



Section Leadership Manual

The Ninety-Nines, Inc.

International Organization of Women Pilots

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Table of Contents

1. INTRODUCTION	1-1
1.1. Mission Statement	
1.2. About this Manual	
1.3. Other Available Resources	
1.4. Proud to be a Ninety-Nine	
2. THE LEADERSHIP TEAM	2-1
2.1. Section Governor	
2.2. Section Vice Governor	
2.3. Section Secretary	
2.4. Section Treasurer	
2.5. Section Directors	
3. WORKING TOGETHER AS A TEAM	3-1
3.1. Leadership Meetings	
3.2. Membership Meetings	
3.3. Secrets of Successful Meetings	
3.4. Section Event Planning	
4. SECTION HOUSEKEEPING.....	4-1
4.1. Section Calendar	
4.2. Section Finances	
4.3. Tax Information	
4.4. Insurance	
4.5. Section Records	
4.6. Section Operations – Bylaws, Standing Rules, and SOPs	
5. SECTION FUNDRAISING	5-1
5.1. Activities	
5.2. Solicitation of Funds	
5.3. Use of Trademarks and Logos	
6. GROWING YOUR SECTION – RECRUITMENT	6-1
7. NURTURING YOUR SECTION – RETENTION	7-1

8. SECTION COMMITTEES.....	<u>8-1</u>
8.1. What committees do we need?	
8.2. Communication	
8.3. Membership	
8.4. Scholarship	
8.5. Nominating	
8.6. Other Committees	
9. SECTION COMMUNICATIONS	<u>9-1</u>
9.1. Newsletter	
9.2. Website	
9.3. Social Media	
9.4. Reaching out to your communities	
10. SUPPORTING AND COORDINATING WITH YOUR CHAPTERS.....	<u>10-1</u>
10.1. Chapter Leadership	
10.2. Chapter Calendar	
10.3. Chapter Meetings	
10.4. Hosting a Section Meeting	
10.5. Other Business Meetings	
11. SUPPORTING AND COORDINATING WITH INTERNATIONAL	<u>11-1</u>
11.1. International Leadership	
11.2. International Calendar	
11.3. International Conference & Career Expo (ICCE)	
11.4. Other Activities During the International Conference	
11.5. Hosting an International Conference	
11.6. International Website - Resources	
12. LEADERSHIP TRANSITIONS - IT'S A TEAM RESPONSIBILITY	<u>12-1</u>
12.1. When you retire	
13. APPENDIX A – SAMPLE DOCUMENTS	<u>13-1</u>
13.1. Guidelines for Creating a BYLAWS Document	
13.2. Guidelines for Creating a STANDING RULES Document	
13.3. Business Meeting Agenda – Order of Business	
13.4. Section Board Requirements and Duties	

1. INTRODUCTION

1.1. Mission Statement

While serving on the SECTION LEADERSHIP team, you have the opportunity to guide your Chapters and the members across your Section 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 International Board of Directors are happy to answer any questions that you or your Chapters 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 SECTION LEADERS serve the Section with the least possible hassle and in the best possible way. The leadership team typically includes officers and directors with input from the committee chairs. You are encouraged to make time to acquaint yourself with this manual as soon as possible, to refer to it often, and to ‘personalize’ it with your Section’s documents.

1.2. About this Manual

In the following pages, you will find hints for improving Section meetings, increasing membership, and retaining members. 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 governing and operating documents – *Articles of Incorporation, Section Bylaws, Standing Rules, and Standard Operating Procedures (SOPs)*. Insert copies of those documents at the end of the SECTION HOUSEKEEPING chapter of your **Section Leadership Manual**. Other Section documents should be inserted, including a copy of your Section’s Charter. Consider keeping an annual census record for your Section to help follow membership trends. Consider keeping copies of the most current forms used by the Section. When they take office, ALL Section officers should receive a copy of the **Section Leadership Manual** (paper and/or electronic) from the outgoing team. The manual provides a means to archive records and track your Section’s history.

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 Section Leadership team. Please let the International Board of Directors know if you have any suggestions for improving this **Section 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 Section's files. The success and growth of your Section will also depend on the networks and partnerships that you foster with other 99s, aviation-related organizations, and your regional/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. The 99s has established four Trusts that manage selected assets of our organization. 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) at 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. We provide first flight experiences through our *Let's Fly Now* program focused on females of flying age. 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, scouting programs, and many other organizations.

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

Sections represent geographical divisions of our membership and conduct business as a nonprofit organization in accordance with governance of The Ninety-Nines, Inc. A Section's organizing documents include incorporation in a state or country. The majority of our members affiliate with a Section and a Chapter within that Section; however, many Sections outside of North America are not subdivided into Chapters. Each Section generally has a leadership team consisting of a Governor, Vice Governor, Secretary, Treasurer, and two or more Directors.

2.1. Section Governor

As the Section Governor, you have responsibilities to your Section, your Chapters and the International organization. You and your leadership team are responsible for maintaining the viability of the Section as a nonprofit corporation. You are also the one who is the guiding force in encouraging your members to fly, to participate in Section/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 Section Governor.

Your job is to:

- Preside over both general membership and leadership team meetings.
- Carry out Section and International responsibilities:
 - Submit required reports
 - Answer communications on behalf of your Section
 - Communicate information received through Section meetings, monthly mailings to your Chapter Chairs, and/or direct mailings to your members
- Appoint committee chairs (according to your own Section Bylaws) and monitor committee activities to achieve your Section's goals.
- Coordinate with your Chapters to project a good 99s image across your region.
- Attend the International Conference, Spring and Fall International Board of Directors meetings, as well as your Section Meetings and Section Board Meetings.
- Initiate and promote regular communications with your Chapter Chairs to facilitate networking among them.
- Delegate to your executive group (Board = officers, directors), committee chairs, and other members as many jobs as possible in order to promote a sense of Section involvement and to increase their skills; leave yourself free to help where specifically needed and to carry out your leadership responsibilities.
- Make an honest effort to get out and meet your Chapters' leaders and members. If possible, consider attending some Chapter meetings in your Section.

Make new members and Student Pilot members feel welcome at Section functions; give them a sense of belonging to the overall organization.

2.2. Section Vice Governor

The Section Vice Governor assists the Section Governor in the performance of her duties and performs the responsibilities of the Section Governor in her absence. The Section

Governor may delegate duties or projects to the Vice Governor to assist in managing the business of the Section. Review your Section's bylaws, standing rules, and SOPs to become familiar with the basic requirements within your Section. Each Section may have different expectations for the Vice Governor's duties. The Vice Governor should become fully knowledgeable about the inner workings of the Section so that she is capable of stepping into the role of Section Governor, either through the election process or due to an unanticipated departure of the Governor.

2.3. Section Secretary

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

- Take minutes at all meetings, as instructed by the Section Governor.
- Maintain copies of Section correspondence
- Update the Section Leadership Manual with specific Section documents as needed or as instructed by the Section Governor (e.g., current bylaws, standing rules, and SOPs).

2.4. Section Treasurer

The Section Treasurer is responsible for management of the Section's treasury. She maintains all records and receipts for income and expenses, as required by your country (e.g., the IRS in the U.S.) and state agencies. Her duties include:

- Review the Section budget and treasury and provide a Treasurer's Report at business meetings for discussion and approval.
- Present the annual budget to the membership for approval and share the report of receipts and expenditures at the annual meeting.
- Pay out budgeted donations and expenses as directed by the Section; record and track payments in the Treasurer's books.
- Prepare and file reports as required by the Section or International [e.g., the 501(c)(3) report for the International 501(c)(3) Chair]. Some Sections have a separate 501(c)(3) Chair.

2.5. Section Directors

Directors are responsible for duties as assigned by the Governor in general. Each Section may have different assignments for their Directors. A few examples are provided here:

- Serve as liaisons to Section committees
- Manage Section awards processes; review award nomination packages and provide recommendations on winners to the Governor.

- Serve as liaisons to Chapter hosts of Section meetings and assist Chapters as they prepare to host Section meetings (e.g., answer questions; provide sample documents); for example, one Director may serve as the Spring Meeting liaison, and the other Director may serve as the Fall Meeting liaison.
- Serve as liaisons to Chapters to assist the Governor in connecting with Chapters. Chapters may be divided into groups, and a group is assigned to each Director.

SECTION LEADERSHIP TEAM & MEMBERS HISTORY

[This information can provide an important historical record for your Section. Some Sections may have gaps in this record but consider filling in gaps as you are able to and keeping records going forward. One valuable resource may be reviewing past 99s magazines (freely available and searchable on The 99s website) and past Section newsletters. Alternatively, you might consider creating an annual or biennial summary page for your Section.]

Section Charter: Month, Year

Charter Section Officers:

[Sample chart – add rows as needed, list chronologically with most recent at the top]

Years	Governor	Vice Governor	Secretary	Treasurer	Directors
2022-2024					
Charter yr					

Membership Tracking:

- Conduct a Section Membership census (define period of annual update – e.g., calendar OR fiscal year)
[select a month and record census; can use *99s Straight & Level* newsletter reports]
- Calculate % or record the number of members gained/lost in the past year
- Headquarters provides Governors with their membership data each month; it’s possible to track your Section’s performance – e.g., identify Chapters that may have member retention issues and work with them to improve.

