as needed or as instructed by the Chapter Chair.
- Maintain copies of Chapter correspondence

1.4. Chapter Treasurer

The Treasurer is responsible for management of the Chapter's treasury. She maintains all records and receipts for income and expenses, as required by the IRS and state agencies. Her duties include:

- Reviewing Chapter budget and treasury and providing a Treasurer's Report at business meetings for discussion and approval.
- Presenting the annual budget to the membership for approval and sharing the report of receipts and expenditures at the annual meeting.
- Paying out any budgeted donations and expenses as directed by Chapter; recording and tracking payments in the Treasurer's books.
- Preparing and filing reports as required by Section or International (e.g., 501(c)(3) report for the Section Treasurer).

CHAPTER LEADERSHIP TEAM & MEMBERS HISTORY

[This information can provide an important historical record for your Chapter. Some Chapters may have gaps in this record but consider filling in gaps as you are able to do and keeping records going forward. Alternatively, you might consider creating an annual or biennial summary page for your Chapter.]

Chapter Charter: Month, Year

Charter Members:

Chapter Chair: [Current, year-year]

Most recent (top) to first Chair (bottom)

Chapter Vice Chair: [Current, year-year]

Most recent (top) to first Vice Chair (bottom)

Chapter Secretary: [Current, year-year]

Most recent (top) to first Secretary (bottom)

Chapter Treasurer: [Current, year-year]

Most recent (top) to first Treasurer (bottom)

Current Members: [define period of annual update – e.g., calendar OR fiscal year]

Members gained in the past year:

Members lost in the previous year:

3. WORKING TOGETHER AS A TEAM

2.1. Leadership Meetings

Depending on the geography of the Chapter, meetings of the Chapter Leadership Team can occur face-to-face or electronically. Be sure to follow any guidelines laid out in your Chapter bylaws. For Chapters that are more “local”, it can be productive for the leadership group to get together periodically independent of a broad membership meeting. For Chapters that might span an entire state, it will be more convenient to utilize electronic means (e.g., teleconference, video conference) to discuss Chapter matters. Some preliminary planning is critical to facilitate a smooth-running meeting.

- Schedule a Board meeting with your officers and committee chairs when there are complex issues to resolve or major events to plan.
- Review the minutes of the last meeting in order to determine where things were left.
- Prepare a meeting agenda and have copies available for the members.
- Consider including a calendar of Chapter events with the agenda.

2.2. Membership Meetings

The formal Business Meeting is generally carried out according to parliamentary procedures. Also be sure to follow any guidelines laid out in your Chapter bylaws. In presiding over meetings, you will discover that years of tradition have established a clearly defined order of business. As Chair you should use these procedures as guidelines for structuring your leadership efforts. To research the finer points of parliamentary procedures, you can read *Robert's Rules of Order Newly Revised* (11th edition), the authoritative resource on this subject.

See Appendix 13.3. Business Meeting Agenda – Order of Business for a template.

Your principal responsibilities for chairing formal business meetings include:

- initiating proposals and bringing issues to the members on which they may wish to take action;
- facilitating and guiding the discussion in order to carry out business items;
- encouraging and supporting a climate of harmony and teamwork;
- clarifying and summarizing motions under consideration, before they are voted on.

Generally, important items of business should be introduced in the form of a motion by one member and then seconded by another. This avoids consuming time in considering a question that only one person favors. The Chair then states the question (motion) and asks for discussion. Debate should be limited to the merits of the immediate business in the motion, and it is the duty of the Chair to keep discussion relevant and moving along. As the debate winds down, the Chair “calls for the question” (asks for a vote). The Chair should then clearly state what is being voted on. Formal proposals are then made, discussed, voted upon, and recorded.

In order to keep the business meeting shorter, minor items or those with obvious unanimous approval should be decided by consensus of the members.

Throughout the meeting, correspondence, flyers, newsletters from other Chapters, etc. should be passed around, or posted on a bulletin board.

2.3. Secrets of Successful Meetings

Whenever possible, be consistent in the location and/or time of the meeting. This allows members to block out the meeting time on their calendars. It is important to publish and advertise your meetings to ensure that members have the information and can readily access it (e.g., web site, social media, contact person/host). This is especially important if your meeting time or place changes (e.g., different fly-out locations where members gather).

Maintain a current list of email contacts for your Chapter members, but don't rely exclusively on email for last minute or important changes. Even the most tech-savvy members may fail to get last-minute changes. Many Chapters use the International 99s online membership directory to download the most current membership information.

Meet for a meal before the meeting at a local restaurant or rotate having someone bring snacks to enjoy during a break. Many Chapters that span a large geographical area plan fly-outs and RONS (Remain Over Night) several times a year to coincide with their meetings.

Create a phone/text bank to contact members before a meeting or fly-in. Personal contact is one of the best ways to retain members and to help your membership grow.

2.4. Chapter Programming

Chapter programming is key to keeping your Chapter morale high and your members interested. Interesting and informative programs increase attendance at meetings. It is important to mix your programming to sustain and build enthusiasm. The activities that can be explored are as varied as are our Chapters and Sections – share your ideas! Here are a few examples to consider:

- Chapter Projects – compass rose earmarking's, updating your Chapter history, planning a Section meeting when it's your turn to host one.
- Fly-ins or Fly-outs – get out there and fly as much as possible. Offer rides to your members who may not be currently flying. Consider appointing a Flying Activities Chair to coordinate these events or identify a Host Organizer for each event. Consider a themed flight or a mystery flight. Don't forget to identify an alternative place to meet in case of poor weather or other changes.

- Joint Chapter Events – every Chapter has other Chapters on their borders. Find a place to meet near your border and bring your Chapters together. It’s a great way to change up the group, meet new people, and exchange ideas.
- Safety Seminars – bring your aviation community together by advertising to others beyond your Chapter.
- Speakers – in general, your members are interested in anything aviation-related. Advertise the event beyond your Chapter (e.g., local airports, EAA chapters), and invite non-members as a way to attract new members and to spread the word about the 99s. If you have scheduled speakers, be sure to have an alternative plan, just in case they don’t show up. It can and does happen.
- Etc., etc. – Pennies-A-Pound airplane rides for intro flights, Pilot Proficiency days or proficiency competitions, poker runs, potluck parties, under-the-wing camping, and more.

No one formula works for all Chapters. It is key to find what works for your Chapter. You will also find that Chapter vitality is sustained by mixing things up sometimes. Some activities may become worn or lose the interest of the group as members come and go. Each year when planning for the future year, consider introducing a new activity or bringing back an old activity that hasn’t been done in awhile. Avoid getting in a rut or being too routine. Explore new ideas.

4. CHAPTER HOUSEKEEPING

3.1. Chapter Calendar

Chapter leadership is responsible for notifying their members in advance of each Chapter meeting.

Ideally, your Chapter publishes a newsletter on a consistent basis. The calendar should also be published on your Chapter's web site and/or social media site. Exchange it with other Chapters. Don't hesitate to include published fly-outs and other events that are planned by your neighboring Chapters.

Even if your Chapter is a "spur-of-the-moment" group, there are probably activities that recur periodically (e.g., holiday celebrations, installation functions). The activities listed on calendars from past years are useful when planning future calendars. You should maintain a copy of your Chapter Calendar in this section of the Chapter Leadership Manual.

With internet communications, it's now easier than ever to find aviation-related gatherings locally, regionally, nationally, and internationally throughout the year. You are encouraged to maintain an ongoing calendar of aviation-related events as a resource for planning your future Chapter events, including possible fly-outs. Build a resource list of aviation organization websites and consult The Ninety-Nines website for additional links – you will find both calendars and digital magazines carrying a wealth of information for your events.

3.2. Chapter Finances *[non-U.S. Chapters will need to ensure that they meet regulations of their home countries]*

The Ninety-Nines, Inc. conforms with IRS Code 501(c)(3), and your Chapter Charter verifies that your Chapter is a branch of The Ninety-Nines, Inc. However, each Section has its own tax exemption status, must collect information from each Chapter, and must combine that information to make one tax-exempt report as required by the IRS. For that purpose, each Chapter must make an annual report to their Section Treasurer.

Your Section's annual group list update must be received by the IRS 90 days prior to end of the fiscal year – e.g., IRS must receive the update by March 3rd for May 31st year end. Be sure to update Chapter information with your Section 501(c)(3) Chair (or Treasurer) as well as International Headquarters. Chapters may use the 99s HQ PO Box address, if they prefer not to use home addresses of officers. HQ address: PO Box 950374, Oklahoma City, OK 73195.

Should the IRS contact a Chapter directly, the Chapter should not respond but should immediately forward all communication to the Section 501(c)(3) Chair (or Treasurer), who has been appointed to represent the Section in these financial matters. Please note that in the case of Form 990-N, she can guide you. See 4.3. Tax Information below for more information.

While your Chapter's annual Financial Report Form is required to be sent to your Section Treasurer for her report to the IRS, your Chapter's funds are your own to use at the local level for your own projects.

All of those local level projects must fall within the category of "charitable, educational or scientific" activities (at least one of those three categories) in order for your Chapter to spend its money. These mandates are set forth in The Ninety-Nines Certificate of Incorporation.

Many Chapters conduct an informal audit of the Treasurer records each time there is a change of Chapter officers or every two years. It is suggested that at least two members who are familiar with balance sheets, expense statements, and banking procedures be appointed to report back to the membership.

Dues are paid to The Ninety-Nines at the International level. This includes Section dues which are rebated back to the Section by International. Chapters must raise their own funds. Some Chapters voluntarily elect to have 'Chapter Dues' to pay for newsletter expenses and other activities. Additional funds may be raised through fundraising events or product sales. Your Chapter may accumulate funds and carry them over from year to year. However, Chapters are not encouraged to hoard large treasuries; rather to use funds effectively to promote our Mission Statement and to share our knowledge and love for aviation within our communities.

Additional information can be found below in 4.3. Tax Information and 4.4. Insurance sections Also, for those members who are considering contributions to our organization at any level and for those who have questions about how to deduct expenses incurred as a member of The 99s, go to www.irs.gov and click on Charities and Non-Profits for more information.

Reimbursement of expenses: The IRS places restrictions on paying members a salary to perform services for the Chapter or Section, but reimbursement of expenses is allowed. This may include, but is not limited to, paying the registration fee and/or certain travel expenses for the International annual Business Meeting for your Chapter Chair or elected delegate(s) to represent your Chapter at this meeting.

3.3. **Tax Information** *[non-U.S. Chapters will need to ensure that they meet regulations of their home countries]*

The Ninety-Nines, Inc. is a 501(c)(3) organization, and each Section is a separate 501(c)(3) Charitable Corporation. The individual Chapters are included in their Section's exempt status. While the 99s are exempt from state and federal income taxes and Federal Unemployment Tax, they are not exempt from Social Security and Medicare taxes. The corporate status of each Chapter protects the individual members from liability as a result of a group activity. The deductible status is a "selling" point for getting contributions from businesses and industries.

What is deductible? As members, your expenses for attending meetings of Ninety-Nines, Inc., Section Meetings, and Chapter Meetings may be all or partially deductible from your taxable income.

In addition, various activities may generate tax deductions in the form of contributions. Your tax advisor should be made aware of your activities as a member of The Ninety-Nines. Operations under Section 501(c)(3) are summarized below, clarifying your tax privileges under the tax code. **CAUTION:** Purely social functions are not deductible in any way.

Deductions may include:

- contributions to any Chapter, Section, and/or International
- membership dues
- bequests, legacies and devices by will and gifts are deductible for federal estate and gift tax purposes
- out-of-pocket expenses, including unreimbursed expenses incurred in rendering services to or for the organization, transportation, travel, uniforms, telephone, equipment, reasonable payment for necessary meals and lodging while away from home overnight donating service, are deductible, on both your state and federal returns.
- **EXCEPTION:** attendance at Conferences and Section Meetings are not deductible to an individual member unless she is a duly selected delegate and can prove services or official duties rendered at the Conference/Section Meeting (proof must be reflected in the minutes).

What is not deductible? Admission tickets, except for the amount that is in excess of the fair value of the benefits received; raffle tickets; donations to politically oriented organizations. **CAUTION** – purely social functions are not deductible in any way!

File annually! To protect your members' income tax privileges, your Chapter must file the Financial Report Form with your Section 501(c)(3) Chair (or Treasurer) annually. It is due July 1, and the form may change slightly from year to year. It is a Chapter's responsibility to meet this important deadline. Be sure to annually review IRS Form 990 information and consult with your Section 501(c)(3) Chair (or Treasurer) to ensure that your Chapter is compliant.

99s Endowment Fund: It is a tax advantage to consider contributing to this fund as it also invests in the future of the 99s. It is a permanent investment income fund established to supplement financial support of our organization. See the 99s website for more information.

Gifts and bequests: Tax deductible gifts to The Ninety-Nines may be made in several ways including bequests. Contributions may be made for general support or restricted to an area of interest. Contact International Headquarters or visit our website for more information.

What is the advantage of a 501(c)(3) status?

- The organization may legitimately solicit contributions for both Sections and Chapters, with donors being able to write off the amount on their tax returns.
- Each 99, who is an officially elected delegate, may write off all expenses incurred while attending a Section Meeting or International Conference on her personal tax return. She may also write off anything that she may do for her Chapter.

Does an exempt Chapter have to file income tax returns? Chapters do not file an income tax return, but yearly report forms must be filed. If your Chapter's gross receipts for the year are normally more than \$50,000, you should be filing IRS Form 990 or 990-EZ. If your Chapter's gross receipts for the year are normally \$50,000 or less, your Chapter is required to file Form 990-N online. Additional information about IRS Form 990 filings is available at www.irs.gov as well as other websites (search 'IRS 990').

Beginning in 2008, if your Chapter's gross income for the year is normally \$50,000 or less (\$25,000 before 2010), your Chapter is responsible for electronically filing IRS Form 990-N (also known as *e-Postcard*). The e-Postcard is due every year by the 15th day of the 5th month after the close of your tax year. For most 99s Sections and Chapters, if your tax year ended on May 31st, then the e-Postcard is due by October 15th.

The IRS User Guide is available on the IRS website (<https://www.irs.gov/pub/irs-pdf/p5248.pdf>) and includes step by step instructions to register and to file the 990-N. Read and follow the guide to avoid problems and errors with the filing. If you are filing for a Chapter that is part of your Section's Group Tax Exemption, the Section name will be in the database – be careful that you enter the correct EIN (Employer Identification Number) for your Chapter, and enter your Chapter name in the DBA (Doing Business As) field.

You risk losing your tax-exempt status if you fail to file the e-Postcard (Form 990-N). There is no financial penalty for late filing, but an organization that fails to e-file Form 990-N (or information returns Form 990 or 990-EZ) for three consecutive years will automatically lose its tax-exempt status.

If you receive a notice from the IRS about the Form 990-N, contact your Section Treasurer without delay for guidance and to confirm that you are included in the Section's group filing.

For more complete information go to www.irs.gov and the Charities and Non-Profits section.

For how long does each Chapter need supporting documentation? Financial records should be maintained for a minimum of three years after the later of the due date of the Form 990 or the date the form was actually filed if required. For ease of administration, the Chapter may want to establish a policy of maintaining financial records for four or five years.

Does this status prevent us from doing any political lobbying? Campaigning for political candidates is prohibited. Political lobbying is not prohibited, as long as it does not constitute a substantial part of the Chapter's or Section's activities. As a practical matter, lobbying may come under scrutiny and may not be worth risking the loss of our tax exemption.

Where should financial support come from? Requirements for the exempt status state that an organization must receive at least two-thirds of its financial support from the public. That

includes money from fundraising projects, time and services and gifts donated by airport and community members, etc. Public support also includes members' dues.

3.4. Insurance

When is insurance required? For any Ninety-Nines Flying Event to be sponsored and/or conducted by a Chapter, the member in charge of the event must obtain insurance for the event from 99s Headquarters in Oklahoma City. It will protect the Chapter, its individual members, and The Ninety-Nines, Inc. **When in doubt or unsure, contact Headquarters.**

If your Chapter is charging for the event (i.e., Pennies-Per-Pound flights), consider that other forms may be required for the protection of your Chapter and members. Contact 99s Headquarters with your questions, and they can direct you to the proper resource person.

For a Non-Flying Event, Comprehensive General Liability coverage is already in place for customary Chapter functions, including meetings. The Chapter needs to determine if any additional coverage may be required for a specific Chapter-sponsored/conducted event.

How do we apply for insurance? Contact staff at 99s Headquarters for forms and more information. There may be a charge for event insurance. Before making application for insurance, determine whether there are requirements by other entities who should be named as 'Additional Insured' parties. For instance, if you are sponsoring a flying event at an airport, will the airport authorities require that the airport be named on the policy? Normally, no extra charge is made to name other insured parties.

What about a Certificate of Insurance on participating aircraft? If you are conducting an air rally, poker run or other flying event, you must have on file a Certificate of Insurance for each participating aircraft. These documents verify that every aircraft carries insurance and should be issued to your Chapter, The Ninety- Nines, Inc. and to airports included in the event. Normally, no charge is incurred by the aircraft owner from his/her insurance company. **IMPORTANT** – Be sure that registration for the event allows sufficient notice and time for the aircraft owner to secure the Certificate of Insurance.

Are there limits to coverage? Ninety-Nines' insurance does not cover balloons, helicopters, experimental or homebuilt aircraft.

What if weather is uncooperative? The form for Flying Event insurance allows for a 'Rain Date' so that a second application is unnecessary.

What if the event is cancelled? If the event is cancelled for weather or another reason, notify 99s Headquarters, and the charge for the insurance binder will be applied to your next event. The money is not refunded, but you don't lose it.

3.5. Chapter Records

CHAPTER UPDATE FORM: Each year, this fillable form should be downloaded from the Members Only section of the website and updated with any changes in your Chapter information – including officers, meeting dates, website links, etc. Complete any updates, save the document, print a copy for your Chapter Leadership Manual, and send a copy to 99s Headquarters. These changes will then be made to the 99s Directory to maintain currency.