3. WORKING TOGETHER AS A TEAM

3.1. Leadership Meetings

Meetings of the Section Leadership Team may occur in person or electronically. Be sure to follow any guidelines laid out in your Section bylaws, standing rules, and SOPs. It can be productive for the leadership group to get together periodically, independent of a broad membership meeting. Teleconference and video conference provide great opportunities to discuss Section matters among the Section's executive group. Some preliminary planning is critical to facilitate a smooth-running meeting.

- Schedule a Board meeting with your officers and directors when there are complex issues to resolve or major events to plan. Invite committee chairs as needed.
- Consider holding short monthly Board meetings to establish routine communication lines, perhaps targeting just 1 or 2 planned action items to discuss. These less formal meetings will help build cohesion and relationships across the leadership team.
- Prepare a meeting agenda and share copies with your attendees.
- Create an action item list for follow up after the meeting; it should include what needs to be done, by whom, and by when.
- Review the minutes of the last meeting and follow up on your action item list.
- Consider including a calendar of upcoming Section/International events with the agenda.

3.2. 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 Section bylaws and standing rules to ensure that you are meeting your obligations as a nonprofit organization. Although one Section meeting may be stipulated as the 'Annual Meeting,' business may be conducted at any meeting as long as the attendance meets your bylaws and standing rules requirements.

In presiding over meetings, you will discover that years of tradition have established a clearly defined order of business. As Governor 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* (latest edition), the authoritative resource on this subject. *Robert's Rules of Order Newly Revised In Brief* is another handy resource that is shorter and more user-friendly.

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 Governor 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 Governor to keep discussion relevant and moving along. As the debate winds down, the Governor “calls for the question” (asks for a vote). The Governor should clearly repeat the motion, and the vote is taken and recorded in the minutes.

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 Chapters, etc. may be passed around or posted on a bulletin board.

3.3. Secrets of Successful Meetings

Whenever possible, be consistent in advertising the location and/or time of the meeting. This allows members to block out the meeting time on their calendars. International Standing Rules require that meetings are published and advertised to ensure that members have the information and can readily access it (e.g., website, social media, contact person/host). This is especially important if your meeting time or place changes.

Download a current list of email contacts for your Section members from the International membership database. If you rely on email for communication with your members, keep in mind that not all members have their emails published in the database. Thus it is important to encourage your Chapter Chairs to ensure that *all* of their members receive communications. Even the most tech-savvy members may fail to get last-minute changes.

Personal contact is one of the best ways to retain members and to help your membership grow. Contact may be through meetings, notes (email, postal service), and/or phone calls. Don't be shy. When emailing Chapter Chairs consider copying the message to Vice Chairs – two sets of eyes may ensure that the message is not overlooked or missed.

3.4. Section Event Planning

Section event planning is key to keeping your Section morale high and your members interested. 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! While most ideas are relevant for Section meetings, it is also possible to get creative and find informal ways for more informal Section gatherings. Here are a few examples to consider:

- Section Projects – fundraising events, compass rose airmarkings, updating your Section history.
- Fly-ins / Fly-outs – get out there and fly as much as possible. Encourage members to offer rides to other members who may not be currently flying. Encourage Section leadership team members to attend neighboring Chapter meetings. Consider appointing a Flying Activities Chair to coordinate these events or identify a local 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 Section Events – Periodically, it can be fun to partner with a neighboring Section to host a joint Section meeting. Find a place to meet near your borders and bring your Sections together. It's a great way to change up the group, meet new people, and exchange ideas.
- Safety Seminars – include a safety seminar in your Section meeting activities. Consider inviting the local aviation community in to attend – it will help raise visibility and promote The 99s in the host area and beyond.
- Speakers – in general, your members are interested in anything aviation-related. Talks may also include local area interest stories too. 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.
- Roundtables – have each officer/director 'chair' a roundtable at your Section meeting with her Chapter counterparts to share experiences and ideas. This could be as simple as having breakfast together.
- Webinars – current technology affords great platforms to bring members together from across your Section. The topics are endless and can vary greatly, appealing to different interests among your members (e.g., books, flying adventures, history, safety, study groups)
- And more – 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 Sections. It is key to find what works for your Section. You will also find that Section 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 a while. Avoid getting in a rut or being too routine. Explore new ideas.

4. SECTION HOUSEKEEPING

4.1. Section Calendar

Section leadership is required to notify their members in advance of each Section meeting. Ideally, your Section publishes a newsletter on a consistent basis. The calendar should also be published on your Section's web site and/or social media site. Exchange the newsletter with other Sections.

The activities listed on calendars from past years are useful when planning future calendars. Maintain a copy of your Section Calendar in this section of the Section Leadership Manual. This will help you track past activities and remember when it may be time to schedule it for the next year. It may also provide an idea to bring back an 'old' activity that has not been held in a while, making it 'new' again.

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 Section 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 events.

It's important to ensure that your Section meetings/activities do not conflict with other national events or The 99s International Conference. A few examples to consider include 99s International Board of Directors Spring/Fall Meetings, the Air Race Classic, AirVenture, International Forest of Friendship weekend, Sun n Fun, and the Women in Aviation International Conference.

4.2. Section Finances

[Non-U.S. Sections will need to ensure that they meet regulations of their home countries. Much of the information in this section pertains to the U.S. only.]

The Ninety-Nines, Inc. conforms with the U.S. IRS Code 501(c)(3), and your Section Charter verifies that your Section is a branch of The Ninety-Nines, Inc. However, each U.S. Section has its own tax exemption status, must collect information from each of its Chapters, and must combine that information to make one tax-exempt report as required by the Internal Revenue Service (IRS). For that purpose, each Chapter must make an annual report to the Section 501(c)(3) Chair (or 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. The Section 501(c)(3) Chair (or Treasurer) must collect all updated Chapter information and share it with International Headquarters in a timely manner. Chapters may use The 99s HQ PO Box address (PO Box 950374, Oklahoma City, OK 73195), if they prefer not to provide home addresses of officers.

Be sure to advise your Chapters that if they are contacted directly by the IRS, the Chapter should not respond. It 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. See 4.3. Tax Information below for more information.

The Section 501(c)(3) Chair (or Treasurer) reviews each Chapter's annual Financial Report Form for the IRS reporting. A Chapter's funds are its own to use for its own local 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 the Chapter to spend its money. These mandates are set forth in The Ninety-Nines *Certificate of Incorporation*.

The Section should conduct an informal financial review of the Section Treasurer records each time Section officers change 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 review the Section records and report back to the membership.

Membership dues are paid to The Ninety-Nines at the International level per its *Standing Rules*. They include a portion as Section dues, which are rebated back to the Section by International. Otherwise, Sections must raise any additional funds needed. Some Sections may ask members for 'Section Dues' to pay for newsletter expenses and other activities; however, these are *voluntary* payments per International. Additional funds may be raised through fundraising events or product sales. Your Section may accumulate funds and carry them over from year to year. In particular, your Section may need to save funds over some period of time for a future need, such as hosting an International Conference. However, Sections are discouraged from holding on to large treasuries but rather to use funds effectively to promote our Mission Statement and to share our knowledge and love for aviation within our communities. The Section may consider making a donation to one or more of The 99s Trusts or to Headquarters as a way to use Section funds effectively.

Additional information can be found below in 4.3. *Tax Information* and 4.4. *Insurance* sections. Also, for U.S. 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 (U.S. only).

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 Meeting or an International Board meeting for your Section Governor (or a designated Section Board member) to represent your Section at this meeting.

Beware of financial scams! Section leadership needs to remain vigilant and protect the Section's funds against unscrupulous internet phishing scams. It is recommended that Sections set a conservative limit (e.g., \$100) on what funds can be distributed without broader leadership oversight. Any requests for funds beyond that limit should require

approval by the executive group and should be accounted for in the approved annual budget documents. Funds should not be disbursed based on casual email communications. Pick up the phone and discuss any requests with your leadership team before transferring funds. Sections/Chapters have lost significant funds due to these fraudulent activities. *Beware!*

4.3. Tax Information

[Non-U.S. Sections will need to ensure that they meet regulations of their home countries. Much of the information in this section pertains to the U.S. only.]

The Ninety-Nines, Inc. is a 501(c)(3) organization (nonprofit), 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. The following information may help answer questions that arise from your Chapter leaders and members.

What is deductible? For members, their expenses for attending meetings of The Ninety-Nines, Inc., Section Meetings, and Chapter Meetings may be all or partially deductible from their taxable income; HOWEVER, you must consult a professional tax adviser for clear guidance on this matter. 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.

Deductions may include:

- contributions to any Chapter, Section, and/or International (including the Trusts)
- membership dues and donations
- 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 provides evidence of attending the meeting and can prove services or official duties were rendered at the Conference/Section Meeting.