A series of documents, listed below, should also be kept in your Chapter Leadership Manual. This is also a way to retain some basic history for your Chapter. High on the list are your Chapter Charter, Bylaws, Standing Rules and SOPs. If your Chapter’s manual lacks one or more of these documents, now is the time to initiate research into who in your Chapter might have access to the most recent files. Also, verify that International Headquarters has copies of these documents; if not, submit them to Headquarters.

Establish a procedure for transferring records as leadership changes occur. Retain both hard copy and electronic copies of Chapter records. Ensure that ALL of the leadership team has access. Do NOT risk having these important documents retained by only one individual.

These documents (or copies) should be inserted in your own Chapter Leadership Manual:

- Chapter Charter
- List of Charter Members
- Chapter Bylaws
- Chapter Standard Operating Procedures (SOPs)
- Chapter Minutes and Financial Reports
- Chapter Board Requirements and Duties (form follows)
- Chapter Committees List and Duties
- Current Membership List (update annually)
- Chapter History
- Chapter Calendar
- Public Relations Contacts and Local Agencies (including FSDOs and FBOs)
- Inventory of Chapter Assets and Holders of Assets
- Any Tax IDs and your state’s Corporation Report (if applicable)

The following recommendation for Chapter Records is made by International Headquarters:

<u>Item</u>	<u>Keep</u>	<u>Duration</u>	<u>IRS/Corporation</u>
Monthly Checking Statements	Yes	5 years	IRS
Investment (CDs, Stocks, etc.) records	Yes	5 years after disposition	IRS/Corporation
Financial Auditor Report	Yes	Permanent	IRS/Corporation
Periodic Treasurer Reports (monthly, bi-annual, etc.)	Yes	3 years	IRS
Annual Financial Reports	Yes	Permanent	IRS/Corporation
Chapter/Section Business Meeting Minutes	Yes	Permanent	IRS/Corporation
Chapter/Section Incorporation Document	Yes	Permanent	IRS/Corporation
Form 990	Yes	Permanent	IRS
Chapter Charter	Yes	Permanent	Corporation

3.6. Chapter Operations – Bylaws, Standing Rules, and SOPs

Chapter Bylaws, Standing Rules, and Standard Operating Procedures vary from Chapter to Chapter. Not all Chapters will have Standing Rules and/or Standard Operating Procedures. These documents can be very helpful to provide members with a set of instructions and guidelines to conduct the Chapter's business. In this section of your Leadership Manual, insert your Chapter's own one-of-a-kind records and keep them organized and updated.

Periodically, the Chapter should review its Chapter Bylaws and Standing Rules, and update any sections that may need changing (or clarification) to agree with any International or Section updates. When making changes, it's recommended to submit the information to the International Headquarters requesting a review by the organization's General Counsel (no charge for this service). This ensures that changes do not create conflicts with International documents and practices and must be done before the membership votes on any changes.

The Chapter membership then needs to vote and ratify the new documents. You should have current Bylaws and Standing Rules in your files, and a copy should be inserted in this section of your Leadership Manual. Any Standing Operating Procedures (SOPs) should also be included in the Leadership Manual. Copies should also be sent to International Headquarters for their records.

See Appendix 13.4. Chapter Board Requirements and Duties for a template to use as a record of your Chapter's requirements for holding office and the duties of each office. This information should comply with your Chapter Bylaws and Standing Rules. If changes are made to Chapter Bylaws and Standing Rules, this page should be updated. Be sure to retain both present and past copies of your Chapter documents. Maintenance of your Chapter's history and protecting institutional memory is important.

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Insert CURRENT CHAPTER BYLAWS document.

[Page intentionally left blank]

Insert CURRENT CHAPTER STANDING RULES document.

[Page intentionally left blank]

Insert CURRENT CHAPTER STANDARD OPERATING PROCEDURES document(s).

5. CHAPTER FUNDRAISING

Many Chapters raise money by requesting contributions from attendees at educational events and by providing goods and/or services at aviation-related events. Flying Companion Seminars provide a unique educational opportunity when directed to the non-flying associate/spouse of a pilot and are usually very rewarding in more ways than financially. Frequently two or more small Chapters may join together to present educational aviation events that provide funds for Chapter treasuries.

To avoid a duplication of effort, the International Board of Directors regulates who may and may not solicit funds and grants from large corporations or organizations. Chapters may feel free to solicit local business sponsorships and contributions to their own local projects and events. But, they are prohibited from soliciting large contributions and grants when to do so might jeopardize significant corporation participation in some of our more long-term and far-reaching International projects.

Use of Trademarks and Logos: The classic *Compass Rose logo* and the newer *99s "Swoosh" logo* are the official insignia described in the Bylaws. The name *The Ninety-Nines, Inc.* also carries a registered trademark. Sections and Chapters are authorized to use the logos or name on items to be sold for benefit of the Section or Chapter but not for the benefit of individuals or unrelated organizations.

All items for sale by Sections or Chapters bearing The 99s logo or name must be approved by the Trademark Committee through International Headquarters and will be approved for a limited time. Requests for an extension may be considered.

6. GROWING YOUR CHAPTER – RECRUITMENT

Recruitment is critical for growing your Chapter and for keeping it vibrant. A Chapter Membership Chair can serve as an organizer in promoting this effort, but for real success, all Chapter members must reach out whenever and wherever possible to advertise and introduce The Ninety-Nines organization across the aviation community.

With any organization, it is also critical that the role of a Membership Chair is not open-ended. Set a term for the office and plan for transition. Sharing this leadership role ensures that it stays fresh, benefits from new ideas, and doesn't leave one member feeling that they have a "life sentence." Consider one- or two-year rotations, and consider term limits. It is crucial for Chapters to ensure a rotation of service so that members share the workload and share the commitment in the Chapter.

What are some outlets to consider?

- Distribute and display **posters, flyers and business cards** in your area's airports.
- Advertise your upcoming meetings – distribute and post a flyer.
- On these materials, be sure to **include all contact information** – web site, email address, social media, phone number.
- Consider sending out brief **press releases** and making sure that at least one member is available to talk to an interested member of the local press. Free publicity is priceless. For help, see *"How to Write a Press Release"* in The International 99s Library resources (Members Only area).
- Does your **state aviation office** manage a Calendar of Events to promote aviation across the State? Post your meetings and events on this calendar.
- Reach out and partner with **other aviation groups** – e.g., EAA and Young Eagles, local pilot groups, flying clubs. Consider sponsoring a joint Safety Seminar or other aviation talk.
- Be sure that area **flight instructors and examiners** are aware of your Chapter's activities.
- Identify **aviation colleges/universities** and **flight schools** in your area and reach out to them routinely – ideally, more than once a year. Look to attend their public events and distribute your 99s materials. Offer to meet with their interested students.

The Ninety-Nines web site has several tools that may be helpful:

- 99s Recruitment Poster
- 99s Retention and Recruiting Handbook
- New Member Guide

Engage your new members in activities. Don't just let them "float", because it's an invitation to fall away quickly. Consider asking her to host a meeting – let her pick the location and invite the group to her "home" turf. If she's a student pilot or an inactive flyer, invite her to fly with another member – even better if the other member might be an instructor.

If your Chapter develops some particularly successful tools and/or approaches, consider sharing them more broadly across your Section and with International. Contribute these

grassroots success stories to your Section newsletter and/or the 99s Magazine.

7. NURTURING YOUR CHAPTER – RETENTION

Recruiting new members is only one side of the membership equation. Retention is equally important.

Membership should not be a “revolving door” – after all the work of recruitment, be sure to keep them interested and foster their commitment.

Consider establishing this commitment by building a strong foundation based on three key elements:

- **Aviation** is the tie that binds us all. So be sure to keep the group engaged in aviation AND aviation-related activities. Many Chapters identify locations for fly-outs on their calendars. Those members with open seats on their planes can offer seats to other members. Others might drive to the airport and provide the “crew car” to transport folks to an area restaurant to share a meal. Or the local member(s) might organize the event for those visiting. Keep your Chapter’s love of aviation front and center.
- **Engagement** of new members is essential to welcoming these new friends into our organization. It’s important to communicate a message that we value the participation of new members and the new ideas that they bring to our meetings. Open a dialogue to learn more about their interests and strengths, and consider this when deciding how they might best engage with the Chapter. Some might just like to host a meeting in the beginning. Others might already belong to other aviation groups and might enjoy introducing the 99s to their friends and colleagues. New members might have skills valued by your Chapter and might pitch in by helping out in certain areas (e.g., newsletters, youth aviation activities). As they build time in the Chapter, they may eventually grow toward taking a turn with a leadership role (e.g., committees, officers), but don’t push it too soon and scare them off.
- **Teamwork** and shared labor is the key to sustaining a Chapter. New members should be introduced to the “team” early, and it should be evident that the group’s activities are a shared effort. Chapters also must demonstrate sustainability that is not based on ‘life terms’ in office. If leadership roles don’t show regular turnover with elections and appointments, it sends a message that the Chapter is stagnant and stale. Take turns and consider rotations to keep the Chapter fresh. It’s important to demonstrate to new members that ideas are exchanged within the group and that the group is open to suggestions and ideas. This environment conveys the openness of a Chapter and is definitely a more inviting one for new members. Invite them to pitch in and help out with some projects. Be sure to build on their interests. Incrementally, engage them more in your Chapter’s organization, stepping them along toward taking a turn in the Chapter management.

8. CHAPTER COMMITTEES

7.1. What committees do we need?

The Ninety-Nines, Inc. (International) and large Chapters may have many Committees actively engaged. Smaller Chapters may rely on fewer Committees and/or may appoint a single lead person (rather than a “committee”) to oversee specific projects (e.g., membership, scholarships). Each Chapter must define its needs and must re-evaluate its needs periodically. This section is provided as a guide listing options, but it may not be comprehensive. Or it may list options that your Chapter doesn’t employ.

For a more comprehensive listing of Chapter Committee suggestions for consideration, see Appendix 13.2. Guidelines for Creating Standard Operating Procedure Documents. These include Standing Committees, Ad Hoc Committees, and Special Awards Committees. It provides a good resource for your Chapter to best support its activities.

Because Chapters and their needs may vary and/or evolve significantly over time, it is always important to regularly review and assess your Chapter’s needs. Perhaps your Chapter may want to consider setting more long-range goals in addition to an annual planning session – e.g., consider setting some goals on a five-year plan.

7.2. Communication

Today’s electronic capabilities provide a wide array of means to share information and news about your Chapter and its activities. It is important to have one or more members to manage these areas. Here are some ideas to consider:

- *Newsletters* – readily shared electronically and archived on your Chapter web site; leave copies at your local airports. Shorter, punchier newsletters released more frequently are preferred to keep the news fresher, especially if you’re working to keep your members more engaged and leaving them for prospective new members to pick up at a local airport.
- *Posters/flyers* – spread the word about your Chapter by posting an eye-catching poster or flyer in your local airports. Also change/update them regularly with some new graphics to ensure that they stay fresh and don’t just blend into the same old background on the bulletin board.
- *Press releases* – consider sending out a press release to the local news outlets prior to a Chapter meeting or event. This can be a great way to not only raise the visibility of your Chapter but also to promote aviation. These can be especially valuable for Chapters covering larger areas geographically, because you can reach out to different news outlets and spread the word more broadly.
- *Social media* – Facebook, Twitter, Instagram; you have many options to consider, and the key to success is frequent and engaging activity. Frequent posts will eventually build more followers. Infrequent posts leaves the impression of staleness. Share your enthusiasm and engage your readers by inviting them to respond and share their own

input. With Facebook, it's important for the Chapter to decide how they want to use this platform – e.g., open (allow prospective members, friends) vs. closed (Chapter members only); Page (more business like) vs. Group (more conversational).

- *Videos* – Shoot some short videos to engage your members or prospective members; share them on your social media outlets; publish the links in your newsletters
- *Additional outreach* – share your Chapter's activities beyond your borders; share your stories with your Section and with International through their newsletters and social media platforms – it's a great way to network with other 99s

7.3. Membership

The recruitment of new members (and retention of existing members) is a key role in any Chapter. It is strongly recommended that each Chapter identify a person to oversee this activity. A plan of action is needed too. A regular review of the process is also important to consider whether the plan is working, and if not, to implement changes.

- Outreach to get new members to meetings or to meet them in other venues or gatherings (e.g., EAA meetings, aviation safety seminars, local aviation events).
- Networking with area flight instructors to assist in making contacts with their students. Reach out to these students and invite them to a meeting.
- Establish regular contacts with your members and ask for their input on whether the Chapter is meeting their needs. If a member seems apathetic, consider opening a dialogue with her to see what she might be looking for in a Chapter.
- Contacts BEFORE a member goes into Hold or Standby status is critical. But if they go into a Hold/Standby status, then it becomes more important for the Membership Chair to engage with the member. It may also then become necessary for other Chapter leadership to also engage with the member to try and connect with her.

7.4. Scholarship

New members are often very interested in the great scholarship opportunities offered by the 99s. It is highly recommended that Chapters strive to balance a new members views on the value of joining the 99s – it's not only about the scholarships. Membership must be a "two-way street" for it to grow successfully into a long-term relationship. Successful scholarship applications also require that the applicant demonstrate her commitment and contributions to the 99s. Each Chapter needs an effective and committed Scholarship Chair to build a successful scholarship process in a Chapter.

- She needs to promote the scholarship opportunities that may be available at Chapter, Section, and International levels.
- She needs to connect prospective applicants with valuable mentors in the Chapter. She needs to provide objective oversight of managing the application process and to provide critical reviews and feedback to the applicants.
- It's also very useful to network with other Scholarship Chairs across a Section and/or across International to learn how to build a successful program within your Chapter.

- Be sure to update your Chapter's scholarship information with Section and International. Keep them in the loop.

7.5. **Other Committees**

See Section 13.2 for a comprehensive list of committees that may be used by various Chapters. Each Chapter needs to review its own needs and capabilities to identify what will work best for your group. Some chapter projects that are among the more common ones beyond those described above might include Earmarking, Awards, Flying Activities, History, Safety, and Youth Aviation. You might also consider convening ad hoc Committees to meet periodic needs as they arise – e.g., Audit, Bylaws/Standing Rules/SOPs, Elections, Section Meeting Planning...and more. It's a good exercise to review the comprehensive list on a regular schedule - perhaps at an annual meeting. It's possible that new ideas may arise and pique someone's interest. It's a great way to implement new activities and/or to refresh how chapter business is conducted.

9. CHAPTER COMMUNICATIONS

8.1. Newsletter

A Chapter newsletter is a way to keep in touch with all your members, get useful information to everyone and bring enthusiasm to those who read it. It is also a great way to promote your Chapter news beyond your membership. Newsletters are readily distributed electronically to the membership. A few members may still prefer to receive paper copies, and Chapters may recoup mailing costs from members who wish to receive hard copies. It is also important to consider distribution of hard copies to local airports and key aviation leaders in your communities. Encourage your members to print and leave paper copies of your newsletters at their area airports. You may attract new members who learn about your Chapter this way (e.g., student pilots, new pilots moving into the area).

Chapter News Editor – If you want a great newsletter, it's important to identify a Chapter member who will really enjoy this job. It's a key position within each Chapter. The newsletter should be timely and reach all members. The type and font size need to be very readable and amenable to electronic publishing. Avoid breaking copyright laws – “cut & paste” is not always appropriate. Ensure that your document displays correctly on different computer platforms and internet browsers. The best rule of thumb – keep it simple. And yes, a picture is worth a thousand words. High quality images – print quality resolution is essential. Don't forget to archive back issues – they provide an historical record for your Chapter and make for great reading years from now.

Newsletter ideas to consider:

- Activity summary
- Aviation humor; cartoons
- Aviation question of the month
- Aviation quizzes & puzzles
- Calendar of events
- Chapter events
- Event registration forms
- Flight instruction stories
- Legislative aviation-related issues
- Member stories/biographies
- Professional/Career tips
- Safety matters

Of course, the Chapter website URL (link) and leadership (Chapter officers) contact information should be included in each newsletter issue. The contact information for the Chapter newsletter editor and how to submit contributions and/or questions to the newsletter should be published in each newsletter. Be sure that submission deadlines and the publishing schedule is advertised in each issue. Ensure that your newsletter projects an inviting balance of text, visuals and graphics.

Circulation – Since the newsletter is such a great way to share information, you want each member of your Chapter to receive a copy. Additional copies should be sent to your Governor and, perhaps, to nearby Chapters and your Section's Board of Directors. Editors of The 99s Magazine and your Section newsletter may use news about your Chapter and members for their publications. So they should be included on your mailing list.

8.2. Website

A Chapter web site is the public face of your Chapter. It may be the primary way that a prospective new member, a flight instructor, or a community member might learn about your Chapter and the 99s. First impressions can make all the difference. So capture their attention. Keep it fresh, informative, and visually appealing.

Web editor – As with the newsletter, it's very important to identify a knowledgeable and engaged website editor. Many web hosting services provide easy to use templates for building a website, but the website editor must have the necessary skills to build and manage the website going forward. She also must be attentive to security matters and be careful about posting any personal information about members and only with their permission. The site should have adequate security measures to avoid hacking infiltration. Always plan for your transition by engaging another person to assist with the web site. At least two members should be able to access the web site at the administrative level to ensure sustained access.

Recommended content to consider:

- Activities
- Aviation-related links (URLs)
- Calendar – Chapter, Section, Int'l
- Contact information
- Description – Chapter, 99s
- Gallery – event photos
- History
- Meeting information
- Membership – how to join
- Mission statement
- Newsletter archives
- Officers
- Scholarship opportunities

Consider creating generic alias email addresses for key Chapter personnel (e.g., chair@chapter.org; treasurer@chapter.org; scholarship@chapter.org). This will assist you in protecting personal email addresses. Most web hosting sites provide a large number of “free” email addresses. When a new officer or committee chair comes in, then the alias email address can be reassigned to the new person.