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!

File annually! To protect your members' income tax privileges, your Section 501(c)(3) Chair (or Treasurer) must file the appropriate paperwork with the IRS and International annually. In general, it is due October 15th (officially, it's "*the 15th day of the 5th month after the close of your tax year*"), and the form may change slightly from year to year. It is the responsibility of the Section 501(c)(3) Chair (or Treasurer) to collect the Chapters' information early so that the chair can meet this important deadline. Be sure to annually review IRS Form 990 information and consult with your Chapters' Treasurers to ensure that they are compliant.

99s Endowment Fund: It is a tax advantage for members, Chapters, and Sections to consider contributing to this Trust, as it also invests in the future of The 99s. It is a permanent investment income fund established to supplement the 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 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.
- In consultation with a tax advisor, each 99 may be able to write off expenses incurred while attending the business meeting at a Section Meeting or International Conference on your personal tax return. You may also be able to write off any official business that you may do for you Chapter.

Does an exempt Section (or Chapter) have to file income tax returns? A Section (or a Chapter) does not file an income tax return, but a yearly report form must be filed. If the Section/Chapter gross receipts for the year are normally more than \$50,000, you should be filing IRS Form 990 or 990-EZ. If the Section/Chapter gross receipts for the year are normally \$50,000 or less, your Section/Chapter is required to file Form 990-N online.

Beginning in 2008, if the Section/Chapter gross income for the year is normally \$50,000 or less (\$25,000 before 2010), your Section/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.

Additional information about IRS Form 990 filings is available in the 99s Library (Members Area of the website), at www.irs.gov, as well as other websites (search 'IRS 990'). The *IRS User Guide* is available on the IRS website and includes step-by-step instructions to register

and to file the 990-N (<https://www.irs.gov/pub/irs-pdf/p5248.pdf>). Read and follow the guide to avoid problems and errors with the filing. When advising a Chapter Treasurer who is 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 the correct EIN (Employer Identification Number) for the Chapter is entered and include the Chapter name in the DBA (Doing Business As) field. Review all documents carefully.

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.

Remind your Chapter Treasurers – if they receive a notice from the IRS about the Form 990-N, they must contact the Section 501(c)(3) Chair (or Treasurer) without delay for guidance. Confirm that the Chapter is included in the Section's group filing.

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

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 Section's (or Chapters') 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.

4.4. Insurance

When is insurance required? For any Ninety-Nines Flying Event to be sponsored and/or conducted by a Section (or 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 Section is charging for the event (e.g., Pennies-Per-Pound flights), consider that other forms may be required for the protection of your Section 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 Section functions, including meetings. The Section needs to determine if any additional coverage may be required for a specific Section-sponsored/conducted event.

It is important that the Section leadership ensures that its Chapters are familiar with insurance requirements. Be sure to review these requirements regularly with your Chapters to be sure that information is shared with new Chapter leaders as they take office.

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? In general, no extra charge is made to name other insured parties; however, some insurance companies are beginning to charge for this.

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 Section, The Ninety-Nines, Inc., and to airports included in the event. Several insurance companies have begun charging a modest fee for this service. 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 hang gliders, built for military aircraft, or aircraft carrying 50+ passengers. For questions or more information, contact Headquarters Manager.

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.

4.5. Section Records

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

Note: Remind your Chapters to complete their annual CHAPTER UPDATE FORMS. You might ask them to send copies to the Section Secretary.

A series of documents, listed below, should also be kept in your Section Leadership Manual. This is also a way to retain some basic history for your Section. High on the list are your

Section Charter, Bylaws, Standing Rules, and SOPs. If your Section’s manual lacks one or more of these documents, now is the time to initiate research into who in your Section might have access to the most recent files. Also, verify that International Headquarters has copies of these documents; if not, submit them to Headquarters. Headquarters may also be a resource to obtain copies of these documents, if you are looking for them and if they were previously sent to Headquarters.

Establish a procedure for transferring records as leadership changes occur. Retain both hard copy and electronic copies of Section 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 Section Leadership Manual:

- Section Charter
- List of Charter Members
- Section Bylaws
- Section Standing Rules
- Section Standard Operating Procedures (SOPs)
- Section Minutes and Financial Reports
- Section Board Requirements and Duties (form follows)
- Section Committees List and Duties
- Current Membership Census to track membership numbers (update annually)
- Section History
- Section Calendar
- Inventory of Section Assets and Holders of Assets
- Any Tax IDs and any state Corporation Reports (if applicable)
- Public Relations Contacts and Regional Agencies, including FSDOs/FBOs (if applicable)

The following recommendation for Section 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

4.6. Section Operations – Bylaws, Standing Rules, and Standard Operating Procedures (SOPs)

Section Bylaws, Standing Rules, and SOPs vary from Section to Section. All Sections should maintain up-to-date Standing Rules and/or SOPs to ensure effective operation of the organization and to facilitate leadership transitions. These documents can be very helpful to provide members with a set of instructions and guidelines to conduct the Section's business. In this section of your Leadership Manual, insert your Section's own one-of-a-kind records and keep them organized and updated.

See [Appendix 13.1](#). *Sample for Creating/Updating a BYLAWS document.*

See [Appendix 13.2](#). *Sample for Creating/Updating a STANDING RULES document.*

Periodically, the Section should review its Section Bylaws/Standing Rules and update any sections that may need changes (or clarification) to agree with any International updates. When making changes, it's recommended to submit the proposed document update to the International Bylaws & Standing Rules Committee (IBL/SRC) for their recommendations. It may take multiple rounds of review and feedback between the Section and the IBL/SRC to achieve a document for final approval by your members. Prior to voting on the updated document, it is reviewed by the organization's General Counsel (no charge for this service). This process ensures that changes do not create conflicts with International documents and practices, aligns with current legal and parliamentary recommendations, and must be done before the membership votes on any changes.

The Section 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.

SOPs contain the most current procedures and details for the activities of the Section. They are the basic instructions for how to do a particular job. For example, there should be an SOP document for each Board member, Committee, activity, and event. SOPs should also be included in the Leadership Manual to retain records on how to conduct business, and it's critical that they are updated to reflect current practices.

Current copies of your Section's Bylaws and Standing Rules should be on file at International Headquarters for their records (and as back-up copies for your records). The 99s HQ is creating a repository for these documents, which may serve as a resource for Sections (and Chapters).

See [Appendix 13.4](#). *Section Board Requirements and Duties* for a template to use as a record of your Section's requirements for holding office and the duties of each office. This information should comply with your Section Bylaws and Standing Rules. If changes are made to Section Bylaws and Standing Rules, this page should also be updated as needed. Review Chapter 2 of this manual relative to your bylaws and standing rules, and then complete an up-to-date Section Board Requirements and Duties document for your Section.

Be sure to retain both present and past copies of your Section documents. Maintenance of your Section's history and protecting institutional memory is important.

All of these documents can also be stored on your Section's website in a Member's Only area that is password-protected.

[Page intentionally left blank]

Insert CURRENT SECTION BYLAWS document.

[Page intentionally left blank]

Insert CURRENT SECTION STANDING RULES document.

[Page intentionally left blank]

Insert CURRENT SECTION STANDARD OPERATING PROCEDURES document(s).

5. SECTION FUNDRAISING

5.1. Activities

Many Sections raise money by requesting contributions from attendees at educational events and by providing goods and/or services at aviation-related events. These funds are often used to support Section scholarship funds or other activities driving the mission principles of The 99s. **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 just financially. **Pilot Proficiency** and **Safety Workshops** are additional examples of fundraising initiatives.

5.2. Solicitation of Funds

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. Sections 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 corporate participation in some of our more long-term and far-reaching International projects. When in doubt, it is strongly recommended to check with the International Board of Directors.

5.3. Use of Trademarks and Logos

The classic *Compass Rose logo*, the vertical interlocking 9s logo, and the offset interlocking 9s with airplane are the official registered trademark insignia of The Ninety-Nines. The printed name *The Ninety-Nines, Inc.*® also carries a registered trademark symbol. 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 fundraising by Sections or Chapters (or independent non-99s vendors) bearing The 99s logo or name must be submitted in advance for approval by the Trademark Committee through International Headquarters. If approval is granted, it is approved for a limited time (up to two years). Sections/chapters may request renewals. If the logo is used improperly, the Trademark Committee may not approve the request and may ask for corrections to ensure correct usage.

For proper usage and display of these logos, refer to *The 99s Logo Usage Guide* in the Members Area of the library on The 99s website. The Trademarks Operating & Policies Procedure (in the library) should also be consulted, and the Trademark Usage Application (also in the library) can be completed and sent to Headquarters for review by the Trademark Committee.