8.3. Social Media

Social networking provides multiple avenues to promote a lively dialogue in your group and to project the presence of your organization across the aviation community and local community where your Chapter resides. These platforms are continually evolving – e.g., Facebook, Twitter, Instagram, etc.

It’s important to use these platforms in a measured and focused manner that promotes your organization and the International 99s in a professional manner. Again, it is critical that a Chapter does not portray itself as a social club and that it stays true to its mission in the International 99s organization.

Using Facebook as one example, the Chapter must decide how it wishes to deploy this platform. Some options include Page, Open Group, or Closed Group.

- A Facebook **PAGE** is primarily more of a “business” presence where you project Chapter announcements or business outward to those who “like” your Page. A Page does not promote member-to-member dialogue.
- A Facebook **GROUP** is much more interactive and facilitates dialogue between members who have joined the Group. Group members can announce activities and share/publish events with anyone who can see the Group online.
- An **OPEN GROUP** is one that has greater visibility online. Typically, more people can see and join the site. Some Open Groups allow non-99s, who might be prospective members for the 99s, to join as a way to introduce them to the 99s organization. 99s who belong to another Chapter might be admitted to another Chapter’s Open Group. Once the Open Group Administrator admits a group member, then she can post comments and join in the dialogue.
- A **CLOSED GROUP** typically may have visibility online, but it restricts its membership to only bona fide 99s members. So there is less flexibility for networking outside the Chapter membership.

Again, it is important to have multiple Administrators with any of the social networking tools. If inappropriate or unprofessional postings are published, it’s essential that Admins delete these materials as soon as possible. If one admin leaves, then back-up admins can continue the site.

Always keep in mind that when your Chapter publishes on a social networking site, it does so as part of the 99s organization. International requires a professional presence that meets the mission and requirements of the 99s and protects our 501(c)(3) status.

8.4. Reaching out to your communities

In order to increase Chapter visibility and to attract new members, it is essential that your Chapter seek to enhance its outreach across your geographical area. These activities also assist in meeting the overall mission of the 99s. Here are a few suggestions:

- Area fly-outs and press releases – increase your visibility and provide some background on the 99s
- Engage with other aviation groups at public events and host a 99s table – e.g., flight breakfasts, local airshows
- Offer aviation-related seminars to introduce the public to aviation – e.g., public libraries, schools, career days, airport “open houses”
- Contact your local aviation museums and explore how you might partner with them to include an exhibit about the 99s or women in aviation.

Other ideas?

10. SUPPORTING AND PARTNERING WITH YOUR SECTION

9.1. Section Leadership

Your Section leadership team can be a great resource and support for you to grow and build your Chapter. You should reach out to your Section leaders and foster this partnership as a means of strengthening your Chapter. Every Section will have an Executive board – Governor, Vice Governor, Secretary, Treasurer, and Directors. In addition, Sections will also have a variety of Committees, similar to those in your Chapter – sometimes in addition to those in your Chapter. These committee chairs can also assist you with activities in your own chapters, providing information and resources in areas that you may not be as familiar with. Likewise, your Chapter may have strengths in various areas and you might offer assistance to the Section and/or other Chapters in your Section when they might be trying to overcome a weakness or gap. Your Chapter’s participation in Section meetings is critical to the growth and vibrancy of our organization. Be an active participant. Lend your voice and your expertise.

9.2. Section Calendar

Events within each Section, including Section Meetings, are published in your Section’s newsletter and website. It is a good idea to integrate these coming events, as well as the annual International Conference, with your own Chapter’s Calendar. Then they will also be published and advertised in your Chapter’s newsletter and on your website.

9.3. Section Meetings

In leading your Chapter, you will find new friendships and opportunities opening up to you. You are encouraged to make the commitment to attend Section Meetings. In most Sections, these are held twice a year and are hosted by local Chapters. It is required that each Section have an *annual corporate meeting*, which normally is the Business Meeting held during a Section Meeting. Section members may be notified by mail or newsletter of the dates, times and places for each meeting. Your Section’s website should also publish registration forms and information about coming Section Meetings.

These meetings are a time to conduct business, to network, to catch up on aviation seminars, and a great reason to fly. It is important that you connect with your Section to ensure that your Chapter’s interests are effectively communicated and that you share Section news back to your Chapter members from the Section meetings. If the Chapter Chair is unable to attend a Section Meeting, then be sure to identify another Chapter officer (or member) as the delegate who will attend for the Chapter. ALL Section members are encouraged to attend!

In addition to encouraging your Chapter members to attend Section Meetings, the Chapter Leadership team should serve as a liaison group between the Section and your Chapter members. Section Meetings may include opportunities for Chapter Officers to meet in their specific groups (e.g., Chapter Chairs Breakfast). It is an opportunity to network with other Chairs or officers, to ask questions and to trade ideas about improving effectiveness in your

own Chapter. Membership, meetings, newsletters, budgets and many other topics will come up in these discussions.

9.4. Hosting a Section Meeting

In general, Section meetings begin on Friday and end Sunday morning (although other formats are also used). Activities might begin on Friday afternoon with meetings and seminars, followed by dinner Friday evening. A *Business Meeting* may then occur on Saturday morning (or afternoon) with the remainder of the day for tours and/or seminars at the discretion of the hosting Chapter(s). The *Business Meeting* is open and free to all members of the Section, whether or not they are registered for the weekend's events. The gathering is capped with a Saturday dinner, often with a guest speaker and/or an awards program.

9.5. Other Business Meetings

A few Sections also conduct an additional one-day meeting each year, often referred to as the Winter Business Meeting. The Section Board of Directors, Section Committee Chairs and *all members of the Section* are invited to take part in this Business Meeting. Typically, this meeting is more like a workshop and is normally attended by only a fraction of the number of members who participate in the Fall and Spring Section Meetings.

It might also be organized as workshop to bring together key players from across the Chapters. They might use the time for strategizing and brainstorming. They might use it to organize implementation of the project. One example of this model is a Section making plans to host an International 99s Conference and coming together annually in the Host city. In this way, they become familiar with the various entities and venues involved in the upcoming conference.

11. SUPPORTING AND PARTNERING WITH INTERNATIONAL

10.1. International Leadership

The International leadership team and Headquarters is your go-to resource as you grow and build your Chapter. It is critical that you ensure that International HQ has up-to-date information on your Chapter leadership team and your members. Set a goal for your Chapter to be represented each year at the International Conference. Attend the Annual Business Meeting to learn about what's happening in The 99s. Meet the leadership team – President, Vice President, Secretary, Treasurer, Directors. Meet the Headquarters Manager. Meet the leadership for the Trusts of The 99s – AE Birthplace Museum, AE Memorial Scholarship Fund, Endowment Fund, and Museum of Women Pilots. All of these people, and International Committee Chairs are key players in your organization. Know them and ensure that they know you. Become familiar with The 99s web site and the various resources found on this website (see 11.6, for some key links to be familiar with).

10.2. International Calendar

The Ninety-Nines maintains a Perpetual Calendar of future events and publishes that calendar through the *99s Magazine* that is mailed to all members. *Straight & Level* (previously, *Dispatch* and *On The Centerline*) is mailed to all members and has a short list of coming events. A *Calendar of Events* is also published on the International website and includes notices of various 99s events (e.g., International Conference, International Board of Directors Meetings, Section Meetings), as well as other major aviation events (e.g., Air Race Classic, AOPA Regional Fly-Ins, EAA AirVenture, International Forest of Friendship).

The 99s International Conference is the premier 99s event each year. Every member is notified of the place and time in the *99s Magazine* and through electronic distribution of *Straight & Level*. The International website also promotes this conference to both members and the public.

As dates and places change each year, Chapter leadership should ensure that your members know the details for the International Conference well in advance. Encourage them to attend. Ensure that your Chapter is represented. It is very important to promote networking through attendance at the International Conference. It's a great opportunity to broaden a Chapter's perspective by meeting 99s from other Chapters and Sections.

10.3. International Meetings

Members from around the world gather once each year to conduct the business of The Ninety-Nines, Inc. (International). The location changes each year and is occasionally outside the Continental U.S. Your first International Conference will most certainly give you a more comprehensive "big picture" view of our entire organization. Every time you attend an International Conference, you'll enjoy the camaraderie of our members, and you will go home with new ideas and renewed enthusiasm for flying and for The 99s.

The International Conference normally lasts four days, and members are encouraged to attend, especially the one-day Annual Business Meeting. The Conference packet includes various reports including budget information, Governors' reports, committee reports and proposed bylaw and standing rules changes. A wealth of information is available to members about what is transpiring throughout our organization around the world.

All members should participate in the Annual Business Meeting, and all members are encouraged to attend the open International Board of Directors meeting and the Pre-Conference Communication session. In this "Comm" session, you have the opportunity to informally discuss items on the agenda for the Business Meeting. Again, it is an important way to ensure that our Chapters share their input with International. As with flying, COMMUNICATION is critical.

It is very important to discuss among the Chapter Leadership team to identify at least one member of your team (or another designated Chapter member) to represent the Chapter at the annual International Conference. This individual will cast important votes on various business matters and serve as the voice for your Chapter at International.

10.4. Other Activities During the International Conference

Beyond your Section meeting, this Conference provides great opportunities to network with people in other Chapters outside your own Section. You will meet the International officers, Section leaders from across the organization, and other Chapter leaders and members. As the Conference moves each year to new locations, the local Chapters in the host Section plan a variety of interesting activities and excursions to complement the meeting schedule. Several educational sessions will be offered to complete the schedule of activities.

The Ninety-Nines Awards Banquet honors our top stars and benefactors. The *Award of Achievement* (for 99s) may honor an individual or group of 99s for Contributions to The Ninety-Nines, for Contributions to Aviation, or for Humanitarian Efforts. The *Award of Merit* (for non-99s) recognizes an individual or organization with a significant contribution to any facet of aviation. The *George Palmer Putnam Award* recognizes support provided to the 99s by an individual or an organization. Chapters are encouraged to nominate deserving individuals or organizations for these awards.

Another conference activity includes the *Amelia Earhart Memorial Scholarship Banquet* (or Luncheon), where we honor our past and present scholarship winners. The AEMS Trust is a highly successful program that continues to attract and fund important aviation scholarships for The Ninety-Nines. These scholarships support women pilots from their private pilot certificates through more advanced training, including various type certificates and add-ons. They also provide financial support for academic scholarships too.

The *Council of Governors* comprises the Governors of every Section, and they are requested to sit in on meetings of the International Board of Directors. In this way, the Governors offer recommendations to the International Board of Directors and have input to decisions made

regarding our organization. By voicing your Chapter's concerns and/or suggestions to your Governor, she can consider and include your ideas and suggestions before attending IBOD meetings at the conference and during the year. The Council of Governors elects annually a lead Governor to serve as the Governor's Spokesperson.

10.5. **Hosting an International Meeting**

International meetings are hosted by a SECTION, generally on a rotation process. When your Section begins planning for an International conference, it is very important that Chapters contribute to this undertaking. The work of hosting the 99s International Conference is much more manageable when approached as a TEAM EFFORT. Each Chapter might contribute a conference committee chair and take the lead on one aspect of the conference organization. The Conference Chair or Co-Chair will likely be a member of the Chapter where the conference will be held. The Chapter where the conference will be hosted will likely carry a heavier burden, and the contributions of sister Chapters in the Host Section will be greatly appreciated by the organizers.

10.6. **International Website - Resources**

The 99s International website (www.ninety-nines.org) is a treasure trove of resources for our members. It is impossible to adequately summarize everything that you will find there. As a Chapter leader, it is really imperative that you spend some time exploring it and familiarizing your team with its key elements and organization. This section will simply provide you with some highlights for the tabs at the top of the homepage and a few areas and links to refer to. You do need to dig deeper on your own.

- Who We Are: HQ; International Board of Directors; Chapter/Section Websites (is your Chapter information up-to-date?); Contact Us
- What We Do: The 99s Trusts – Museum of Women Pilots, AE Birthplace Museum, Endowment Fund; Aviation & Space Education (need info about youth aviation programs?); Airmarkings (looking to learn about painting a compass rose?)
- Resources: The 99s Magazine (all of them!); eNetwork Forum (Google Groups); Let's Fly Now!; Professional Pilot Leadership Initiative; Shop Ninety-Nines; Webinars
- Join 99s: Membership (online, paper); Calendar; Conference; Members Area (more details below)
- Donate
- Contact
- Scholarship: AE Memorial Scholarships; Scholarship Registry; Section & Chapter Scholarships
- Friends of the 99s: invite your supporters to join the Friends of the 99s!
- Sponsors

The **MEMBERS AREA** (<https://www.ninety-nines.org/members/>) is behind the Member Log-In page, and it's simple to use – sign in with your email address and your password to find:

- the online Members and Friends of the 99s directories
- Career Opportunities
- the Library (bylaws/standing rules; conference documents; forms; logos/graphics; press release kits; operating policies and procedures)
- Member Benefits
- Annual Election information
- International Trusts and Committees
- Straight & Level archives
- Membership renewal and donations
- Update your information
- Change your password

Again, there is much more to be found here, but these are some common areas that you will find a use for. Consider jotting down other areas here that you may find particularly useful for your Chapter...

12. LEADERSHIP TRANSITIONS – IT’S A TEAM RESPONSIBILITY

11.1. When you “retire” (... or transition to Section/International leadership)

All organizations benefit from new leadership and new ideas. It is important to promote new members along in the Chapter and to share the responsibilities of leading your group. Sharing the work more equitably across the Chapter ensures that no one person is over-burdened. And equally important, it provides a great opportunity for others to bring their ideas to the Chapter and to expand your networks.

Chapter leaders should foster interest and mentor interested members toward moving into leadership roles. Ideally, officers will consider moving “up the ladder” and, in this way, they gain knowledge and experience as they grow and mature as leader. This incremental growth will help ensure smooth transitions. Turnover is good and reassures members that they are not taking on a “life sentence” – they are just “taking a turn.”

As the gavel is passed to a new Chapter Chair, the outgoing Chair should reflect on how she might facilitate the transition for the new incoming Chair. This is true for each Chapter Leadership position in transition – welcome the new leadership team members and consider how best to offer your advice. You are not so much a passenger now as you are a continuing crew member.

Make sure the Chapter Leadership Manual and its files are accurate and current. Ensure that the new leaders receive a full complement of the Chapter’s files and reports. They will need this moving forward, and of equal importance, you are preserving your Chapter’s history. Take the time to give the new Chapter Leadership team a thorough “preflight” briefing. Stay available and accessible to answer questions as they gain proficiency over that first year.

13. APPENDIX – SAMPLE DOCUMENTS

12.1. Guidelines for Creating a Bylaws Document

“Bylaws are a contract of rights between members and the organization.” It is understood that each Chapter has their own Bylaws and Standing Rules that are unique to their Chapter. Accordingly, the Bylaws sample offered below are a guide for Chapters that wish to update and/or amend their Bylaws. Please note that each Chapter’s Bylaws must be reviewed by the Ninety-Nines General Counsel, Cecile Hatfield (cecilehatf@aol.com), prior to Chapter approval and adoption.

The Ninety-Nines, Inc.

_____ **CHAPTER BYLAWS**
_____ **(date)** _____

ARTICLE I: NAME

The name of this organization shall be the _____ Chapter of The Ninety-Nines, Inc.

ARTICLE II: PURPOSE, POLICIES AND AFFILIATION

Section 1. Purpose

The purpose of this Chapter shall be to further the objectives of The Ninety-Nines, Inc., as stated in the International Certificate of Incorporation and to support aviation in

_____ STATE

Section 2. Legislative and Political Policies

No substantial part of the activities of the Chapter shall be the carrying on of propaganda or otherwise attempting to influence legislation, and the Chapter shall not participate in or intervene in (including the publication or distribution of statements) any political campaign on behalf of any candidate for public office.

Section 3. Affiliation

The International Bylaws shall govern the affiliation of this Chapter of The Ninety-Nines, Inc.

ARTICLE III: FISCAL, DISSOLUTION AND DUES

Section 1. Fiscal

A. The revenue of this Chapter shall be derived from fundraising and contributions and other means as may be approved by the Chapter, none of which shall be inconsistent with the

provisions of Section 501(c)(3) of the Internal Revenue Code. All funds of the Chapter shall be deposited in an account in the name of the _____ Chapter of The Ninety-Nines, Inc., and may be withdrawn only by draft bearing the signature of either the Treasurer and/or Chapter Chairman.

- B. The fiscal year of the Chapter shall coincide with that of the International organization.
- C. An annual report to the members shall be made within 120 days of the close of the fiscal year.

Section 2. Dissolution

In the event of dissolution and discontinuance of this Chapter of The Ninety Nines, Inc., after paying all the debts and obligations, or adequately providing therefore, the _____ Chapter shall transfer title to all its assets, both real and personal, to the Board of Directors of The International Ninety Nines, Inc.

Section 3. Dues

- A. Chapter dues may be voted by majority vote of the members present at a regular meeting provided written notice that such action is to be considered has been given each member at least ten days prior to the meeting. Dues will become payable at a time determined by a majority vote of the members present or by the Chapter's Board of Directors and are considered a voluntary donation.
- B. International dues shall be payable as stated in the current International Bylaws of The Ninety-Nines, Inc.

ARTICLE IV: MEMBERSHIP, TERMINATION AND RESIGNATION

Section 1. Membership

In order to become a member of the _____ Chapter, a woman pilot must first be a member of The International Ninety-Nines, Inc. Rules for membership and the classification of members are stated in the International Bylaws.

Section 2. Termination of Membership

- A. The Chapter Board of Directors may recommend to the International Board of Directors the dismissal of a member if she has brought discredit to the organization. Such action must be approved by a two-thirds vote of the members of this Chapter who have been members for the sixty-day period immediately prior to the vote.
- B. Before termination of any member, except by death, resignation or transfer, said member must be given written notice of her proposed termination and afforded a hearing before the Chapter's Board of Directors if she so requests. Such hearing, when requested, shall be held within 30 days after the date of the request.