6. GROWING YOUR SECTION – RECRUITMENT

Recruitment is critical for growing your Section and its Chapters and for keeping the organization vibrant. A Section Membership Chair can serve as an organizer in promoting this effort across your Section. She can network with Chapter Membership Chairs, sharing ideas between Chapters. What works? What doesn't work? Keep in mind that we must recognize that "one size does not necessarily fit all." For real success, we all – Section leaders, Chapter leaders, and members – must reach out whenever and wherever possible to advertise and promote 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 Sections to ensure a rotation of service so that members share the workload and share the commitment in the Section. These concepts are true for any committee role. Consider creating a Section Membership Committee staffed with Chapter Membership Chairs and having the Section Chair roll to another Committee member each year.

What are some outlets to consider? Encourage your Chapters and members to:

- Distribute and display **posters, flyers and business cards** in your area's airports.
- **Advertise** upcoming Chapter/Section meetings – distribute and post a flyer.
- **Include all contact information** on these materials – website, email address, social media, phone number.
- Send out brief **press releases** and make sure that at least one member is available to talk to an interested member of the local/regional press. Free publicity is priceless. For help, see "*How to Write a Press Release*" in The International 99s Library resources (Members Area of the website).
- Post your meetings and events on your **state aviation offices** Calendar of Events to promote aviation across the states in your region.
- Partner with **other aviation groups** – e.g., EAA and Young Eagles, local pilot groups, flying clubs, and state-wide aviation organizations. Consider sponsoring a joint Safety Seminar or other aviation talk.
- Ensure that area **flight instructors and examiners** are aware of your Section and Chapters' activities.
- Identify **aviation colleges/universities** and **flight schools** in your area and reach out to them routinely – ideally, more than once a year. Attend their public events and distribute your 99s materials. Offer to meet with their interested students.

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

- 99s Recruitment Poster
- 99s Retention and Recruiting Handbook
- 99s Welcome e-Brochure (for new members)

Connect with your new members and invite them to upcoming Section meetings. Is the Chapter engaging with its new members and connecting them with Chapter activities? Don't just let these

new members ‘float,’ because it’s an invitation to let them fall away quickly. Chapters might consider asking a new member to host a meeting – let the new member pick the location. Encourage members to invite a new student pilot or an inactive flyer to fly (or carpool) with them – if flying, even better if the other member is an instructor.

The Section Membership Chair should ‘listen’ to what other Chapters are doing and be on the lookout for those developing some particularly successful tools and/or approaches. These are great bits of information to share more broadly across your Section and with International. Contribute these grassroots success stories to your Section newsletter and/or The 99s magazine.

The 99s sponsors booths at three premier aviation events in the U.S. – Women in Aviation International (WAI), Sun ‘n Fun Aerospace Expo, and EAA AirVenture. Many new members join at these events, and it is key that they receive a welcoming message from our organization at all levels.

- Does the Section leadership reach out to personally welcome its new members?
- Do you remind and encourage your Chapter leadership teams to personally reach out to its new members?
- Do your Section and Chapter leaders make a commitment to assist in the recruitment of new members at these events, especially if they are attending one or more of them? Booth volunteers are always needed, and your help is welcomed.

7. NURTURING YOUR SECTION – 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 new members interested and foster their commitment. Working with your Chapters, establish their commitment to engage with new members by building a strong foundation based on three key elements:

- **Teamwork** and shared labor are keys to sustaining your Section. The Section leadership team should be visible to its members, new and seasoned. It should be evident to Chapters and members that the Section Board works together as a team, a shared effort. Sections must also demonstrate sustainability that is not based on ‘life terms’ in office. Leadership roles must show regular turnover through elections and appointments to avoid becoming stagnant and stale. Take turns and consider rotations to keep the Section fresh. Ensure that ideas are welcomed and exchanged within the group. Keep the group open to suggestions and new ideas. If the Section offers an ‘open door,’ then it’s definitely a more inviting ‘home’ for members. Find ways for members to pitch in and contribute to projects. Incrementally, engage them in Section activities, perhaps finding some interest in the Section management. These messages also set the tone for your Chapters, as well as your members – leadership is a shared team effort, and it’s for a defined term (not a ‘life’ term).
- **Engagement** of new members is essential to welcoming these new friends into our organization. While this engagement will primarily occur at the local Chapter level, it’s important for the Section leadership to reach out and to communicate a message that we value the participation of new members and the new ideas that they bring to our group. Be sure that your Chapters are opening a dialogue to learn more about their interests and strengths, as this will help the Chapter to decide how to best engage with their new members. Some might 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 (or Section) and might pitch in by helping out in certain areas (e.g., newsletters, youth aviation activities, creating promotional materials). They may eventually step up to take a turn with a leadership role (e.g., committees, officers), but don’t push it too soon and scare them off. Encourage Chapters to bring new members to your Section meetings to extend their networking beyond the Chapter. With patience and mentoring, the Section may attract these new members toward roles at the Section level.
- **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 Section’s and Chapters’ love of aviation front and center. Also consider that non-aviation activities can provide added value in team-building (e.g., sports, book clubs, cooking) as well as draw in new members or introduce the public to flying.

8. SECTION COMMITTEES

8.1. What committees do we need?

Collectively, International, Sections, and Chapters have many committees actively engaged. It is important that any given committee confer with its counterparts at these different levels, establishing lines of communication and advising about ongoing activities. For example, a Section scholarship committee chair would work with its Chapter scholarship chairs (Chapter level) and with the International Amelia Earhart Memorial Scholarship Trustees (International level). A Section membership committee chair is another good example where this chair needs to communicate between the International Membership chair and the Chapter membership chairs. Section committee chairs should also encourage their chapter committee chairs to network together, sharing ideas from across the Section.

Smaller Sections 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 Section must define its needs and must re-evaluate its needs periodically. Committees facilitate communication between members and leadership. They are an important mechanism to delegate work such that officers and directors are not over-burdened. Moreover, it is an effective way to tap into specific strengths that certain members may have and that they may contribute their expertise to the organization without feeling overwhelmed by holding a leadership position.

This section is provided as a guide listing options, but it may not be comprehensive. Or it may list options that your Section doesn't employ currently.

For a more comprehensive listing of Section Committee suggestions for consideration, see [Appendix 13.2. Sample for Creating/Updating a Standing Rules Document](#). It includes a list of Standing Committees, Ad Hoc Committees, and Special Awards Committees. It provides a good resource for your Section to choose from to best support its activities.

Because Sections and their needs may vary and/or evolve significantly over time, it is always important to regularly review and assess your Section's needs. A good time for review may be after elections when a new leadership team is setting its goals and priorities. Perhaps your Section may also want to consider setting more long-range goals in addition to an annual (or biennial) planning session – e.g., consider setting some goals on a five-year plan.

8.2. Communication

Today's electronic capabilities provide a wide array of means to share information and news about your Section, your Chapters, and the activities across these units. It is very 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 Section web site; encourage members to leave copies at their 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 are leaving your newsletters for prospective new members to pick up at local airports.

- *Posters/flyers*: spread the word about your Section and its Chapters by posting an eye-catching poster or flyer at your local airports across the region. These might be more targeted to a Chapter but encourage your Chapters to reference Section and International (e.g., website URLs) to highlight the overall organization – keep in mind the transient traffic that may be introduced to The 99s. Also change/update them regularly with some new graphics to ensure that they stay fresh and don't blend into the same old background on the bulletin board.
- *Press releases*: consider sending out a press release to news outlets prior to a Section meeting or event. This can be a great way to not only raise the visibility of your Section but also to promote International and aviation in general. These can be especially valuable for Sections, as they cover larger areas geographically. In particular, you can reach out to different news outlets and spread the word more broadly.
- *Social media*: Facebook, Twitter, Instagram, etc. – 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 leave 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-oriented) vs. Group (more conversational).
- *Videos* – At your Section meetings, shoot some short videos to engage your members or prospective members; encourage Chapters to share some of their video clips and use them as ways to spotlight your Section's members; share them on your website and social media outlets; publish the links in your newsletters. In general, photography of adults at public events does not require a release form; however, permission is required when children are involved.
- *Additional outreach* – share your Section's activities and success stories beyond your borders; share your stories with International through The 99s magazine and social media platforms – it's a great way to network with other 99s. Don't forget to share the stories with your Chapters too.

8.3. Membership

The recruitment of new members (and retention of existing members) is a key role in any Section. It is strongly recommended that each Section identify a person to oversee this activity. The Section Membership Chair needs to network effectively with Chapter Membership Chairs, sharing activities and results. 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.

- Review outreach efforts being used 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).

- Ensure that Chapters are networking with area flight instructors to assist in making contacts with their students. Are they reaching out to these students and inviting them to meetings?
- Consider surveying your members to ask for their input on whether their Chapters are meeting their needs. Ask your members what they might be looking for relative to activities, education, and/or mentoring. Could the Section provide some pertinent programming to supplement the Chapters' efforts?
- Contact BEFORE a member goes into *Standby* (membership renewal is one month past due) or *Hold* (membership renewal is two months past due) status. But if they go into a *Standby/Hold* status, then it becomes even more important for the Membership Chair (Chapter and Section) to engage with the member.

8.4. Scholarship

New members are often very interested in the great scholarship opportunities offered by The 99s. It is highly recommended that Section and Chapters strive to balance a new member's 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 commitment and contributions to The Ninety-Nines.

The Section Scholarship Chair must network with each Chapter Scholarship Chair (or Chapter Chairs). The chair should ensure that the Chapters are familiar with scholarship opportunities, requirements, and deadlines. Each Chapter needs an effective and committed Scholarship Chair to build a successful scholarship process in a Chapter to then forward qualified application to the Section Scholarship Chair. However, some smaller Chapters may rely on another member of the Chapter leadership team. The Section Scholarship Chair will:

- Promote the scholarship opportunities that are available at Section and International levels.
- Encourage Chapters to connect prospective applicants with valuable mentors in the Chapter.
- Provide objective oversight of the application process and offer critical reviews and feedback to the applicants and the Chapter Scholarship Chairs. It is important that timelines provide ample time for the feedback process.
- Establish networking opportunities for Chapter Scholarship Chairs to share ideas and success stories. Experienced Scholarship Chairs can assist newer Scholarship Chairs to learn how to build successful programs in their Chapters.
- Update scholarship information on the Section website and in Section newsletters. Keep your Section members in the loop.

8.5. Nominating

The Nominating Committee can be a crucial asset for a Section, because it is the group that will identify the future leaders for the Section. It is the team that finds and encourages talented members to run for office – your ‘transition’ leaders who will move the Section forward. Unlike other committees, this committee is elected by the Section membership, and the committee chair is decided by a vote of the Nominating Committee members.

The Nominating Committee Chair should be an individual who has a track record for regularly attending Section meetings and thus has a broader familiarity with members from across your Chapters. She should have an ability to network with Chapter leaders across the Section as a means of encouraging those members suitable for and/or aspiring to Section leadership (and Section committees).

Likewise, the Nominating Committee members should also have regularly attended Section meetings, and equally important, they should represent a cross-section of your Chapters. It is recommended that your bylaws require the committee to be diversified in this way. Qualification guidelines should be well defined for Nominating Committee membership in your bylaws, standing rules, and SOPs. For example, you might consider that no more than one person from any one Chapter be elected to the Nominating Committee, ensuring the broadest representation.

Some Sections encourage their outgoing Governors or Immediate Past Governors to consider serving on this committee. Past Section leaders may be a great resource to serve on the Nominating Committee, as their previous work has likely connected them with many members from across the Section.

8.6. Other Committees

See *Appendix Section 13.2* for a comprehensive list of committees that may be used by various Sections. Your Section needs to review its own needs and capabilities to identify what will work best for your group. Some Section projects that are among the more common ones beyond those described above might include Airmarking, 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., Bylaws/Standing Rules/SOPs, Elections, Financial Review, International Conference Planning...and more. It’s a good exercise to review the comprehensive list on a regular schedule – perhaps annually at a Section meeting or Section leadership 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 Section business is conducted.

9. SECTION COMMUNICATIONS

9.1. Newsletter

A Section 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 Section news beyond your membership. Newsletters are readily distributed electronically to the membership. A few members may still prefer to receive paper copies, and Sections 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 Section (or a Chapter) this way (e.g., student pilots, new pilots moving into the area).

Section News Editor – If you want a great newsletter, it's important to identify a Section member who will really enjoy this job. It's a key position within each Section. 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 Section 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
- Section/Chapter events
- Event registration forms
- Flight instruction stories
- Legislative aviation-related issues
- Member stories/biographies
- Professional/career tips
- Safety matters

Of course, the Section website URL (link) and leadership (Section officers) contact information should be included in each newsletter issue. Include the contact information for the Section newsletter editor and how to submit contributions and/or questions. Be sure that submission deadlines and the publishing schedule are 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 Section to receive a copy (electronically or print). Additional copies may be sent to the Governors of other Sections and the editor of the 99s magazine, who may use news about your Section and members in a future publication.

9.2. Website

A Section website is the public face of your Section. It may be the primary way that a prospective new member, a flight instructor, or a community member might learn about your Section 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 member information only with their permission. The site should have adequate security measures and regular monitoring to avoid hacking infiltration. Always plan for your transition by engaging another person to assist with the website. At least two members should be able to access the website at the administrative level to ensure sustainable access.

Recommended content to consider:

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

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

9.3. 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 regional communities where your Section 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 Section 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 Section 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 Section 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. An Open Group may allow non-99s, who might be prospective members for The 99s, to join as a way to introduce them to The 99s. Ninety-Nines who belong to another Section might be admitted to your Section’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 Section members. There is less flexibility for networking outside the Section membership.

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

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

9.4. Reaching out to your communities

In order to increase Section visibility and to attract new members, it is essential that your Section seeks 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 aviation museums in your Section’s area and explore how you might partner with them to include an exhibit about The 99s or women in aviation.

Perhaps your Section has some additional ideas? Be sure to share them with your Chapters and other Sections.

10. SUPPORTING AND COORDINATING WITH YOUR CHAPTERS

10.1. Chapter Leadership

The Section leadership team can be a great resource and support to grow and build your Chapters. All Chapters are affiliated with a Section, and Section leaders should reach out to Chapters to foster a working relationship to strengthen ties with your Chapters. Each Chapter will have an executive board, composed of the officers (Chair, Vice Chair, Secretary, and Treasurer) and some may include Directors. In addition, Chapters will have a variety of Committees, similar to those in your Section (maybe fewer committees, as compared to the Section).

Consider connecting comparable groups to network across your chapters (e.g., Governor and Chapter Chairs; Section/Chapter Treasurers; Section/Chapter Secretaries; Section/Chapters Newsletter Editors). This coordination can facilitate sharing of ideas and experiences across your Chapters and keeping your ‘finger on the pulse’ of your Chapters. The group provides a network to help individuals who may be troubleshooting a Chapter problem. These collaborative groups may also allow you to discover future Section leaders to eventually recruit. Fostering these relationships builds multiple layers of valuable communication and networking. This networking may provide ways to ‘rescue’ a struggling Chapter. It may also assist your Chapters in their critical efforts to grow and become a more vibrant group, aiding recruitment and retention. Be an active partner, offering your Section’s voice and expertise.

10.2. Chapter Calendar

Section and International events are published in your Section’s newsletter and website. Make sure that these events are also promoted in your Chapters’ media (e.g., web, newsletter, social media). Effective advertising requires visibility using different outlets, and this is one way to encourage member attendance at Section and International events. Encourage members to spread their wings beyond their Chapter borders.

Consider advertising Chapter events on your Section calendar too. Members in nearby Chapters might be interested in an event and visit. It may foster joint Chapter meetings. Members in one Chapter might be interested in learning how another Chapter offers certain events/activities (e.g., Right Seat Companion courses, Compass Rose painting).

10.3. Chapter Meetings

Much of the discussion so far has focused on getting Chapter members to Section meetings. Consider another option – get out there and visit your Chapters! Visit them on their ‘home turf.’ Some Governors set a goal to visit each of their Chapters during their term in office. This is not always an easily attainable goal, especially in larger Sections. It may be more achievable if the Section leadership team approached it as a *shared* goal. If each Officer/Director attends one or more Chapter meetings outside her own Chapter during her

time in office, the goal may become more realistic. These might be Chapter membership meetings and/or leadership meetings. They might be in person and/or virtual meetings. Be creative. Be visible. Be responsive. Build bridges that are ‘two-way highways.’ Ask questions and trade ideas.

10.4. Hosting a Section Meeting

For Sections with Chapters, the Section generally has a rotation schedule for when a Chapter will host a Section meeting. This schedule should be published on the Section website and in its newsletter, so that a Chapter knows when its turn is nearing and can be proactive with its planning. Because a Chapter only hosts a Section meeting every few years (or several), it is very important for the Section to provide clear guidance.

The Section Board should ensure that it can offer support in the form of an SOP or manual with clear instructions on how to host a Section meeting. These documents should be posted on the Section web site and shared with the host Chapter leadership team at least one or two years prior to the meeting. Some Sections offer the host Chapter some ‘seed money’ to get things started. These funds may be a small loan (for repayment) and/or a grant (not requiring repayment).

The Section should also identify a person on the Board who will serve as a liaison to the host Chapter’s Section Meeting Chair. One example: if a Section has two Directors, then one Director might serve as the Spring Meeting liaison, and the other Director might serve as the Fall Meeting liaison. The liaison should be knowledgeable about organizing Section meetings and should be able to direct questions to the right resource for the meeting organizer(s).

The liaison or Section Board might also consider holding a Question & Answer session at each Section meeting to meet with future Chapter hosts. These sessions can be an ‘ice-breaker’ for Chapters to meet the liaison and to begin to gain familiarity with the process. Encourage your Chapters to start early and keep it simple – hotel, meeting space, a local speaker or two, and a local tour venue. Chapters can choose to offer more, but it’s also OK to keep the plan simple and promote more time for attendees to network informally.

It’s also a great idea to schedule a short debriefing session at the end of a Section meeting (e.g., Sunday morning). Current and future Section meeting hosts can attend to share information. This is an opportunity to conduct a ‘fresh’ review of the just-completed Section meeting. What went right? What can be improved? Were suggestions for future meeting sessions noted?

Share past documents with the liaison so that they don’t have to ‘reinvent the wheel.’ Clarify the needs of the Section Board at the meeting, which may include pre-meeting boardroom space and business meeting needs (e.g., head table, audiovisual needs, laptop, wifi/internet). Will the meeting be in-person only or allow virtual participation? Hybrid/virtual meetings add cost and complexity. Ensure that the Chapter has a workable

timeline and starts to plan early. Remind the Chapter host and Section liaison that Section members may attend the Section Business Meeting (only) at no cost.

Hotel/Conference Venue: Identifying the meeting hotel/venue to host your event is an early key decision. It usually requires signing a contract for both sleeping rooms and meeting space. BEFORE signing the contract, the Chapter's Section Meeting Chair must have the contract reviewed and approved by The 99s General Counsel. Prior to sending the contract to the General Counsel, it should be preliminarily reviewed by the Section liaison and then Past President Martha Phillips (Southwest Section). The liaison should be looking for key elements like room rates, complimentary meeting room space (if possible), complimentary sleeping room nights (if possible; e.g., 1 comped room night per 20-40 room nights reserved), and banquet costs. The conference planning SOP should include additional details to look for in your hotel contract. This tiered review process with a draft hotel contract will a) ensure that the Chapter is getting a better contract, and b) ensure that the General Counsel can respond more quickly. Plan ahead.

Consider using more affordable venues/accommodations to promote attendance by student pilots and members who are just getting started in their careers. Universities/colleges and resorts may be more affordable options than hotels.

10.5. Other Business Meetings

A few Sections also conduct an additional one-day meeting each year, sometimes referred to as a Winter Workshop. The Section Board of Directors, Section Committee Chairs and *all members of the Section* are invited to take part in this meeting. Typically, this meeting is more of a project or topical workshop and is normally attended by a smaller number of members, as compared to those you would see at regular Fall and Spring Section Meetings.

It might also be organized as a 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 a 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. They might want to coordinate with the *International Conference and Career Expo* (ICCE) committee to have one or more members participate in their planning workshop.

11. SUPPORTING AND COORDINATING WITH INTERNATIONAL

11.1. International Leadership

The 99s International leadership team and Headquarters staff are your go-to resources as you grow and build your Section and your Chapters. It is critical that you ensure that International HQ has up-to-date information on your Section leadership team and your members. Set a goal for your Section to be represented by each of your Chapters each year at The 99s International Conference & Career Expo (ICCE).

Encourage your leadership team members to attend the Annual Meeting held during the ICCE to learn about what's happening in The 99s. Meet the 99s International leadership team – President, Vice President, Secretary, Treasurer, and Directors. Meet the Headquarters Manager. Meet the Trustees of The 99s Trusts – 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. Section committee chairs should routinely network with their counterparts at the International level. Know them and ensure that they know you. It is crucial to stay connected and updated with what is happening across the organization. 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).

11.2. 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. The monthly online newsletter *Straight & Level* 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., ICCE, International Board of Directors Meetings, Section Meetings), as well as other major aviation events (e.g., Air Race Classic, EAA AirVenture, International Forest of Friendship, Sun 'n Fun, Women in Aviation International Conference).

The 99s International Conference (ICCE) 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 99s International website also promotes the ICCE to both members and the public. Be sure to publish the ICCE dates on your Section website and in your Section newsletter.

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

11.3. International Meetings

Members from around the world gather once each year to conduct the business of The Ninety-Nines, Inc. The location changes each year and is occasionally outside the continental U.S. (every 5-7 years). Your first ICCE experience will most certainly give you a more comprehensive “big picture” view of our entire organization. Every time you attend a 99s ICCE, 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 99s ICCE normally lasts four days, and members are encouraged to attend, especially the one-day Annual Meeting. The conference business packet includes various reports including budget information, Governors’ reports, committee reports and proposed bylaws 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 Meeting, and all members are encouraged to attend the open 99s 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 Annual Meeting. Again, it is an important way to ensure that our Sections and Chapters share their input with International. As with flying, COMMUNICATION is critical.

It is very important to discuss among the Section and Chapter Leadership teams to identify at least one member of each team to represent your Section and Chapters at the ICCE. If a leadership team member is unable to attend for a Chapter, then encourage that Chapter to identify a member who is attending, and encourage this person to follow up with a report on the Business Meeting and the conference. This individual will have the opportunity to be a voice for your Chapter and to gather information and ideas to bring back from the ICCE.

11.4. Other Activities During the International Conference

Beyond your Section meetings, the ICCE 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 Section and Chapters in the host area may coordinate with the ICCE organizing committee to assist in planning a variety of interesting activities and excursions to complement the meeting schedule. Speakers, panel sessions, and roundtable discussions provide several educational activities that are offered to complete the schedule of activities.

The Ninety-Nines Awards Banquet honors our top stars and benefactors. The *Awards of Achievement* (for 99s) honors an individual or group of 99s for a) Contributions to The Ninety-Nines, b) Contributions to Aviation, and c) 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 AEMSF Trust is a highly successful program that continues to attract and fund important aviation scholarships for The Ninety-Nines, Inc. 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.

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 may have direct input to decisions made regarding our organization. By voicing your Section's concerns, the Governor can consider and include ideas and suggestions before attending IBOD meetings at the conference and during the year. Each year, the Council of Governors elects a lead Governor to serve as the Governor's Spokesperson.

11.5. Hosting an International Meeting

International Conferences are **co-hosted** by a Section and the 99s *International Conference and Career Expo Committee* (ICCE Committee). Conference locations rotate among Sections; each United States Section typically hosts a Conference about every 10-12 years. The ICCE Committee will contact the Section Governor 3-4 years prior to the year your Section will be hosting and will request suggestions from your Section leadership team for one or more locations that would be attractive for an International Conference. The ICCE Committee may ask representatives from your Section to visit properties under consideration and provide feedback to the committee.

The ICCE Committee will take care of finalizing the contract with the selected hotel. Once the dates and location are finalized, the Section will partner with the ICCE Committee on various tasks associated with Conference planning, such as:

- suggesting seminar speakers
- recommending local tours and activities
- hosting the Hospitality Suite
- working with a local airport for general aviation arrivals
- providing volunteers as needed

One or more representatives from the host Section will serve on the ICCE Committee for two years prior to the ICCE as planning begins. Hosting the ICCE in your Section is a wonderful opportunity for all Chapters in the Section to become involved and contribute to the ICCE. Hopefully, it provides a great opportunity for members in the Section to attend the event in their area. The *International Conference and Career Expo* SOP may be found on The 99s website in the library (Members Area).

11.6. International Website – Resources

The 99s International website (www.ninety-nines.org) is a treasure trove of resources for leadership teams and our members. It is impossible to adequately summarize everything that you will find there. As a Section leader, it is really imperative that you spend some time exploring it and familiarizing your team with its key elements and organization. You should be sure to encourage your Chapter leaders to also fully explore the website.

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 Section 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 (nearly all are available and searchable!); eNetwork Forum (Google Groups); Let's Fly Now!; Professional Pilot Leadership Initiative; Shop Ninety-Nines; Webinars
- Join 99s: Membership (online, paper applications and renewals); Calendar; Conference; Members Area (more details below)
- Donate: The 99s, the Trusts, NIFA/SAFECON, and your own designation
- Contact: Headquarters, International leaders, addresses, phone, email
- Scholarship: AE Memorial Scholarships; Scholarship Registry; Section & Chapter Scholarships
- Friends of The 99s: invite your supporters to join the Friends of the 99s!
- Sponsors: current sponsors, sponsorship/advertising information

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

- Online directories for Members and Friends of the 99s (updated daily)
- Career opportunities
- Library (bylaws/standing rules; conference documents; forms; logos/graphics; press release kits; operating policies and procedures...and more)
- Member benefits
- Annual election information
- International Trusts and Committees
- Straight & Level archives (monthly e-newsletters)
- 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 Section.

12. LEADERSHIP TRANSITIONS – IT’S A TEAM RESPONSIBILITY

12.1. When you ‘retire’ (...or transition to a new leadership role...International?)

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

Section leaders should foster interest and mentor interested members toward moving into leadership roles – at both the Chapter and Section levels. Ideally, officers will consider moving ‘up the ladder’ and, in this way, they gain knowledge and experience as they grow and mature as leaders. This incremental growth will help ensure smooth transitions. With the accrual of experience, they bring more expertise to their new office. Turnover is good and reassures members that they are not taking on a ‘life sentence’ – they are just ‘taking a turn.’ Term limits are an important mechanism to ensure that leadership changes occur.

As the gavel is passed to a new Governor, the outgoing Governor should reflect on how she might facilitate the transition for the new incoming Governor. This is true for each Section leadership position in transition – welcome the new leadership team members and consider how best to offer your advice. You can be a valuable resource for the new leaders to consult with as they transition in. Of course, it’s also necessary to recognize that your input is just that – a recommendation – and to respect the direction of the new leaders.

Outgoing leaders may also be a valuable resource on Section committees, in particular as future Nominating Committee members. As an outgoing leader, you might also have a specific area of interest where you can lead a committee or special project.

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

13. APPENDIX – SAMPLE DOCUMENTS

13.1. Sample for Creating/Updating a BYLAWS Document

“Bylaws are a contract of rights between members and the organization.” It is understood that each Section has its own Bylaws and Standing Rules that are unique to the Section. Accordingly, the Bylaws sample offered below is only a *guide* for Sections that wish to update and/or amend their Bylaws. You might consider collecting Bylaws from other Sections to discover what they are doing and if there are some new ideas for your Section to consider. Periodically, the leadership team should do a thoughtful review of the Section Bylaws.

You might collect Bylaws documents from other Sections to discover what they are doing and if there are some new ideas for your Section to consider. Periodically, the leadership team should do a thoughtful review of the Section’s Bylaws.

Sections are encouraged to ask the *International Bylaws & Standing Rules (IBL/SR) Committee* for recommendations as an initial review of your new/updated document. In particular, this committee is looking to ensure that your Bylaws are not in conflict with the International Bylaws. Please note that each Section’s Bylaws must finally be reviewed by The 99s General Counsel prior to the Section presenting it for approval and adoption by the membership.

The sample document below is only ONE example, recently approved by the North Central Section membership following discussions with the IBL/SR Committee.

BYLAWS OF THE NORTH CENTRAL SECTION OF THE NINETY-NINES, INC.

April 23, 2022

ARTICLE I

SECTION 1. NAME: The name of this corporation shall be the NORTH CENTRAL SECTION OF THE NINETY-NINES, INC. (North Central Section or NCS).

ARTICLE II

SECTION 1. PURPOSE: The purpose of this corporation is stated in its entirety in the Articles of Incorporation.

SECTION 2. AFFILIATION: Affiliation of the North Central Section shall be governed by the International Bylaws.

ARTICLE III

SECTION 1. FISCAL:

- a. All funds of the Section shall be deposited in a financial institution in the name of the NORTH CENTRAL SECTION OF THE NINETY-NINES, INC., and may be withdrawn only by draft bearing the signature of the treasurer or governor.
- b. The fiscal year of the organization shall coincide with that of the International organization.
- c. An annual report to the members must be made by October 31.

SECTION 2. DISSOLUTION: Dissolution of the corporation, shall be governed by the relevant provisions of the International Standing Rules.

ARTICLE IV

SECTION 1. MEMBERSHIP: Rules for membership and classification of members as stated in the International Bylaws shall govern.

ARTICLE V

SECTION 1. MEETINGS: This corporation shall meet semi-annually at section meetings. Online meetings are authorized as determined by the board. A majority of the members present at the section meeting shall constitute a quorum, provided at least 50 percent of the chapters are represented.

SECTION 2. ANNUAL MEETING: The regular business meeting held in the spring shall be known as the annual meeting and shall be for the purpose of presenting the budget for the fiscal year, the reports of the chapter chairs, and any other business that may arise may be transacted.

SECTION 3. FALL MEETING: The regular business meeting held in the fall shall be for the purpose of presenting the annual fiscal report, the reports of the committee chairs, and any other business that may arise may be transacted.

SECTION 4. SPECIAL MEETINGS: Special meetings may be called by the governor or by a majority of the chapters upon a thirty-day notice to the chapters. 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.

ARTICLE VI

SECTION 1. MEMBER VOTING PRIVILEGES AND REPRESENTATION AT SECTION MEETINGS:

- a. Each section member attending the section meeting shall be entitled to one vote.
- b. Each person voting must be a member as set forth in Article IV.
- c. Registration shall be in accordance with the standard operating procedures of the organization or as determined by the board of directors.
- d. Each section member shall be entitled to cast one vote for the election of each of the elective positions.

- e. All ballots, whether paper or electronic, shall be processed in accordance with the International Standing Rules.
- f. Electronic elections are hereby authorized and shall be conducted in accordance with the International Standing Rules.

ARTICLE VII

SECTION 1. ELECTIVE POSITIONS: The elective positions shall consist of a governor, a vice-governor, a secretary, a treasurer, and two (2) directors.

SECTION 2. ELECTIVE COMMITTEES: The Nominating Committee shall consist of five (5) members. The Nominating Committee shall elect its own chair.

SECTION 3. NOMINATIONS:

- a. Nominations for elective positions shall be made by the Nominating Committee and they shall name at least one candidate for each position to be filled. Ballots shall be provided to all section members as determined by the Standard Operating Procedures of the Nominating Committee.
- b. Any nominee for board member (governor, vice-governor, secretary, treasurer, or directors) shall have been a continuous member of the North Central Section for a period of at least two (2) years by the date the Intent to Seek Election is filed.
- c. Any nominee for governor or vice-governor shall have been a chapter chair, a member of the North Central Section board of directors, or a North Central Section committee chair.
- d. Nominations for the Nominating Committee:
 - i. shall include five (5) nominees from the North Central Section with representation from at least four (4) different Chapters; a maximum of two (2) members of the Nominating Committee may be from the same chapter.
 - ii. shall be for candidates who have been a member of the North Central Section for at least the previous two (2) consecutive years at the time the Intent to Seek Election is filed.
 - iii. shall be for candidates who have attended at least one section meeting in the previous three (3) years at the time the Intent to Seek Election is filed.
 - iv. shall be for candidates who have held office and/or chaired a committee at the chapter level (or higher)

SECTION 4. APPOINTIVE COMMITTEE CHAIR: The appointive committee chair shall be as deemed necessary by the board of directors and shall be appointed by the governor with the approval of the board of directors.

SECTION 5. VACANCY IN OFFICE: All vacancies shall be filled by selection and vote of the board of directors except the office of governor, to which the vice-governor shall succeed.

- a. A vacancy in the immediate past governor position shall remain vacant until she is succeeded by the current governor.
- b. Any officer may be removed from office for neglect of duty by the board of directors or on demand of two-thirds (2/3) of the active chapters.

SECTION 6. TERM IN OFFICE: Elected positions are elected for a two-year term. No officer shall serve more than two consecutive terms in the same office. The immediate past governor shall serve one (1) term.

ARTICLE VIII

SECTION 1. BOARD OF DIRECTORS: The board of directors shall be composed of the governor, vice-governor, secretary, treasurer, and two (2) directors. The immediate past governor shall be a voting member of the board.

SECTION 2. BOARD MEETINGS: Meetings of the board of directors shall be called at the discretion of the governor or upon the request of a majority of board members.

SECTION 3. QUORUM AT A BOARD MEETING: A quorum shall be a majority of the members of the board.

ARTICLE IX

SECTION 1. GENERAL DUTIES OF THE BOARD OF DIRECTORS: The board shall have all duties and powers as set forth in the Articles of Incorporation. It shall be its duty to carry out the purposes of the corporation according to the laws and as provided in these bylaws. The board may authorize the expenditure of funds not budgeted. A financial review may be completed by two section members not on the current board of directors to examine the financial records at the discretion of the board.

SECTION 2. SPECIFIC DUTIES OF ELECTED POSITIONS:

- a. The GOVERNOR shall preside at section meetings and board meetings and enforce a due observance of the bylaws; she shall see that officers and members of committees perform their respective duties as enjoined by the laws of the organization, shall appoint committee chair unless otherwise specified, shall carry out the collective wishes of the membership and be their spokesman on matters of section policy, and shall have the responsibilities and duties as set forth in the standard operating procedures for this position.
- b. The VICE-GOVERNOR shall assist the governor in the performance of her duties, shall monitor the bylaws, standing rules and standard operating procedures and shall have the responsibilities and duties as set forth in the standard operating procedures.
- c. The SECRETARY shall be responsible for the accurate and timely account of transactions of the section meetings and board of directors meetings, shall handle section correspondence, file papers and documents pertaining to nonfinancial section business, issue notices as directed by the members at the section meeting and shall have the responsibilities and duties as set forth in the standard operating procedures for this position.
- d. The TREASURER shall be responsible for the management of funds due the corporation and hold receipts for them, shall make reports at the section meetings of the receipts and expenditures, shall pay out such funds as authorized by the board of directors or as directed by the members at the section meeting and shall have the responsibilities and duties as set forth in the standard operating procedures for this position.

- e. The DIRECTORS shall have the responsibilities and duties as set forth in the standard operating procedures for this position.
- f. The CHAIR OF THE NOMINATING COMMITTEE shall preside over the Nominating Committee and shall have the responsibilities and duties as set forth in the standard operating procedures for this position.
- g. The IMMEDIATE PAST GOVERNOR may act as the procedural advisor at meetings.

ARTICLE X

SECTION 1. CHAPTERS: New, merged and dissolved chapters shall follow International Standing Rules.

ARTICLE XI

SECTION 1. COMMITTEES:

- a. The governor shall appoint a chair for the following committees: Membership, Aviation Education, History, Amelia Earhart Scholarship, Bylaws and others that are deemed necessary.
- b. It shall be the privilege of each committee chair to choose her own committee members, except for the Nominating Committee which is elected.
- c. Each committee chair shall make an annual report at the Fall section meeting.
- d. Duties of the committees shall be determined by the standard operating procedures of the section or the board of directors.

ARTICLE XII

SECTION 1. APPROVAL OF MINUTES: The secretary shall forward copies of the minutes to each board member within a month of the date of the meeting. Comments should be returned within two (2) weeks of receipt thereof. Chapter chairs will receive a draft copy within (2) weeks of board review.

ARTICLE XIII

SECTION 1. AMENDMENTS/REVISIONS:

- a. These bylaws may be amended at the annual meeting provided that the revision or amendment shall have been submitted to NCS members at least sixty (60) days prior to the annual meeting.
- b. To become effective, any revision or amendment must have a two-thirds (2/3) vote of those members present at the annual meeting.
- c. The minutes of the annual meeting shall serve as official notification to NCS members of the final action taken on each proposed revision or amendment.

ARTICLE XIV

SECTION 1. RULES: The latest revised edition of Robert's Rules of Order Newly Revised shall govern the conduct of all meetings of the membership and the board.

- a. The order of precedence of the corporation's governing documents is: certificate of incorporation, bylaws, standing rules, policies, and standard operating procedures. The standard operating procedures (SOPs) and standing rules shall be the guidelines to direct the specific duties of all officers and appointees.
- b. The parliamentary authority shall govern the conduct of all meetings of the membership, in all cases where it is applicable, and in which it is not inconsistent with these bylaws, other corporate governing documents, and/or any special rules this corporation may adopt. In case of any conflict with International Articles or Bylaws, such International Articles or Bylaws shall govern.

13.2. Sample for Creating/Updating a STANDING RULES Document

Standing Rules are those rules and regulations that relate to the details of the administration of an organization for the guidance of an assembly. It is understood that each Section has its own Bylaws and Standing Rules that are unique to the Section. Standing Rules are optional – some Sections choose to use SOPs to more clearly spell out the details of administration. Each Section will choose what works best for their situation.

Accordingly, the Standing Rules sample offered below is only a *guide* for Sections that wish to have, to update, and/or to amend their Standing Rules. You might collect Standing Rules from other Sections to discover what they are doing and if there are some new ideas for your Section to consider. Periodically, the leadership team should do a thoughtful review of the Section’s Standing Rules.

Sections are encouraged to ask the *International Bylaws & Standing Rules (IBL/SR) Committee* for recommendations as an initial review of your new/updated document. In particular, this committee is looking to ensure that your Standing Rules are not in conflict with the International Bylaws. Please note that each Section’s Standing Rules must finally be reviewed by The 99s General Counsel prior to the Section presenting it for approval and adoption by the membership.

The following are examples of Section Committees that may be used by Sections:

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

The following are examples of Ad Hoc Committees that may be used by Sections:

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

The sample document below is only ONE example, recently approved by the North Central Section membership following discussions with the IBL/SR Committee.

**STANDING RULES OF THE
NORTH CENTRAL SECTION OF THE NINETY-NINES, INC.**

April 23, 2022

I – CHAPTERS

- A. Chapter Formation:** see International Bylaws and Standing Rules.
- B. Division of Presently Chartered Chapter:** see International Bylaws and Standing Rules.
- C. Chapter Dissolution:** see International Bylaws and Standing Rules.
- D. Chapter Mergers:** see International Bylaws and Standing Rules.
- E. Chapter Operation:** see International Bylaws and Standing Rules.

II – SECTION MEETINGS

- A. NCS AWARDS:** Awards will be presented at the Spring section meeting to persons deserving of special recognition.
- B. SECTION MEETING ALLOTMENT:** If requested, each Chapter will be given a \$350 grant for expenses to host a section meeting – usually at the immediately preceding section meeting. In addition, the chapter may obtain a loan of \$200 for conference materials to be repaid as soon as feasible after the close of the section meeting.
- C. REPORTS:** Oral reports at section meetings ARE REQUESTED and will be limited to two minutes. Written reports ARE MANDATORY and must be submitted to the governor, secretary, and newsletter editor. Chapter chairs will report at the Spring meeting, section committee chairs at the Fall meeting.
- D. CONSIGNMENT SALES:** Articles for sale appropriate to our organization by chapters or members at the Spring and Fall section meetings, must be approved in advance by the board of directors.

III – CALENDAR

- A. SECTION CALENDAR:** The vice-governor will maintain a calendar of events (including section, International, and major U.S. non-99s aviation activities) for information and to avoid/minimize schedule conflicts. At a minimum, section meetings and the International Conference should be published on the section website.
 - 1. Major U.S. non-99s events should be posted. Examples are, but not limited to: Women in Aviation International, Sun ‘n Fun Aerospace Expo, Air Race Classic, EAA AirVenture, International Forest of Friendship.

- B. **CHAPTER EVENTS:** It is the responsibility of the chapter chair (or designate) to submit dates for events as soon as practical if the chapter wishes to publish on the section calendar.

IV – WEBSITE AND PUBLICATIONS

- A. The NCS will maintain a website. The webmaster will be appointed by the section governor.
- B. Chapters will be provided with a subdomain on the NCS Website by the webmaster. Chapters with subdomains must have an identified webmaster who is known to the NCS webmaster.
- C. The chapter webmaster will adhere to the design and protocols as established by the NCS webmaster.
- D. NCS members will receive an electronic issue of the section newsletter.
- E. Printed issues of the section newsletter are available for a fee that is established by the editor with concurrence of the NCS Board and included in the annual budget approved by the membership.

V – BYLAWS, STANDING RULES, & STANDARD OPERATING PROCEDURES (SOPs)

- A. Copies of the most current NCS bylaws, standing rules and SOPs are available to NCS members on the section website.
- B. Section leaders should review and be familiar with the NCS bylaws, standing rules, and SOPs.
- C. To propose revisions of these documents, see the NCS bylaws. Chapters and/or individuals may contact the section leadership for further guidance.

VI – TAX EXEMPTION STATUS

- A. The North Central Section of The 99s is a 501(c)3 tax exempt organization. The NCS treasurer is the NCS 501(c)3 Chair unless otherwise delegated by the NCS governor and treasurer.
- B. The tax exemption status of NCS chapters is held by the section's 501(c)3 identification. It is the responsibility of chapters to ensure that they do not violate the section's 501(c)3 status.
- C. Each chapter should appoint a 501(c)3 chair, unless the treasurer fulfills this role. It is critically important to ensure smooth transitions when the role is transferred to another chapter member. The NCS 501(c)3 Chair **MUST** be advised immediately of any chapter 501(c)3 chair changes.

13.3. BUSINESS MEETINGS

All Board members are expected to attend the business meeting. Chapter and Committee Chairs shall give annual reports on their group's activities as designated in the Section bylaws and standing rules. Members attending the Section business meeting should report on it back to their Chapter members at their next meeting to keep their members informed.

Business Meeting Agenda – Order of Business (TEMPLATE)

SECTION BUSINESS MEETING

(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)
 - 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 the corrections with a motion, a second, and a vote by the members.
 - If there will be more than a month between Section meetings, the Secretary may ask for 2-3 Board members to volunteer as a review (or approval) committee for the draft of the minutes. A review committee can assist in finalizing the minutes for approval by the membership. Alternatively, an approval committee may eliminate the need for approval by the members, although there should be an opportunity for members to offer corrections.
 - After the Secretary prepares the minutes, a copy should be forwarded to the Governor as soon as possible and well before the next meeting.
 - It is not necessary to use the term "respectfully submitted."
 - It is not necessary to record the name of the second to a motion.
 - A second is not needed for nominations.
3. Secretary's Report
 - Read only pertinent correspondence.
 - If a vote is required on an item, it is taken up in New Business.
4. Treasurer's Report
 - A motion is not needed to approve normal payment or spending, especially if an annual budget has been approved.
 - A motion is required for requests for special spending items.
 - 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.]*
1. Introduction of Guests, Members and Student Pilots

2. Standing Committee Reports
3. Special Committee Reports (this may include Chapter reports)
4. Unfinished Business (not called "Old Business")
 - The Governor introduces these items.
 - Review minutes of prior meeting to determine what is unfinished or tabled.
9. New Business
 - Includes items brought up by the Governor, other officers, and/or the members.
10. Announcements
11. Program
12. Adjournment (no motion or vote is necessary to adjourn)

13.4. Section Board Requirements & Duties (as defined by your Section)

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

Governor Requirements for Office

Duties

Vice Governor Requirements for Office

Duties

Secretary Requirements for Office

Duties

Treasurer Requirements for Office

Duties

Director Requirements for Office

Duties

Others (e.g., Nominating Committee Chair/Members)