Section 3. Resignation

An officer or other member of the Chapter may resign her office and/or membership by submitting a written request to the Chairman of the Chapter, or in case said officer is the Chairman, resignation should be handed to the Vice-Chairman.

ARTICLE V: OFFICERS, ELECTION AND TERMS

Section 1. Elected Officers

- A. The elected officers of the _____ Chapter of The Ninety-Nines, Inc., shall consist of a Chairman, Vice-Chairman, Secretary, Treasurer, two Directors and two members to serve on the Nominating Committee.
- B. The Board of Directors or Executive Board shall be composed of the Chairman, Vice-Chairman, Secretary, Treasurer, the immediate past Chapter Chairman. *(NOTE: your Bylaws may also allow for two elected Directors).*
- C. The Nominating Committee shall select the candidates for office and shall be composed of the immediate past Chapter Chairman, who shall serve as the Chairman, and the two members elected to serve on the Nominating Committee. *(NOTE: your Bylaws may allow the current Chairman to appoint these two members prior to your election cycle).*
- D. The officers shall be active members in good standing.

Section 2. Nominations

Nominees for elected office must be members in good standing for at least one year immediately preceding the election.

Section 3. Elections

- A. The method of balloting and counting the ballots shall be in accordance with the Standing Rules.
- B. Election shall be by the majority vote of valid ballots cast.

Section 4. Vacancy in Office

- A. All vacancies shall be filled by vote of the Board of Directors, except the office of Chairman, to which the Vice-Chairman shall succeed.
- B. Any officer may be removed from office for neglect of duty by a majority vote of the Board of Directors.

Section 5. Terms

No member of the Board of Directors with the exception of the Treasurer, shall serve more than two consecutive terms in the same office. A term shall be for two years. Service for less than one full term shall not be considered a term for the purposes of this section. *(NOTE: some Chapters allow all officers, including Treasurer, to serve two consecutive terms)*

ARTICLE VI: BOARD OF DIRECTORS

Section 1. Board of Directors

- A. The Board shall be composed of the elected officers and the immediate past Chairman. *(NOTE: your Bylaws may also allow for two elected Directors)*
- B. The authorized number of Directors, when provided for in these Bylaws, may be changed by amendment to these Bylaws duly adopted by the members.
- C. The Board shall make all routine decisions for the Chapter and shall have the authority to act in matters of business arising between meetings.

ARTICLE VII: GENERAL AND SPECIFIC DUTIES OF BOARD OF DIRECTORS

Section 1. General Duties of Chapter Board of Directors

The Board shall have all duties and powers as set forth in the International Certificate of Incorporation and Bylaws. The Board's duty is to carry out the purposes of the Corporation according to the laws and as provided in these Bylaws. The Board shall authorize the expenditure of funds not budgeted and may select an independent auditor to conduct an audit at the discretion of the Board.

Section 2. Specific Duties of Chapter Board of Directors

- A. The Chairman shall preside at all Chapter and Board meetings and shall enforce the observance of the Bylaws. She shall see that all officers and committee chairmen perform their respective duties as enjoined by the Bylaws of the organization. She shall appoint all committee chairmen unless otherwise specified. She shall be an ex-officio member of all Committees except the Nominating Committee. The Chairman shall carry out the collective wishes of the membership and be their spokesman on matters of Chapter policy.
- B. The Vice-Chairman shall assist the Chairman in the performance of her duties. She shall preside at the Chapter meetings or Board meetings in the absence, resignation, or removal from office of the Chairman. She shall perform such other duties as are specified in the Standing Rules.
- C. The Secretary shall keep minutes of all meetings. She shall be responsible for accurate accounts of all transactions of the Chapter and Board meetings. She shall file all papers and documents pertaining to Chapter transactions and handle Chapter correspondence. She shall issue all notices as directed by the members in meetings or by the Chairman; and she shall see that correct lists of members, including address and telephone numbers, are maintained. She shall perform such other duties as are specified in the Standing Rules.
- D. The Treasurer shall receive the money of the Chapter. She shall present a statement of accounting at each business meeting. The Treasurer shall present the annual budget to the membership for approval and make a report of receipts and expenditures at the annual meeting. She shall pay out such monies as authorized by the Board or as directed by the members at meetings. She shall also file such reports as are required by the Section or by

International and perform such other duties as are specified in the Standing Rules.

- E. The immediate Past Chairman shall serve in an advisory capacity and perform such duties as are requested by the Board and as specified in the Standing Rules.
- F. The Directors, when provided for in these Bylaws, shall act as assistants to the Chairman and perform other duties as requested by her.

ARTICLE VIII: COMMITTEES

Section 1. Committees

- A. The Chairman, upon taking office, shall appoint a Committee Chairman for each of the standing committees stated in the Standing Rules.
- B. The Board of Directors shall approve the selections of the Committee Chairs.
- C. Each Committee Chairman shall give a report at the meetings on their activities and present a written report of her committee if she cannot attend a meeting.
- D. The Committee Chairmen are encouraged to meet regularly with the Board of Directors, acting in an advisory capacity when decisions regarding their committees are under consideration.
- E. Duties of the committees shall be determined by the Standing Rules of the Chapter or by the Board of Directors.

ARTICLE IX: MEETINGS

Section 1. Meetings

Meetings shall be held once a month on a date decided by majority vote of the members. Notification shall be sent to all active members at least one week in advance.

Section 2. Annual Meeting

The regular business meeting shall be known as the Annual Meeting of this Chapter and shall be for the purpose of installing officers, necessary reports of officers and Committees and for transacting any other Chapter business.

Section 3. Special Meetings

Special meetings may be called by the Chairman or by five percent of the membership upon a ten-day written notice to the membership. In the call for a special meeting, the exact purpose of the meeting shall be stated and no other business shall be transacted at said meeting.

Section 4. Board Meetings

- A. Meetings of the Board of Directors shall be called at the discretion of the Chairman or upon

request of a majority of the Board members. A majority of the Officers shall constitute a quorum. Board meetings shall be open to the general membership.

- B. The transactions of any meeting of the Board of Directors, however called and notified or wherever held, shall be valid if each of the Directors not present approves in writing the Minutes of such meeting. All such approvals shall be filed with the records of the Chapter or made a part of the minutes of the regular meeting.

Section 5. Section and International Meetings

Delegates for Section and International meetings shall be chosen in accordance with the Section Bylaws and the International Bylaws, respectively.

ARTICLE X: MEMBERS RIGHTS AND QUORUM

Section 1. Members' Rights and Voting Privileges

- A. Each member in good standing shall be entitled to cast one vote for the election of Chapter officers.
- B. Members may have access to Chapter records upon written request to the Chairman with reasonable notice, and at a time mutually agreeable, within ten days.

Section 2. Quorum

- A. Ten percent of the members in good standing shall constitute a quorum for the transaction of business at said meeting.
- B. Two-thirds of the members in good standing present at a regular meeting shall constitute a quorum to amend the Bylaws.
- C. Two-thirds of the members in good standing, provided they have been members for the sixty-day period immediately prior to the vote, shall constitute a quorum to recommend expulsion from membership, removal from office, or division of this Chapter to form two Chapters.
- D. Members may vote by mail, but the membership must be advised when and where the ballots are to be returned, and they must so be returned in order to be valid and counted.

ARTICLE XI: AMENDMENTS

Section 1. Amendments

- A. These Bylaws may be amended at a regular meeting of the membership by a vote of two-thirds of those members present, provided there is a quorum. The proposed amendment(s) shall be submitted to all members at least sixty days prior to the meeting.
- B. Proposed amendments may be submitted to the Bylaws Committee by the Board of Directors or

by any member.

- C. An amendment shall be in effect immediately upon conclusion of the voting unless otherwise ordered by the membership or provided within the amendment itself, and it shall be announced in the Chapter newsletter to the membership as soon as possible after its adoption.
- D. An amendment, with the date of adoption, shall be recorded by the Secretary and appended to the Bylaws and kept therewith.
- E. Standing Rules can be changed by a simple majority vote.

ARTICLE XII: PARLIAMENTARY RULES AND CONDUCT OF MEETINGS

Section 1. Rules

- A. The conduct of all meetings of the membership and of the Board of Directors shall be governed by the latest edition of Roberts Rules of Order, where not specifically provided for in these Bylaws.
- B. The Standing Rules determined by the Board of Directors shall be the rules to direct the specific duties of all officers and appointees.
- C. In case of any conflict with International Articles or Bylaws, such International Articles or Bylaws shall govern.

ARTICLE XIII: INDEMNIFICATION

No part of the net earnings shall inure to the benefit of any Chapter members or officers. The private property of the Chapter's members shall not be subject to Chapter debt.

12.2. Guidelines for Creating Standard Operating Procedure Documents

The Ninety Nines, Inc. Chapter Standing Operating Procedures

_____ (date) _____

1. **MEMBERSHIP:** In order for a woman pilot to join the _____ Chapter of the Ninety-Nines, Inc., either as a Ninety-Nine or as a Student Pilot, she must be a member in good standing with the International Organization of Women Pilots, The Ninety-Nines, Inc. The membership requirements are published on the Ninety-Nines website (www.ninety-nines.org) and in the International Directory.
2. **49½ MEMBERSHIP:** Supporters of the _____ Chapter of The Ninety-Nines are eligible for membership as a 49½. No dues are required.
3. **ACTIVITIES:** No member shall make a commitment (financial or physical) involving the _____ Chapter without the International Board of Directors approval.
4. **DUES:** Chapter members must be members of the International Ninety-Nines, Inc. International membership dues are specified in the current Standing Rules of The Ninety-Nines, Inc. international dues are payable to The Ninety-Nines, Inc. at the International Headquarters in Oklahoma City, Oklahoma. Chapter dues shall be in the amount of \$_____ each year and shall become due and payable on _____ of each year. Chapter dues are considered a voluntary donation, and lack of payment may not cause membership in the Chapter to be terminated. Student Pilots are exempt from Chapter dues. When Student Pilots become Ninety-Nines, their dues will become payable the following _____ .
5. **COMMITTEES**
 - A. **Standing Committees:** The regular standing committees of this Chapter shall be hereinafter set forth in their respective operating procedures. Each Committee Chairman, at her option, may appoint other members to the committee and/or designate a substitute when required.

The following are suggestions for Chapter Committees:

Airmarking	Legal
Airport Activities	Legislation
Amelia Earhart Scholarship	Library
Audit Committee	Membership
Aviation & Space Education Awards	Memorial
Budget	NIFA
Bylaws & Standing Rules	Parliamentary
Chapter Newsletter Editor	Pilot Proficiency Training (PPT)
Elections	Publicity/Public Relations Communications
Exhibits & Events	Roster
Flying Activities	Safety Education
Flying Companion Seminar	Scholarships
Fundraising	Section Meeting Hosts
Student Pilots	Speakers Bureau
Gifts	Telephone / Notices
Girl Scouts	Ways & Means (items for sale)
Insurance	Website
International Forest of Friendship	Woman Pilot of the Year
IRS / 501(c)(3)	49½
News Reporter (International, Section, Chapter publications)	
Scrapbook / Historian (file copies – Chapter and Section newsletters, International 99 News)	

B. **Ad Hoc Committees:** The Chairman may identify Ad Hoc Committees as the need arises.

The following are examples of Ad Hoc Committees:

Holiday Party

 Awards & Installation Banquet

 Poker Flight

 Program Air Rallies (Air Derby, Competition Events)

 Social (extra activities not covered under Special Events)

 Special Awards

 Summer Pot Luck

C. **Special Awards Committee (optional):** The Committee consists of the Chapter Chairman and the Awards & Installation Chairman. These awards may be presented at the Awards & Installation Banquet.

1) *Friends of The Ninety-Nines*

 Purpose: Public relations to give recognition to any person or organization in the community for their special assistance to the Chapter.

2) *49½ of the Year*

 This award should be given only if there is a qualified candidate. It is recommended to use a

point system based on participation, number of activities, estimated hours spent on activities.

- 3) Additional Awards may be given to non-members as deemed appropriate by the Special Awards Committee.

6. ANNUAL AWARDS AND INSTALLATION BANQUET

The Annual Awards & Installation Banquet shall be held on _____ date _____ .

7. **APPLICATION FOR MEMBERSHIP:** Any licensed woman pilot desiring to become a member of The Ninety-Nines, Inc. must first send her application to The Ninety-Nines Headquarters with a copy of her pilot's license and payment for International dues (check or credit card) in the amount specified in the current Standing Rules of The Ninety-Nines, Inc. Upon payment of applicable dues, applicant shall become a member of the _____ Chapter of The Ninety-Nines, Inc.
8. **ATTENDANCE:** The Membership Chairman is responsible for providing copies of the regular meeting attendance to the Chapter Chairman, the Secretary, and the Newsletter distributor.
9. **CORRESPONDENCE:** All Chapter correspondence shall include the member's signature and name of the office or committee represented. A copy shall be sent to the Chapter Secretary.

10. DISBURSEMENT OF ACCOUNT FUNDS

- A. A budget is recommended by the Board and shall be submitted to the membership for approval at the general business meeting.
- B. All expenditures not already budgeted, in excess of \$ _____ up to and including \$ _____ , must be approved by at least three Board members. Amounts in excess of \$ _____ must be approved by the general membership.
- C. At the conclusion of each Chapter event, all funds from that event shall be placed in the Chapter general account with a written accounting of the event. Money may be designated for scholarships.
- D. Two current Chapter members will conduct an internal audit of the Chapter accounts at the end of each fiscal year. At the end of every fifth year (ending with 5 or 0) an external/independent audit will be conducted.

11. **ELECTION PROCEDURES:** In an election year, the Nominating Committee shall submit a slate of candidates.
- A. The slate shall be printed in the March Chapter newsletter.
 - B. Ballots shall be mailed out in early April.
 - C. Ballots must be returned by April 30 (deadline).
 - D. Election results shall be printed in the May newsletter.
 - E. The names of new Officers and Committee Chairmen shall be submitted to International by the date requested (currently June 30).
 - F. The new Officers and Committee Chairmen shall assume their duties at the month Chapter meeting.
12. **INTERNATIONAL CONFERENCE:** If monies are proposed in the Chapter's annual budget to send a representative to the International Conference, the Chapter representative to the International Conference shall be first the Chairman, second the Vice-Chairman, third a current Board Member.

The Chapter may pay the expenses connected with the International Conference or a portion thereof, for the Chapter Chairman or appointed delegate. Those expenses may include registration, lodging, and the most economical commercial airfare (or its equivalent). However, the Chapter is under no obligation to provide financial assistance to the Chairman or any other delegates to the International Conference.

At the May meeting, a member of the Chapter who is not attending the International Conference will review the expenses for the Conference and propose an actual budget for the Chapter Representative.

- A. **Duties of the Representative to the International Conference shall be to:**
 - 1. Attend all functions included with the registration.
 - 2. Attend or arrange for another Chapter delegate to attend all Seminars important to the Chapter.
 - 3. Assure that all voting delegate slips are distributed equally to all Chapter delegates attending the International Conference.
- B. **Duties of all International Conference Appointed Chapter Delegates shall be to:**
 - 1. Vote with the best interest of the Chapter in mind.
 - 2. Give a report to the Chapter at the next Chapter Meeting following the International Conference.
 - 3. Have her name placed in the Chapter Minutes prior to the International Conference.

13. **SECTION MEETINGS**

- A. Appointed Chapter delegates shall have their names placed in the minutes of the Chapter Meeting prior to Section Meetings.
- B. All appointed delegates must attend the business meeting.
- C. Each appointed delegate shall give a report on the Section Meeting and its events at the Chapter Meeting following the Section Meeting.

12.3. Business Meeting Agenda – Order of Business (TEMPLATE)

Business Meeting

_____ Chapter

_____ (date) _____

1. Call to order
2. Minutes from the previous meeting (they may be read or, alternatively, published in your newsletter at least 30 days prior to the next meeting)
 - a. Request “corrections.” This term includes additions. Any corrections should be made on the margins. A motion or second is not required for approval, but if there has been some controversy, it may be a good idea to formally approve them with a motion, a second, and a vote by the members.
 - b. After the Secretary prepares the minutes, a copy should be forwarded to the Chapter Chair as soon as possible and well before the next meeting.
 - c. It is not necessary to use the term “respectfully submitted.”
 - d. It is not necessary to record the name of the second to a motion.
 - e. A second is not needed for nominations.
3. Secretary’s Report
 - a. Read only pertinent correspondence.
 - b. If a vote is required on an item, it is taken up in New Business.
4. Treasurer's Report
 - a. A motion is not needed to approve normal payment or spending, especially if an annual budget has been approved.
 - b. A motion is required for requests for special spending items.
 - c. If a motion is required, the Treasurer cannot make the motion. *[Similarly, this is also true for the area of interest of each officer and committee chair.]*
5. Introduction of Guests, Members and Student Pilots
6. Standing Committee Reports
7. Special Committee Reports
8. Unfinished Business (not called “Old Business”)
 - a. The Chair introduces these items.
 - b. Review minutes of prior meeting to determine what is unfinished or tabled.
9. New Business
 - a. Includes items brought up by the Chair, other officers, and/or the members.
10. Announcements
11. Program
12. Adjournment (no motion or vote is necessary to adjourn)

12.4. Chapter Board Requirements & Duties (as defined by your Chapter)

The Chapter Board Requirements and Duties should comply with your Chapter Bylaws and Standing Rules. If changes are made to Chapter Bylaws and Standing Rules, information on this page should be updated accordingly. It is important that the Chapter Leadership Manual contains a current record of your Chapter's requirements for holding office and describes the duties of each office.

Chairman Requirements for Office

Duties

Vice-Chairman Requirements for Office

Duties

Secretary Requirements for Office

Duties

Treasurer Requirements for Office

Duties

Director Requirements for Office

Duties

Others

12.5. Chapter Activities Calendar

Years _____ to _____

List activities that recur periodically such as holiday celebrations, installation functions, educational/community programs and others:

List planned future flying activities and dates/conditions that they occur with appropriate notes for future planning:

Other Chapter Calendar items and notes: