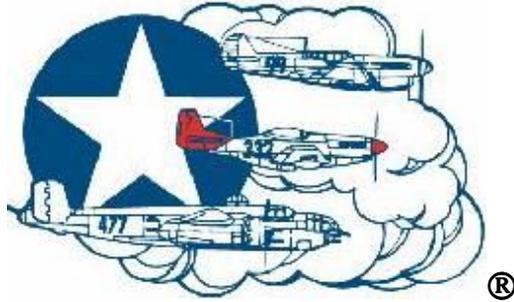


TUSKEGEE AIRMEN, INC.®



**CHAPTER PRESIDENTS'
HANDBOOK**

ACKNOWLEDGEMENT

We express sincere appreciation to the officers and members who have provided information most helpful in the assembly of material for this notebook.

TUSKEGEE AIRMEN CHAPTER PRESIDENTS' HANDBOOK

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FORWARD

The image of Tuskegee Airmen, Inc. is reflected in the activities given by the local chapters. Therefore, it is essential that every activity given be planned to be first class and to enhance the chapter's reputation in the community.

This handbook provides both organization and planning information gained from past activity and through experience. Although it does not completely detail all organizational structure or every planning action, it should prove beneficial as a guide for the new as well as the most seasoned chapter president to follow.

Read it through; and keep it handy for reference. We hope chapter officers; committee chairpersons and program project officers will find it useful.

Russell C. Davis, LtGen, USAF (Ret.)
National President
Tuskegee Airmen, Inc. ®

**CHAPTER ONE:
TUSKEGEE AIRMEN, INC.**

PURPOSE

The goals of Tuskegee Airmen, Incorporated are to perpetuate the activities and achievements of those Americans who shared in the aspirations and frustrations of pioneering men and women in the Tuskegee experience of the United States Army Air Corps, and to actively motivate minority youth to outstanding achievement and leadership in our democratic society. The principal educational and charitable objectives shall be accomplished through programs:

To bring together in a spirit of friendship and goodwill all persons of the areas of the United States or abroad who shared in the aspirations, frustrations, and successes of those pioneering men and women in United States military aviation;

To conduct historical research and documentation of the achievement of those Tuskegee Airmen who served our country in the subject area;

To engage in the motivation of young minority persons toward aviation and aerospace careers;

To inspire youth to outstanding achievement and leadership in our democratic society through social and educational activities; and

To address matters of social concerns that will further the organizational objectives.

PROCEDURES

The organization is a non-political, non-military and not-for-profit entity. All officers and directors serve without salary or fee. Tuskegee Airmen, Inc. (herein referred to as "The National") was officially established in August 1972 in Detroit, Michigan. It was chartered February 21, 1975 in Washington, District of Columbia exclusively as a veterans association. The charter was amended June 9, 1978 establishing the organization exclusively for educational and charitable purposes.

The policies of the organization are established by the membership in convention and by directors through the year. The officers, standing and appointed committees, administer these policies.

Chapters may be located throughout the United States and overseas area within the Eastern, Central, and Western geographically structured regions, which are specified in the national bylaws.

TAX STATUS AND IRS FORM 990

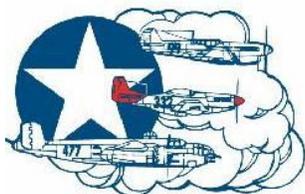
On September 20, 1978 the Internal Revenue Service, by letter, determined that TAI is exempted from income tax under section 501 (c) (3) of the IRS Code. If annual gross receipts exceed \$25,000 the organization is required to file a Form 990. The return, if required, must be filed by the fifteenth day of the fifth month after the end of the accounting period. There is a stiff penalty when a return is filed late unless there is a reasonable cause for the delay. Currently our accounting period ends July 31st with the Form 990 due by December 15th.

Since TAI is not a private foundation, it is not subject to excise taxes under Chapter 42 of the IRS Code.

Donors may deduct contributions to TAI as provided in section 170 of the code. Bequests, legacies, devises, transfers, or gifts are deductible for federal estate and gift tax purposes if they meet the applicable provisions of section 2055, 2106, and 2522 of the code. Members and others should be encouraged to include Tuskegee Airmen, Inc (National Organization) or local chapters in their wills.

The national TAI Employer Identification Number (EIN) is 52-1071569. Chapters requesting the Group Exemption Number (GEN) should contact the National Treasurer. Each chapter must obtain its own EIN when chapter accounts are established. Chapter accounts do not automatically fall under the GEN unless a written request is made to and approved by the national treasurer. Approval is indicated by a letter to the chapter advising them of inclusion in the GEN.

THE TUSKEGEE AIRMEN SCHOLARSHIP FOUNDATION



The idea of providing scholarship aid to needy young men and women without regard to race, sex, color or national origin culminated in 1978 when the General Daniel "Chappie" James, Jr. Memorial Scholarship Fund was established by the Los Angeles chapter. With the full support of the entire national organization the fund was renamed The Tuskegee Airmen Scholarship Foundation. Chartered in and by the State of California, the Tuskegee Airmen Scholarship Foundation is administered by a separate board.

The Los Angeles Chapter as executive agent for Tuskegee Airmen Inc operates the Tuskegee Airmen Scholarship Foundation. The Department of Charities, Los Angeles, California, monitors financial activities of the fund through the organization's required annual reports. Detailed records are meticulously kept and receipts, evidencing contributions, are given each donor to preserve the fund's tax-exempt status determined by the State of California and the Internal Revenue Service.

Trustee for the fund is Wells Fargo Bank, Los Angeles, California. Only earnings from the fund, which surpassed the original "One Million Dollar" goal in 1995, are used. Unborn generations will benefit from the generosity and dedication of those who provide support.

The fund is structured to honor individuals. The first designated endowments were: General Daniel "Chappie" James, Jr., USAF, first Black American to achieve four-star military rank; The Honorable William H. Hastie, civilian aide to the Secretary of War, 1940-1942, and outspoken advocate for the full participation of Black Americans in the armed forces; Charles B. Hall, P-40 pilot of the 99th Pursuit Squadron and first in the squadron to destroy an enemy aircraft; and Wendell O. Pruitt, the "pilot's pilot," a fighter pilot's pilot.

The donor of \$15,000 or more has discretionary right to designate a name for the endowment, including his or her own. Chapters are highly encouraged to make annual donations to the National Tuskegee Airmen Scholarship Foundation. Chapters are required to meet all of the national reporting requirements to be eligible to participate in the National Tuskegee Airmen Scholarship Program.

Local chapters are able to establish Education Assistance Funds separate from the National Tuskegee Airmen Scholarship Foundation. It is the intent of The National for the local Education Assistance Funds not to detract or take away from The National Scholarship Program. Funds raised in the name of the Tuskegee Airmen Scholarship Foundation must be turned over to the National Tuskegee Scholarship Fund Board of Governors. Requirements for scholarship recipients should go beyond just needing financial assistance. Chapters have the ability to expand requirements for local Education Assistance but are encouraged to align their requirements closely with the National Tuskegee Airman Scholarship criteria. Chapters are encouraged to send to the National Tuskegee Scholarship Fund Board of Governors the names of recipients and the amount awarded for informational purposes only.

NATIONAL MUSEUM



The concept for a national museum was submitted by the Detroit Chapter, and approved by the 1980 convention. Subsequently the chapter obtained the site and wrestled with the problems of funding and restoring this important facility. It has been a jointed effort with the City of Detroit Historical Department. The original opening target date of June 1, 1986 was not met. The dedication was at last held on May 29, 1987.

Historic Fort Wayne provides a creditable location for our permanent museum. Plans included the establishment of a foundation fund as the depository for donated funds required for perpetual upkeep and maintenance. The site is a duplex building that was used as noncommissioned officer housing.

The National Museum Board of Directors may be contacted by anyone wishing to donate funds and/or memorabilia. The contact information is noted below.

The National Museum of the Tuskegee Airmen, Historic Fort Wayne, 6325 West Jefferson Avenue, Detroit, Michigan 48209 (313) 843-8849.

Location: The National Museum of the Tuskegee Airmen is located at Historic Fort Wayne on Jefferson Avenue at the foot of Livernois in the City of Detroit, Michigan.

Hours: The Museum is open Wednesday through Sunday from 9:30 a.m. until 5:00 p.m. May through September and by appointment year round.

Special Services: The Museum's Speakers' Bureau can provide Tuskegee Airmen to address school or civic clubs or groups. To make arrangements, please contact the Museum at the address or telephone number shown above.

Each region elects a regional representative to the Museum Board and he/she is the region's focal point for National Museum Board inputs and general information. The National Museum is interested in receiving any memorabilia on a permanent or temporary basis. Chapters can also request from the National Museum the loan of memorabilia for local displays.

TUSKEGEE AIRMEN MEMORIALS

There are currently three physical memorials to the Tuskegee Airmen, which can be seen by future generations. They are as follows: 1.) The statue at the U.S. Air Force Academy in Colorado Springs, Colorado; 2.) The monument at the U.S. Air Force Museum at Wright-Patterson AFB in Dayton, Ohio; and 3.) The Tuskegee Airmen Museum in Historic Fort Wayne located in Detroit, Michigan. The statue (1) and monument (2) have been signed over to the U.S. Air Force and the museum monument is on government property.

TUSKEGEE AIRMEN MEMORIALS/MONUMENTS

- **U.S. Air Force Academy – Colorado Springs, CO**
- **U.S. Air Force Museum – Wright Patterson Air Force Base, Dayton, OH**
- **Tuskegee Airmen National Museum – Detroit, IN**

There are other displays around the country honoring the Tuskegee Airmen. If you know of a memorial or monument in your area make sure the National Museum has it on record.

TUSKEGEE AIRMEN MURAL FOUNDATION

A mural honoring the Tuskegee Airmen was shown at Los Angeles International Airport (LAX) on the lower/arrival level of terminal 3 from February – May 2002. The mural is the first artwork on exhibit at LAX under the newly managed Art Exhibits Program, a partnership between Los Angeles World Airports (LAWA) and the City of Los Angeles Cultural Affairs Department. The mural was displayed for four months and then it was moved to the Palm Springs Air Museum.

The 12-foot by 60-foot mural features 50 pilots and crewmen together, who shared in the Tuskegee experience during World War II. A plaque is mounted on the wall identifying each of the faces on the mural including a brief historical summary. With more than 30 years experience as an artist, Stan Stokes was commissioned by the City of Los Angeles Cultural Affairs Department and The Mural Foundation, whose membership is comprised of Tuskegee Airmen alumni, to pay homage to these brave servicemen. Stokes has produced hundreds of aviation-related paintings documenting historical events, people and places. Many of his original paintings are displayed at the Palm Springs Air Museum.

The mural was an on-going project for the past couple of years involving the efforts of former City Councilwoman Rita Walters, LAWA, the City of Los Angeles Cultural Affairs Department and The Mural Foundation chaired by Tuskegee Airmen Dr. Willis Duffy. Directors of the Tuskegee Airmen Mural Foundation include Dr. Willis Duffy, Roger Terry, Joan Williams, Dr. Robert Higginbotham, Elbert Hudson, Esq., Paul Lehman and Clarence Finley.

NATIONAL HEADQUARTERS

The National Headquarters was established in May 1997 to centralize organization administration and record keeping. The office was closed in 2006.

The current mailing address for National Office correspondence is:

Gustave R. Thomas	334-421-0198 (Tuskegee)
Executive Director	404-358-7175 (Atlanta)
Tuskegee Airmen Inc	
PO Box 830060	
Tuskegee AI 36083	

EXECUTIVE DIRECTOR

The National Board of Directors of Tuskegee Airmen, Inc has the power to direct, control, and supervise the position of the Executive Director. The Board establishes expectations, qualifications and negotiates the contract details including salary and other benefits. The Executive Director is the principal administrative officer to carry out directives of the Board and the National Convention. He signs on behalf of the organization in routine matters of administration and legal documents. He makes contracts and expends funds in keeping with the approved budget.

The Executive Director's professional duties and responsibilities consist of participating in the development of national policy and procedures. He organizes services and coordinates work of the Board and the national office. He employs, directs and discharges the national office staff. He supervises, trains and leads organizational services. He prepares the national headquarters office budget and report; keeps the Board informed of operations and programs. He represents the organization in community affairs. He provides leadership to the Board and assists its members in the performance of their duties. He is not an officer of Tuskegee Airmen, Inc. or a member to the National Board of Directors.

TUSKEGEE AIRMEN FOUNDATION Inc.

The proposed Tuskegee Airmen Foundation, Inc. (TAF) is envisioned to be both the primary fund-raising instrument for Tuskegee Airmen, Inc and the central repository for funds that form our endowment and ensure the long-range financial viability of the organization. The Fund will be incorporated in the District of Columbia and will be under the direction of a Board of Trustees. The investment advisor to the fund will be Riggs Investment Management Corporation, a subsidiary of Riggs Bank, N.A.

Dividends from Tuskegee Airmen Foundation, Inc will be used to provide direct support to chapters to enhance and expand their local Aviation Opportunities for Youth programs. Proceeds from the Aviation Opportunities for Youth Fund, a projected national youth program, would enable us to provide financial and technical support directly to chapters.



We will also be able to develop and fund our own national youth program, one that could be tailored to the specific needs of any of our chapters. The sources of funds for the TAF include: (1) Individual donations, (2) Corporate Partnerships, (3) Royalties, and (4) National Life Membership Program. These are the programs to be supported by the Tuskegee Airmen Foundation, Inc: (1) National Aviation Opportunities for Youth Program, and (2) the National Awards Program. The Board of Trustees consists of the following: Chairman, Vice

Chairman, Executive Director, Treasurer, Secretary, and eight Trustees. Bylaws and Articles of Incorporation were completed and the initial Board of Trustees was formed.

The initial Board of Trustees consisted of the following: Charles E. McGee, Lee A. Archer, Lloyd E. Campbell, Rodney A. Coleman, Clarence Finley, Aaron B. Floyd, Marcelite J. Harris, George L. Knox, III, Lloyd Newton, John F. Phillips, Henry Sanford, Percy E. Sutton, Richard Toliver and Julius D. Washington. A new Board of Trustees has to be appointed. The new Board of Trustees, once selected, will carry the Foundation into its future endeavors.

CHAPTER TWO: THE CHAPTER

CHAPTER PURPOSE

Chapters, the local units of Tuskegee Airmen, Inc., are most important in advancing the primary objectives of the organization:

- To perpetuate the achievements of those who shared in the Tuskegee experience, and
- To actively motivate youth, minorities in particular, to outstanding achievement and leadership.

The articulation of these basic objectives must be accomplished at the community level, in the local surrounding area of a chapter.

Chapters are essentially self-supporting and subordinate to The National. They may and are encouraged to operate effective programs of many different types, programs such as anniversary observances, recognition luncheons/dinners, academy and ROTC orientation projects, speaker's bureau, and display/exhibits. This listing is by no means limiting; there are many other activities and organizational relations which may be considered in promoting Tuskegee Airmen's educational and charitable thrusts.

CHAPTER REQUIREMENTS

To receive and retain a charter as a chapter of Tuskegee Airmen, Inc., a locally organized group must meet the following requirements, which are based on provisions of Tuskegee Airmen, Inc bylaws and policy established by the Board of Directors:

- Maintain a minimum of ten members.
- Submit articles of incorporation and bylaws to Tuskegee Airmen, Inc. that support and do not conflict with the National articles. (See example of Chapter Articles and Bylaws p. 40-42)
- Provide the National Board of Directors a copy of each amendment to the Chapter bylaws.
- Conduct all activities within the framework of the officially adopted National and Chapter bylaws
- Operate under the elected governing body as provided in the bylaws
- Comply with the requirements and abide by all official decisions of the Regional body, National Board, and the Convention (The National).
- Submit an activity report to the Regional President upon request. Usually this request will be made prior to scheduled National Board meetings. (Quarterly)
- Submit a yearly financial report to the National treasurer. Currently, this report is prepared at the end of January and covers the prior 12-month calendar year (Jan-Dec) using TAI Form 1.
- If an IRS Form 990 is required, it must be filed with the District Director of the Internal Revenue for the chapter location.
- Have its own Tax-exempt Employee Identification Number
- Submit TAI Form 5 with chapter officers and resubmit as required if chapter officers change. (NLT 1 Jan)

CHAPTER PRIVILEGES

A chapter is subordinate to The National but is given extensive latitude in determining its program and administrative procedures. A chapter may:

- Plan its own program and develop its own projects.
- Determine its financial program, except that all activities must be consistent with Tuskegee Airmen, Inc objectives and policies.
- Conduct projects for raising funds over and above membership dues and assessments. Ten percent (10%) of the chapter's net income shall be designated for The National. It is to be forwarded to the National Treasurer either immediately after the event or with the chapter report submitted annually in January. All Tuskegee Airmen Scholarship Foundations solicited must be forwarded to the Tuskegee Airmen Scholarship Foundation. Local scholastic assistance may be given, however solicitation must clearly differentiate from Tuskegee Airmen Scholarship Foundation activity.

- Participate in Tuskegee Airmen, Inc national activities through representation on the National Board of Directors, and chapter members' presence when the National Convention is in session.
- Participate in regional activities through representation when scheduled as announced by the Region President.

IRS FORM 990

Some states may require that you file a Form 990 return although your gross receipts are below \$25,000. If you are sent a Form 990 Package with a preaddressed mailing label you are required to file anyway. Attach the label to the name and address space on the return, complete lines A through M, and check the first box in area above Part I. Sign the return and send it to the service center for your area.

If you file a return in the above manner, you will not be mailed a Form 990 Package in later years and need not file Form 990 again until your gross receipts normally exceed the \$25,000 minimum or you terminate or undergo a substantial contraction. Consult with your IRS service center when you have a question.

COMMUNITY RELATIONS

There are several organizations with which local chapters might favorably align as part of their annual chapter programmed activities. Examples as follows:

- Air Force Association chapter
- Association of the Retired of the Services
- Air Force Cadet/Officers Mentor Action Program (AFCOMAP)
- Chapel Service Unit of nearby military base/post/station
- Civil Air Patrol
- Experimental Aircraft Association (EAA)
- Federal Aviation Administration Agency
- Negro Airmen International
- Organization of Black Airline Pilots
- Reserve Association of the Services
- Reserve Officer Training Corps Detachments/units
- ROCKS, Inc.
- Company Grade Officer's Council (CGOC)

Academy liaison activities, and the services and ROTC recruiting agencies are among those with which on-going support might be established.

SUSTAINING REQUIREMENTS

To sustain itself and assure permanency a chapter must:

- Operate in accord with an approved set of bylaws, and under the guidance of duly elected officers.
- Be governed by an executive committee or council composed of the elected officers, committee chairpersons and at large members, with each member having voice and one vote with respect to any matter considered.
- Establish a program of activity that will have measurable objectives, provide for regularity of membership meetings and one or two annual public events.
- Actively recruit new members on a continuing basis.
- Support community and base or post events in the name of the chapter and of Tuskegee Airmen, Inc.
- Include the Region President on mailing list for chapter minutes and other events communication.

CHAPTER GOALS

The goals of a chapter need to be focused on accomplishing Tuskegee Airmen, Inc. national goals within the community and locale where the chapter is established.

Tuskegee Airmen, Inc. national goals are embodied in the Tuskegee Airmen, Inc charter statement reiterated in the preamble of the national constitution and bylaws:

- To perpetuate the activities and achievements of those who shared in the aspirations and frustrations of the men and women who participated in the Tuskegee experience in the United States Army Air Corps (WWII era).
- To actively motivate minority youth to achievement and leadership in our society

OBJECTIVES

The two stated goals provide a focus or purpose for chapter programs and activity. This focus may be stated in terms of two principal objectives. The first objective is educational and the second is charitable.

- The Educational objective is to bring American and aviation histories to all walks of our society through the use of all forms of communication and media.
- The Charitable objective is to provide scholarship support for needy aspirants entering aviation and aerospace career studies. The National Scholarship Fund and National Museum provide charitable entities, which are permanent foundations of the organization.

The established objectives, which are in fact the basis for the not-for-profit and tax-exempt status of the National and chapters so state chartered, can be accomplished through several program channels such as:

- Meeting and reunions
- Career fairs and higher education motivation seminars
- More documentation of the Tuskegee experience
- Role Modeling
- Introducing youth to flying and other aviation opportunities
- Addressing social concerns related to organization goals and objectives
- Mentoring

CHAPTER THREE: FORMING A CHAPTER

ORGANIZING THE BODY

The following information and procedure is provided as a guide to follow to form a new chapter:

- Form a list of twenty to thirty potential and prospective members. A minimum of ten regular members is required to obtain and retain charter status in Tuskegee Airmen, Inc.
- Consult standing rules, such as Robert Rules of Order Revised, for information on forming a permanent society.
- Consult with the Tuskegee Airmen, Inc Region President and the National Membership Committee for a copy of the national bylaws and other organization information. Of course, no provisions of the chapter bylaws are to be in conflict with those of the National.
- Incorporate the body under state not-for-profit rules as a charitable and educational entity under Internal Revenue Service 501 (c) (3) regulations. Tuskegee Airmen, Inc is not chartered as a veteran's organization, and is non-political, non-military in nature. Consult with your state office of The Secretary of State for the required application forms. Chapters on military installations should review service regulations and consult with the local legal office.
- Contact the local IRS center and obtain an Employer Identification Number (EIN) to be used with your financial accounting records.
- Obtain chapter sales tax-exempt status through the State Director of Revenue office.

OBTAINING A CHARTER

After organizing, the next important step involves the actions required to become a chartered chapter of Tuskegee Airmen, Inc. A written communication is address to the President of Tuskegee Airmen, Inc:

- A letter requesting charter status should name the chapter, state the desired chartering date and the number of charter members.
- The following enclosures are required to be forwarded with the letter of request:
 - o Copy of chapter articles of incorporation and bylaws
 - o Copy of State charter (for military, copy of Installation Commander approval letter).
 - o A list of chapter officers and the National Board of Directors representative, using TAI Form 5.
 - o Data on each member, using TAI Form 2.
 - o Chapter check, payable to Tuskegee Airmen, Inc., for the National fee for each member as checked on the TAI Form 2. The National fee is not prorated on a monthly basis.

The Tuskegee Airmen, Inc., Membership Committee, working with the Region President, will review the charter request, process the enclosures, and make a recommendation to the Board of Directors when all is in order. Upon Board approval the Executive Secretary will issue the charter. It will be presented to the Chapter in a suitable ceremony at the convention or other suitable occasion when the convention is not in session.

ARTICLES OF INCORPORATION AND BYLAWS

Chapter Bylaws:

Robert's¹ defines bylaws as a document adopted by an organization, which contains the basic rules for governing itself. Bylaws define the primary objectives of an organization and describe how that organization will function.

Bylaws should *help* not *hinder* an organization. Good bylaws are concise, clear in meaning, and well organized so that they are easy to use. They should never be unduly restrictive. Each sentence should be complete so that it cannot be quoted out of context. Any exceptions to or qualifications of a rule should be included *within the sentence to which they apply*. The words used for exceptions are "except that" or "provided that".

Corporate Charter

The corporate charter is a legal instrument, which sets forth the name and object of the organization and any other information that may be required by state or federal law. The corporate charter supersedes all other rules of an

¹ Robert's Rules of Order

organization and should be printed preceding the bylaws. Nothing in the charter can be suspended by the organization itself, so it should contain only the information absolutely necessary to sustain it.

Standing Rules

Standing rules are those rules that relate to the details of administration. They may be adopted without previous notice and by a majority vote. They may be rescinded and amended without notice.

Affiliated Organizations

Chapter bylaws must concur with the requirements of the bylaws of Tuskegee Airmen, Inc. The local chapter should not adopt provisions from the National's bylaws that have no local application in a desire to conform.

Article of Incorporation

If the organization is incorporated, the articles of incorporation should be reprinted *preceding* the bylaws.

A Suggested Form for Bylaws:

Article I: Name

Article II: Object (Purpose)

A general statement as this article sets the boundaries within which the organization can function.

Article III: Members

Section 1. Classes of Membership, such as active, associate, honorary, etc.

Section 2. Eligibility or Qualifications for membership, including methods for granting membership

Section 3. Fees or Dues

Section 4. Rights of Membership (optional)

Section 5. Resignations and Disciplinary Action

Article IV: Officers

Section 1. List in Order of Rank, as president, vice president, etc.

Section 2. Duties

Section 3. Term of Office

Section 4. Nomination and Elections

Article V: Meetings

Section 1. Regular Meetings

Section 2. Annual Meetings

Section 3. Special Meetings

Section 4. Quorum

Article VI: Board of Directors

Section 1. Composition

Section 2. Powers

Section 3. Meetings

Section 4. Quorum

Article VII: Executive Committee

An executive committee is composed of a specified number of board members who have the power of the board of directors between meetings or the board. It is a board within a board.

Article VIII: Committees

Each standing committee should be listed in a separate section containing the:

Name of Committee

Number of Members

Manner of Selection

Duties

The last section of this article is Special Committees, which permits the establishment “of such special committee as necessary to carry on the work of the organization.”

Article IX: Parliamentary Authority

Article X: Amendment of the Bylaws

Prescribes the procedure, usually requiring previous notice and requiring a two-thirds vote.

Article XI: Dissolution (Required by the IRS for all tax-exempt organization)

A dissolution clause states what will happen to the assets should the organization be dissolved. If the organization is incorporated, the dissolution clause may be contained in the articles of incorporation and does not need to be restated.

Changing Bylaws:

Bylaws may be changed by either amendment or revision. The distinction between the two is important.

- a. Amendment opens only specific sections to change for which notice has been given.
- b. Revision opens the entire document to review and change. It involves rewriting the existing document and substituting a newly written document.

Changes to bylaws usually require previous notice and a two-thirds vote for change. The proposed amendments are placed on the agenda under General Orders just before New Business. Proposed amendments to bylaws *may be amended* by a majority vote at the meeting at which they are presented. A motion to amend the proposed amendment *may not exceed the scope of the notice*.

Example

The proposed amendment to increase the dues from \$100.00 to \$250.00 per year is on the floor. It would be in order to offer an amendment for a sum less than \$250.00 but not in order to offer an amendment for more than \$250.00. An amendment to “Strike out \$250.00 and insert \$225.00” is in order. An amendment to “strike out \$250.00 and insert \$300.00” is not in order. It exceeds the scope of the notice given.

Elected officers should not be amended out of office before the expiration of their terms. The organization essentially has a contract with officers *already elected* and any action taken to terminate the contract should be done with consideration. A timetable for the abolition of the offices should be developed.

Unless the vote is almost unanimous, close votes on the adoption of bylaw amendments or revision should be counted and recorded in the minutes.

Amendments to Amendments of Bylaws:

Amendments to bylaws are main motions and may therefore have primary and secondary amendments to them. Amendments to amendments are limited in the extent of change for which notice was given. Amendments may not exceed the scope of the notice. This prevents a minority from proposing a slight amendment to the bylaws and then taking advantage of the absent members by proposing a greater change. Amendments to amendments may not introduce any new changes not specified in the notice. Amendments to amendments are adopted by a majority vote. However, the amended amendment still requires a two-thirds vote.

Handling Bylaws Amendments:

Bylaws amendments become effective immediately upon adoption and cannot be reconsidered. If the amendments are not to go into effect immediately, the motion to adopt should contain a proviso. It is recommended that a revision or a series of amendments be presented by paragraphs (*seriatim*) to save time in the voting process. This method opens each proposed amendment to debate and amendment separately and in order. One vote is taken at the conclusion when all of the proposed amendments have been presented. All the proposed amendments are adopted or defeated by a standing two-thirds vote.

Giving Notice of Bylaw Amendments:

The general membership may not be familiar with the bylaws. It is important that the written notice be crystal clear as to the changes suggested and the reasons for the changes. It is recommend that notice be given with a three-column form to clearly indicate the proposed amendments, how the amended section will read, and the reasons for the proposed change.

A Sample Form for Proposed Amendments

The words enclosed in the parentheses and underlined () are to be deleted. The words in bold are to be added.

PROPOSED AMENDMENTS	IF ADOPTED WILL READ	RATIONALE
Article III, Section 3. Dues The annual dues shall be (<u>\$150.00</u>) \$200.00 payable on or before December 1.	The annual dues shall be \$200.00 payable on or before December 1	The increase is needed to maintain a balance in the maintenance fund.

Source: Robert’s Rules In Plain English, Doris P. Zimmerman, p.97-107.

MEMBERSHIP APPLICATION

The standard membership application, TAI Form 2, has been established for use and retention of the completed portion in the chapter files among its permanent records. It is desired for accurate entry of member information into the computer membership data bank. The TAI Form 2 should be completed and submitted as often as required to keep the database current and up to date.

ELECTED OFFICERS

A sound chapter program requires good planning and it can only take place with organization. The first and key step in organization is to establish a structure of elected officers.

The minimum requirement is to have an elected President, Vice-President, Secretary, and Treasurer, each who has agreed to serve as a chapter leader and knows the minimum that is expected to be accomplished. The following guide is provide:

a. President:

- Presides at all regular and special meetings of the chapter; insures that the Vice President is available to stand in.
- Chairs all executive committee meetings, or assures a stand in.
- Represents the chapter in community, regional and national functions, or assures that another officer or appointee stands in.
- Reviews all incoming communications and takes or directs the appropriate action through the other officers or committee chairperson.
- Assures timely reports of chapter activities are submitted to the Region President.
- Assures that membership and financial reports are submitted regularly to national officers

b. Vice-President:

- Keeps informed of all activities of chapter committees to assist the President
- Presides at any meeting or attends a function when the President requests or is unable to perform
- Performs other responsibilities requested by the President or conferred by the chapter constitution/bylaws
- Serves as a member of the Executive Committee

c. Secretary:

- Keep complete, accurate minutes of all executive board and chapter meetings,
- Maintains the chapter permanent file of all minutes and standing policies, and other correspondence or documents directed to permanent files
- Takes action to renew state not-for-profit organization charter, if applicable, and state tax-exempt letter
- Keeps chapter roster and mailing lists, or assists the membership and communications committees in these responsibilities
- Perform other related tasks as requested by the President

The secretary is responsible for the minutes of an organization, both the meetings of the membership and those of the executive board/committee. Minutes are a written record of the meetings. Accurate minutes are of vital importance, as they constitute the permanent record of proposals, decisions and reports of the members and the executive board/committee. Minutes are the legal record of the meetings of an organization and may be subpoenaed. Minutes should be written as concisely as possible.

A Guide for Writing Minutes

DO RECORD:

- All adopted and “lost” or defeated motions
- Name of the maker of the motion
- Name of all members reporting (officers, committee chairman, etc.)
- Names of all those elected or appointed;
- Number of votes on each side in a ballot or counted vote.

DON'T RECORD:

- Discussion or personal opinion;
- Name of the seconder of a motion;
- Motions withdrawn;
- Entire reports (state, Mr. Y, Chairman of the Scholarship Committee reported, the report is attached to the original of these minutes,")

Other Responsibilities

- Write the minutes as promptly as possible. Your notes will be easier to decipher.
 - a. Promptly send a copy to the president
 - b. Alert the president to items of unfinished business
- Prepare a summary of the Executive Board/Committee meeting and be prepared to report motions to the membership.
- Sign the minutes and record the date of approval.
- Be specific in recording corrections, noting the date, page, and line in which the correction appears. All corrections are made in red. Do not obliterate the original. Note the date of the correction. Minutes are usually corrected at the time of the reading but may be corrected at any time provided the correction receives a two-thirds vote.

Content of Minutes

First Paragraph:

- Kind of meeting (regular or special).
- Name of the organization.
- Date and place of meeting.
- Presence of the president and secretary or name of the substitutes.
- Presence of a quorum.
- Time the meeting was called to order.
- Whether the minutes of the previous meeting were approved or corrected.

Example

(Name of the organization)

Minutes

A (regular) meeting of the (name of the organization) was held on (date) at (place). The president and secretary were present. [Or “The vice president, (name), presided in the absence of the president.”] A quorum being present, the meeting was called to order at (time). The minutes of the previous meeting were approved as read [or “as corrected”]

Body:

- Reports given, including:
 - a. The name of the reporter
 - b. Any related action taken
- All main motions (those that propose action be taken)
- All points of order or appeal
- Important announcements, such as the topic of the program and the name of the speaker (do not try to summarize the address).

Example

The Treasurer’s report showed a balance on hand of \$_. The report was filed for audit. _ , chairman of the _ committee reported. The report is filed with the minutes of this meeting. At the conclusion of the report, the chairman moved the adoption of the follow resolution:

Whereas, The _ ; be it

RESOLVED, That, _

The resolution was adopted.

Under Unfinished Business, the motion postponed to this meeting “That _ “ was lost [or defeated”].

Under New Business, a motion by _ was amended and adopted as follows:

“ “

– The program was given by _ who spoke on the subject of _.

Final Paragraph:

- The adjournment and the time of adjournment.

Example

The meeting was adjourned at (time).

(signature of secretary)

Approved: (date)

or

Corrected: (date)

d. Treasurer:

The treasurer is responsible for the funds of the organization. He receives and disburses the monies as prescribed in the bylaws and as directed by the membership. He maintains a permanent record book with a detailed account of all money received and all money paid out. Corrections should be clearly indicated in red and never erased. The treasurer is also responsible for any federal, state, or local taxes and the timely filing of required tax forms, which may require IRS Form 990 reporting.

- Prepares report as requested to meet chapter and national requirements and due dates
- Serves as a member of the Executive Committee
- Performs such other related duties as requested by the President

The treasurer should give a brief report at each meeting. This report should be a summary of the collections and expenditures, calling attention to any unusual items. The treasurer’s report is not adopted. The presiding officer should allow questions and then state that the report will be filed for audit. The annual auditor’s report is voted on.

The books of the treasurer should be audited annually prior to the treasurer's annual report. Small organizations unable to incur the expense of an auditing firm may appoint an auditing committee of its members to review the books. A notation is made in the ledger to show that the books have been audited.

Audited, (date), (signature of the chairman)

An audit report is prepared to reflect the findings and recommendations of the committee. If no irregularities are found, the report states:

The books of (name of organization) were audited and found correct.

The reported is dated and signed by the chairman and all the members of the committee.

The treasurer may also be responsible for the preparation of a **budget**, which is an itemized summary of anticipated income and expenses for the upcoming fiscal or administrative year. The budget is prepared based on experience and facts as recorded in the financial records.

It is generally agreed that organizations should maintain a separate investment fund that is equal to six months of the operating budget.

A Sample Form for a Treasurer's Report
(date)

Receipts		
Balance on hand (date of last meeting):		\$1,000.00
Dues: 100 members at \$1.00	\$100.00	
Donations:	<u>\$100.00</u>	
Receipts		<u>200.00</u>
Total		\$1,200.00
Disbursements		
Per capita dues: 100 members at .50		
National organization:	\$50.00	
Postage:	<u>\$25.00</u>	
Total		\$75.00
Reserve Funds		

Balance on hand (Date of Report)		\$1125.00

(signature of treasurer)

The expected minimum responsibilities and duties should be likewise outlined for any other elective officer deemed necessary or desired based on the size of the chapter.

Source: Robert's Rules In Plain English, Doris P. Zimmerman, p.15-37.

APPOINTED POSITIONS

Efficient long-term continuity in chapter operation requires building the organization beyond just the elected officers, irrespective of their number. Establishing permanent and temporary committees and appointing the committee leadership accomplish this objective.

Permanent committees would be those whose function is frequent or year-round. For example, such would be an executive committee and one for membership, communications and publicity, program and finance, and bylaws. Temporary committees would be those that function just once a year or have a one-time task assigned; for example, nominations, audit, or special event. The very nature of the tasks and responsibilities outlined will help determine whether a temporary or a permanent committee should be chosen.

The selection of chairperson is important to a smoothly operating chapter. The individuals selected should be qualified for the task and supportive of the chapter goals and programs. Not only do these persons share the operational load, the experience provided can be qualifying ground for later officership.

A functional guide for committee chairpersons include:

- Chairs regular and special meetings of the committee
- Reports committee considerations to the President, Executive Committee or the chapter as required or requested
- Serves as member of the Executive Committee when required or requested
- Serves as advisor for any chapter program that requires input from the area of responsibility assigned to the committee
- Attends chapter meetings and functions regularly

It is the general practice that the officers or the executive committee consider and review the selection of chairpersons, candidates with the President and the President makes the appointment. It is likewise a general practice that the chapter President is an ex-officio member of all committees except nominations.

**CHAPTER FOUR:
CHAPTER PRESIDENT RESPONSIBILITY**

FINANCIAL RESPONSIBILITIES

As the new chapter president, one of your first responsibilities is to make sure that an audit of the financial records is completed. You should check with the Treasurer to get a new bank signature card for the new officers to sign. Normally, chapters have a requirement for two signatures to be on the check. The primary signatures should be the President and Treasurer. It is not a good policy to pre-sign a bunch of checks a head of time. It is the President's responsibility to make sure that Per Capita Fee are turned into the National Office within 30 days of receipt, IAW Tuskegee Airmen, Inc Bylaws, Article XXIII – Fiscal, Section 2.

REPORTING/RECORDING RESPONSIBILITIES

As Chapter President you will be responsible to make certain reports to the National Headquarters. The following are annual reporting requirements and suspense dates to the National Headquarters.

Chapter Officers Report (TAI Form 5)	1 Jan /As Req
Lonely Eagle Report (TAI Form 7)	ASAP
Annual Chapter Financial Report (TAI Form 1)	15 Jan
Chapter Membership Data (TAI Form 2)	15 Jan/As Req

As a reminder, you will have to send in a new TAI Form 5 (Chapter Officers Report) when you have any change in the chapter officers. The same will be so when membership data change for any chapter member, i.e., a new TAI Form 2 will be required to update the National Headquarters' membership database. The president should also make sure that accuracy and complete minutes of the chapter meetings are recorded and kept by the Chapter Secretary.

CUSTODIAL RESPONSIBILITIES

As Chapter President you will be responsible to ensure that all of the chapter's items are accounted. A complete inventory of chapter items including Chapter Charter should be checked at least annually and upon a change of Chapter Presidents. A good suggestion is to have the Historian responsible for the inventory listing. A chapter can quickly gather a great many things.

LEADERSHIP RESPONSIBILITIES

As the Chapter President you are responsible for the chapter's operations. You are to be the forward thinker that charts the chapter's future activities. You need to use your Executive Committee to help you to accomplish this tasking. Use the Executive Committee to vent future chapter activities before they are brought up in the General Membership meetings. This will pay great dividends for you and your leadership. You will have a solid group of people that are familiar with the issues of a proposed project. It will also give you an opportunity to make sure issues are well planned and thought out before being presented to the General Membership of the chapter. Do not try to do everything by yourself. Use your committees to do the detail work. By your position you are a member to all the committees. Stop in from time to time at the committees meetings.

RUNNING A CHAPTER MEETING

The presiding officer is responsible for maintaining order. The degree of formality he/she uses in presiding will depend on the size of the group and the amount of agreement in the group. A small group in close agreement needs less strict adherence to the rules than when differences of opinion and warring cliques exist.

Duties of a Presiding Officer

The presiding officer should arrive early to check the readiness of the meeting room and should begin the meeting *promptly* at the scheduled hour if a quorum is present. The presiding officer should have a detailed, well-prepared agenda and *stick* to it. Take the opportunity to create the meeting agenda and have the Executive Committee review it prior to sending it out to the General Membership. It is important to let everyone know in advance what will be discussed in the meeting. People have an opportunity to prepare as required. Try to keep your meeting duration to one hour if you can. If you prepare an agenda well in advance it will make it easier. The presiding officer should be familiar with the procedural rules of the bylaws, the standing rules, and customs of the group as well as the parliamentary authority.

The presiding officer should keep the group working together by explaining procedure clearly and communicating the next business in order. If a motion is confusing, it is his duty to clarify it. This may mean helping a member rephrase a motion or requiring that a long motion be submitted in writing.

The presiding officer should “assign” the floor by recognizing those members who wish to speak by calling them by name if possible. No other member may interrupt or call out remarks without being out of order. The presiding officer should remind such a member that the floor has been assigned and request that his remarks be held until the floor has been assigned to him. In addition, private discussion between members while another has the floor is out of order and disruptive members should be reminded of this rule.

The presiding officer should impartially call on members wishing to speak. He should give members on both sides of an issue an opportunity to speak, calling the opposing sides of the motion alternately if possible. The presiding officer should remain calm and objective, keeping the meeting moving. A sense of humor and a smile can often save the day! The presiding officer should always restate the motion before taking a vote. After taking the vote, he announces the result of the vote by interpreting the action taken. The presiding officer should always be certain of the results of a voice vote. He may retake the vote by requesting a rising vote or a show of hands on his own accord. The presiding officer should not allow irrelevant discussion. Restate the question and, if necessary, directly request the member to “Confine his remarks to the pending question.”

The presiding officer should use the gavel sparingly, tapping it once to open and once to close the meeting. Always remember that informality should not equate with chaos.

Coordinate with the Secretary to make sure minutes are distributed as soon as possible after the meeting. This will allow the members to be familiar with the minutes from the previous meeting and accept the minutes without reading them aloud during the meeting. Make sure that all officer and committee reports are typed and copies are provided for the members attending. The Secretary should receive a copy of every report after it is presented to the membership. The Secretary must record all adopted and “lost” or defeated motions; name of the maker of the motion; names of all members reporting (officers, committee chairmen, etc.); names of all those elected or appointed; number of votes on each side in a ballot or counted vote. The Secretary does not record discussion or personal opinion; name of the seconder or a motion; motions withdrawn; entire reports. A copy of the minutes should be sent to the president. The president should be alerted to items of unfinished business. The secretary shall prepare a summary of the Executive Board meetings and be prepared to report motions to the membership. The Secretary shall sign the minutes and record the date of approval. All corrections are made in red. Do not obliterate the original. Note the date of correction. Minutes are usually corrected at the time reading but may be corrected at any time provided the correction receives a two-thirds vote.

Preparing An Agenda

An agenda is an outline of a meeting. It is a list of things to be acted upon or information to be given. The use of an agenda form that lists the standard order of business is helpful. Officers and committees to report are listed in the order in which they appear in the bylaws. Special or ad hoc committees follow standing committees. List only those officers or chairmen whom you know to have reports. At the conclusion of the reports known to you ask, “Are there other officers with reports?” Check the bylaws for requirements that certain business be conducted at specific meetings of the year.

Example

- Appointment of auditors
- Adoption of the auditors report
- Election of a nominating committee
- Election of delegates and alternates

A Suggested Form for an Agenda

- I. Call to Order
- II. Opening Ceremonies
 - a. Welcoming remarks
 - b. Invocation (God first)
 - c. Pledge of Allegiance (Country after God)
- III. Minutes of the Previous Meeting
- IV. Reports of Officers
 - a. Report of the Treasurer
- V. Report of the Executive Board (Annual Meeting)
- VI. Reports of Standing Committees
- VII. Reports of Special Committees
- VIII. Special Orders
- IX. Unfinished Business and General Orders
 - a. Do not use the term “old” business
- X. New Business
- XI. Announcements, Program
- XII. Adjournment

Note: **Do not adopt** the treasurer’s report. The auditor’s report is adopted.

Parliamentary Techniques to Expedite Business

Use general consent when possible. Voting takes time. When business is routine or when the group is in agreement, a formal vote or a formal motion may be necessary. If there is a *single* objection, the matter must be put to a vote. General consent may also be used with amendments to motions if the Chair feels the group will accept the amendment.

General consent is permitted by the parliamentary principle that rules are designed to protect the right of the majority to decide and the right of the minority to be heard. Therefore, when there is consensus among the group and no minority to protect, the rules do not need to be strictly enforced.

When only one candidate is proposed for each position on a slate of officers and no further nominations are made from the floor, the presiding officer may declare the slate elected by “acclamation” unless the bylaws require a ballot vote.

A member may request the floor and begin discussion of a subject without making a motion. The Chair may tactfully interrupt the dialogue by helping the member to frame a motion. After some discussion, the maker of the motion may realize that he has made a poor motion and request that it be withdrawn. General consent is used to withdraw the motion. The permission of the seconder is *not* needed. A withdrawn motion does not appear in the minutes. It is as if the motion had never been made.

Source: Robert’s Rules In Plain English, Doris P. Zimmerman, p.15-32.

MOTIONS AND THEIR USE

Motions are the tools used to introduce business in a meeting. No business can be introduced without a motion. There are two kinds of motions, **main motions** and **secondary motions**.

A main motion is defined as a proposal that certain action be taken or an opinion be expressed by the group. Main motions allow a group to do its work. They are the motions that spend money, adopt projects, etc. The words to use, “**I MOVE.**”

A secondary motion is one, which can be made while the main motion is on the floor and before it has been decided. Secondary motions are divided into three classes, which relate to their use in parliamentary procedure. Those classes are **subsidiary motions**, **privileged motions**, and **incidental motions**.

Subsidiary motions relate directly to the motion on the floor. They may change the words, send it to a committee, delay it, etc. Subsidiary motions cause confusion because they have **rank** among themselves. Robert calls rank “the order of precedence of motions.” A motion of higher rank can be made while a motion of lower rank is on the floor. The motion of lower rank “yields” to the one of higher rank.

The subsidiary motion to **postpone** has higher rank than the motion to **commit** and takes precedence.

Privileged motions are motions of an emergency nature, such as to recess or adjourn. They do not relate to the motion on the floor but to the welfare of the group. They are of high rank and must be handled before any other business that may be pending.

Incidental motions are procedural. They deal with process, such as enforcing proper procedure, correcting errors, verifying votes, etc. When introduced, they must be decided before business can resume.

Example

A concerned member notices that feeling regarding the playground is so intense and divided that a secret vote would be in the best interest of the group. He rises and says, “I move that the vote be by ballot.” The group must stop and vote on the incidental motion to vote by ballot.

How a motion is made and acted upon

The Steps to Obtain Action

- A member requests the floor
- The motion is made
- The motion is seconded
- The chair states the motion
- Debate is held
- The chair puts the question to a vote
- The chair announces the vote

Rules that Govern Main Motions

Main Motions

- Cannot interrupt a member who has been assigned the floor;
- Require a second, unless the motion is from a committee;
- Can be debated;
- Can be amended;
- Require a majority vote;

Other Points

- The Chair can require a long motion to be submitted in writing.
- The maker of the motion has first right to speak to it.
- A member can vote against his own motion, but cannot speak against it.
- A member can modify his own motion before the Chair states it. The member can also offer an amendment after his motion has been stated by the Chair.
- A member can withdraw his motion up to the time it has been stated by the Chair, and after that he must have permission of the group.

The Chair should rule out of order motions that:

- Conflict with the law or with the bylaws;
- Repeat the same question on the same day;
- Conflict with an already adopted motion;
- Operate outside the scope or object of the organization;
- Conflict or repeat motions held in committee;
- Appear dilatory, incorrect, frivolous, or rude.

Subsidiary Motions and Rank

**WHAT DO I SAY?
A Chart of Motions Arranged from Lowest to Highest Rank**

TO DO THIS	MOTION	YOU SAY THIS	VOTE
Introduce Business	Main	“I MOVE THAT.....”	Majority
SUBSIDIARY MOTIONS			
Change Wording of a Motion	Amend	“I MOVE TO AMEND THE MOTION BY (Adding, Striking Out, Substituting)”	Majority
Send to Committee	Commit	“I MOVE THAT THE MOTION BE REFERRED TO ...”	Majority
Postpone Action	Postpone Definitely	“I MOVE THAT THE MOTION BE POSTPONED TO...”	Majority
Limit Debate	Limit Debate	“I MOVE THAT DEBATE BE LIMITED TO (ONE) SPEECH OF (TWO) MINUTES FOR EACH MEMBER.”	Two-thirds
End Debate	Previous Question	“I MOVE THE PREVIOUS QUESTION.”	Two-thirds
PRIVILEGED MOTIONS			
Take Care of Noise or Temperature	Personal Privilege	“WE CANNOT HEAR IN THE BACK OF THE ROOM.”	Chair Rules
Take Intermission	Recess	“I MOVE THAT WE RECESS FOR....”	Majority
Close Meeting	Adjourn	“I MOVE THAT WE ADJOURN	Majority

The Process of Amending an Amendment

- First Vote On – Amendment to the amendment
- Next Vote – Original amendment
- Finally Vote – Main Motion

Privileged Motions

Privileged motions, because of their high privilege, they are undebatable.

Order of Rank from Lowest to Highest

- Question of privilege
- Recess
- Adjourn

Questions of privilege relate to the rights of the organization or any of its members. They are only in order when the comfort, dignity, safety, or reputation of the organization or any individual member is at stake. There are two forms of privilege. One, known as **general privilege**, affects the organization and its meeting; the other, known as **personal privilege**, affects individual members.

Parliamentary Rules of Privilege

- The Chair usually rules as to whether privilege is important enough to interrupt business. A member cannot claim privilege and make a speech! The Chair should rule such behavior out of order.
- If motions of privilege are made when no business is pending, they may be debated and amended.
- The speaker who was interrupted again has the floor when the question of privilege is settled.

Parliamentary Rules of Recess

- Recess must be seconded.
- It cannot be debated.
- It can be amended, but only as to the length or time of recess.
- It requires a majority vote.

Parliamentary Rules of Adjourn

- Adjourn must be seconded.
- It is out of order when a member has the floor
- It cannot be debated.
- It cannot be amended
- It requires a majority vote.

Incidental or Unranked Motions

A Chart of Incidental or
Unranked Motions
(In order of when they apply to business on the floor)

To Do This	Motion	You Say This	Vote
To Enforce Rules	Point of Order	“I RISE TO A POINT OF ORDER	Chair
Protest Ruling of Chairman	Appeal	“I APPEAL THE DECISION OF THE CHAIR	Majority
Request Information	Point of Information	“I RISE TO A POINT OF INFORMATION”	Given By Chair/Authority
Request Parliamentary Help	Parliamentary Inquiry	“I RISE TO A PARLIAMENTARY QUESTION”	Given By Chair/Authority
Demand a Verification of the Vote	Division	Call out “DIVISION!”	On Demand of One Member
To Separate Parts of a Motion	Division of a Question	“I MOVE THAT THE MOTION BE DIVIDED	Majority
To Remove an Improper Matter from the Floor	Object to Consideration	“I OBJECT TO THE CONSIDERATION OF...”	Two-thirds
To Withdraw a Motion I Made	Permission to Withdraw	“I REQUEST THAT MY MOTION BE WITHDRAWN”	Majority

RESTORATORY MOTIONS			
To Change a Decision	Rescind	“I MOVE TO RESCIND THE MOTION TO.....”	Two-Thirds
To Bring Back a Motion for Revote	Reconsider*	“I MOVE TO RECONSIDER THE VOTE ON...”	Majority
<p>*SPECIAL RULES:</p> <ol style="list-style-type: none"> 1. Must be made by someone who voted on the winning side. 2. Must be made <i>same day</i> or <i>next day</i> in a convention. 			

CHAPTER ASSESSMENT FORM

Assessment is a process of accounting for a process status or improvement/regression. It is the criteria by which one is able to have some idea of the progress that a person or an organization is making. The criteria for assessing Tuskegee Airmen Chapters, for the most part are the aspects of our mission statement most aptly carried out by successful chapters. For the present, they are presented as a checklist. There is a scale from 1 to 10 to grade or evaluate how well you Chapter is performing in each category. It is up to each Chapter to decide what is an acceptable total score. If a Chapter records a total score annual it can monitor the Chapter's overall improvement.

Category	1	2	3	4	5	6	7	8	9	10
I. Youth Activities:										
In School										
In Community										
II. Youth Scholarship:										
TAI National Scholarship (Nominees)										
Local Chapter Education Assistance (Nominees)										
Student Tutor Program										
III. Awards:										
Gen Noel F. Parrish Award										
Regional Award										
Military Awards (Amn/NCO/SNCO/Officer)										
Other Awards										
IV Community Activities:										
Speakers Bureau (number of engagements)										
Parades										
Other										
V. National TAI Meeting Representation:										
Board of Directors Meetings										
National TAI Museum Board										
Regional Award Committee										
Public Relations Committee										
VI. Membership:										
Yearly membership drives										
Membership induction process										
Per Capita Fees paid within 30 days of receipt										
VII. Military:										
Establish cooperative relationships with AFCOMAP, ROCKS, AFA, CGOC, AFSA, Wing Quarterly and Annual Awards Program										
Establish cooperative relationships with local Airport /Air Force Base										
VIII. Fund Raising:										
Annual Fund Raising Activity										
Receives honorariums for speaking										
Sales TAI items: Caps, Shirts, books, etc.										
IX. Retreat: (Have annual planning meeting)										
X. Budget:										
Develop an Annual Budget										

Compare Budgeted vs. Actual Amounts																				
Are the Financial Records Audited Annually?																				
XI. Communication:																				
Do you have a monthly newsletter?																				
Are information for HQ TAI copied and distributed to the general membership?																				
Is outside communication read to the membership during the meeting?																				
XII. Youth Program:																				
Does the Chapter have a youth aviation program?																				
Does the Chapter support the BSA Aviation Merit Badge Program?																				
XIII. Chapter/TAF/TAI Bylaws and Standing Rules																				
Does all Chapter members have a copy of the Chapter Bylaws?																				
Does all Chapter members have a copy of the TAI Articles of Incorporation, Bylaws and Standing Rules?																				
Does all Chapter members have a copy of the TAF Articles of Incorporation and Bylaws?																				
Chapter Bylaws on record with National Executive Recording Secretary?																				
Chapter meeting minutes recorded and previous meeting minutes stored																				
XIV. National Headquarters Requirements:																				
TAI Form 1. Annual Chapter Financial Report																				
TAI Form 5. Chapter Officers (As Req)																				
TAI Form 7. Lonely Eagle Report (As Req)																				
TAI Form 2. TAI Membership Form (As Req)																				

**CHAPTER FIVE:
UNDERSTANDING YOUR ROLE IN THE REGION**

Your regional president is a wealth of knowledge and experience on Tuskegee Airmen procedures and traditions. When you have questions on anything make him your first stop. The theory on the use of regional meetings is still in the development stages. The concept of the regional meeting is to train the chapter officers, members and to hold workshops for the chapter's officers, i.e., president, vice president, secretary, treasurer, parliamentarian, historian, and public relations officer. It would also be an opportunity to review issues that will be brought up at the annual convention, i.e. resolutions, etc.

Currently, the regions meet in caucus during the Convention. This is the only time the regional members meet together. During the caucus the following are elected:

- A Regional President.
 - Two members to serve on the Committee on Nominations.
 - Two members to serve on the Noel F. Parrish Award Committee.
 - A Director to serve a three-year term on the Museum Board.
- Three members to served on the Scholarship Selection Committee and three alternates who would serve upon the death, disqualification or resignation of a primary representative.

The region caucus shall appoint the following:

1. One member to serve on the Development Committee.
2. One member to serve on the Finance Committee
3. One member to serve on the Public Relations Committee
4. One member to serve on the Resolution Committee
5. One member to serve on the Bylaws Committee
6. One member to serve on the Protocol Committee
7. One member to serve on the Youth Programs Committee
8. Two member to serve on the Membership Committee
9. Two members to serve on the Awards Committee

Perhaps these elections/appointments could be made at a regional meeting. Maybe the region would meet for a day and a half. They would have the workshops and elections as required.

CHAPTER SIX: TUSKEGEE AIRMEN, INC. AWARDS

It is the responsibility of the National Awards Committee to establish and maintain the planning, procedures, dignity and integrity of all awards given in the name of Tuskegee Airmen, Inc. at the national level. The goals of the Committee are to support the National Awards by keeping within the guidelines established by the committee and sanctioned by The National or Board of Directors. Such achievements and leadership will be recognized when such individuals and/or organizations meet the criteria of the appropriate award category.

I. Categories of Awards:

- Appreciation – Guest Speakers (Youth/Corporate, Military Luncheons and Award Banquet), Regional Awards (Eastern, Central and Western Regions)
 - For Speakers; for special action by a person (s) or organization in support of Tuskegee Airmen, Inc.
- Heritage/Pioneer – Tuskegee Airmen, Inc. Aviation Hall of Fame
 - For individuals having taken part in historic action or event (s), or were in such position when anniversaries are recognized in support of Tuskegee Airmen, Inc., goals and initiatives
- Humanitarian – Chief Master Sergeant Thomas N. Barnes
 - For individuals or organizations making a significant humanitarian acts impacting Tuskegee Airmen, Inc. goals and initiatives.
- Distinguished Service/Achievement/Leadership – General Daniel James, Jr. (Active Duty and Civilians)
 - For persons performing in a outstanding manner in significant positions

II. Committee Membership:

- The Committee on Awards shall consist of a chairperson and two (2) representatives from each region.
- The Committee on Awards shall establish standard National awards for approved categories and make recommendations for any changes.
- The Committee on Awards shall maintain a list of authorized awards with the base selection criteria for each.
- The Committee on Awards shall monitor the quality of awards in relation to the standard, make recommendations for source selection, and advise the appropriate engravings.
- The Committee on Awards shall assist, as requested, in the recipient selection process.

III. Committee Meetings:

- The Committee shall meet at least twice annually.

IV. Timelines:

- “Calls for Nominations” will be discussed and prepared at the December meeting. Required guidelines and applications shall go forward immediately following the December meeting to the appropriate individual, Chapter or organization with nominating authority. All Award submissions must be into the Committee no later than July 10. Recommendations required from the Executive Committee shall be presented during their April meeting.

V. Limitations:

- Once a committee member becomes aware that they are a “nominee” for any National Award, shall not participate in the discussion regarding the Award for which they were nominated, and, shall ensure an alternate from the appropriate arena from which they themselves were appointed, to meet with the committee to discuss the affected award. Generally no more than three (3) awards will be programmed at any function. The only exception will be the National Awards Banquet during the National Convention.

VI. Nominations:

- Shall come from the appropriate sources and shall have all required coordination and signatures as appropriate. Incomplete nominations shall not be processed and returned to their source. Award recipients shall be fully qualified under the established criteria. The Executive Committee will be the final approval authority on all awards.

VII. Presentation of Awards:

- Awards shall be presented in the appropriated forum as outlined in established guidelines. An appropriate individual shall present them. Presentation shall be scripted and presented with dignity and in esteem of the recipient. The appropriate event chairman shall be notified of the significance of the award and should make all photographic arrangements as a part of their event planning.

The Awards Committee is responsible for ensuring that the National Awards are ready and presented as described above. The awards and names (correctly spelled) of all awardees must be in the hands of the Awards Committee at least two weeks prior to the convention.

CONVENTION AWARDS:

Awards are given as an expression of Tuskegee Airmen, Inc appreciation, gratitude and pride for the action or performance of the awardees in furtherance of the principle objectives of the organization. Recognition deemed worthy is also extended to members for achievement within the organization, and to persons in other social or humanitarian endeavors closely related to the Tuskegee Airmen, Inc aims.

AWARDS POLICY AND PROCEDURES:

Awards presented in National Convention must uphold the prestige of the organization and be of the stature befitting a national activity. They must always be presented with dignity and in esteem for the recipient. Careful consideration of candidates is paramount and careful planning of the presentation is essential. Awards must be given special attention in the program. A few unfortunate words, or bad placement within the schedule, may cause the recipient to feel embarrassed rather than honored. A MC's plea to an already bored audience (because of an out of control program) to "bear with me as we present these awards" does not create the proper climate. Script the presentation remarks and plan for the proper presenter (normally someone other than the MC) and plan for photographs to be taken.

Too many awards given on any one program have the effect of diminishing the significance of them. Therefore. No more than three is desired and five should be the absolute maximum. During a convention spanning three to five days, there should be several opportunities to include awards in event programs in keeping with this important guideline. The planning committee should select the luncheons, public program and banquet at which the selected awards are to be presented. Once the decision is made, then timely communications with all persons involved is required. The award preparer (who needs lead time and must be given the correct name spelling and date (s), the program supervisor, the MC, the honoree if appropriate, and protocol when appropriate.

When more than one award is being presented, those of lesser significance (but never stated as such) should be presented first; for example, on the same program an appreciation award for the speaker would be presented before the award to a special honoree. Remember, present with

dignity, hence there should never be an overt attempt to rank or rate the awards but only action to end the presentation on a high note, leaving the recipients and audience elated.

a. REGIONAL (PLAQUE)	Annually, to one member in each region for service to Tuskegee Airmen, Inc.	Guidelines below
b. BRIG GEN NOEL F. PARRISH (MEDALLION) Certificate and Honorarium	To one Tuskegee Airmen, Inc. member for support in the spirit of General Parrish	Special selection Committee acts on Nominations submitted By chapters
c. MILITARY AWARDS	To active duty, reserve or national guard service member who displays distinguished leadership and service	Military Affairs Comm. (MAC)
d. TUSKEGEE AIRMEN, INC AVIATION HALL OF FAME	For selectees' enshrinement in the Tuskegee Airmen, Inc Historic Museum	As required

REGIONAL AWARDS

Each Region is to select an awardee to be honored at the Annual National Convention. This will be a regional event that will be financially supported by The National.

CRITERIA FOR TUSKEGEE AIRMEN REGION AWARDS

The Region President shall appoint the Chairman of the Awards Committee. The nominee, for the Region Award, should have been a full participant in his/her Chapter's Regional or National Programs; and should be responsible for significant achievements during the calendar year (from August, following the Convention to June 30 of the next year) that reflects positively not only on the individual, but also on his/her Chapter in membership, finances, youth education and Tuskegee Airmen, Inc., public relations.

The award should be presented within the schedule of a general assembly session to an outstanding member within each Region.

CRITERIA FOR NOMINEE SELECTION

1. The nominee has increased or has cause to increase the membership of his/her chapter.
2. The nominee has increased or has caused to increase the finances of his/her chapter.
3. The nominee has increased or has caused to increased youth education within his/her chapter.
4. The nominee has increased or has caused to increase positive public relations concerning his/her chapter or the national organization.

Applications, for the Region Award, must be submitted to the Chairman, Region Awards Committee by 5 July of each year. All regional award must be turned into the National Award Committee by 10 July.

THE BRIGADIER GENERAL NOEL F. PARRISH AWARD

The Brig Gen Noel F. Parrish Award is presented yearly at the National Convention. The award consists of a gold medallion and certificate. As of 1992, the sum of \$500.00 has been added to the award by Mrs. Florence Tucker-Parrish, its contributor. Each chapter may submit one nomination. Submission of nominations, by the chapter should be postmarked not later than July 15 and should be mailed to:

Chairman, Noel F. Parrish Award Committee
National Headquarters, Tuskegee Airmen, Inc.
1501 Lee Highway
Arlington, VA

CRITERIA FOR NOMINATION:

1. Nominee's achievement enhancing equal access to knowledge, skills and opportunities.
2. Beneficiaries of nominee's achievements – (primary, secondary, etc.)
3. Nature of benefits – (tangible, intangible, permanent, short-term, long-term)
4. Impact of achievement on beneficiaries.
5. Efforts exerted by nominee.

TUSKEGEE AIRMEN, INC AVIATION HALL OF FAME

The Tuskegee Airmen Hall of Fame Award and recognition is granted to an individual or organization, which demonstrated extraordinary continuous service and/or support covering a period of at least five years. This support or service must have been directly related to or have a continuous impact on the Tuskegee Airmen, Inc., goals and objectives. The service or support must have been clearly outstanding, better than average, in support of the Tuskegee Airmen, Inc. goals and objectives. Such action must also clearly demonstrate specific examples of how the support or service was achieved and how the action was implemented.

Achievement of the service or act can be relative to one of the following categories:

1. An individual or organization, which participated in an historic action or event.
2. Individual who made a clearly significant contribution making and lasting impression on Tuskegee Airmen, Inc., goals and objectives.
3. Contribution should be more significant than all other recognitions or lifetime achievements.

The Tuskegee Airmen, Inc., Hall of Fame award recognition can be awarded for contribution or service covering any period. This award can also be awarded posthumously.

Nominees to the Hall of Fame must have complete packages, to include copies of relevant data, forwarded to the Tuskegee Airmen Executive Committee by the December meeting of that body.

The intention of this award recognition is to place the individual or organization in the Tuskegee Airmen, Inc., Hall of Fame that is housed at the Tuskegee Airmen Museum in Detroit, Michigan.

DISTINGUISHED SERVICE/ACHIEVEMENT/LEADERSHIP AWARD

The Distinguished Service/Achievement/Leadership Award is presented to individuals or organizations that performed in an outstanding manner in significant positions within the Tuskegee Airmen, Inc., organization structure. The awardee must have clearly presented exceptionally distinguished service. Awardee must have demonstrated meritorious accomplishment, leadership, unusual competence, and significant in scope and impact. Because this recognition is granted within the structure of Tuskegee Airmen, Inc., nominees contribution must have been the accomplishments of at least one year resulting in profound programs, projects or service documented by the development of improved methods or procedures in which Tuskegee Airmen, Inc. is the beneficiary.

Nominations for this award can be made from the individual Chapters or Regions. The approval authority will be the National President, Tuskegee Airmen, Inc., Executive Committee or any agent thereof.

HUMANITARIAN AWARD

The Humanitarian Award is given to any individual or organization that participated in some humanitarian action, which was significant in directly meeting Tuskegee Airmen, Inc., goals and objectives. The impression of this action must have been demonstrated over the course of no less than one year. Awardee must have demonstrated valor, courage and/or fortitude in the accomplishment of the humanitarian deed.

Although persons or organizations that have made significant humanitarian contributions over the course of a lifetime should be recognized and commended, it is imperative that this award not be confused with acts or deeds that should be recognized in "other" appropriate arenas. This particular award is intended for individuals or organizations whose acts and deeds are directly in line, and relevant to the Tuskegee Airmen, Inc., goals and objectives.

MILITARY AWARDS

The Military Affairs Committee, which is headed by the National Second Vice President, is responsible for the nomination, approval and presentation of the Military Awards. These awards, although competitive, are intended to recognize not only the actual awardees, but also those who were nominated. The nominees are active duty military personnel who have demonstrated exceptional competence, leadership and achievement while on active duty. Their contributions must not only cover their superior performance while on duty, but should also cover contributions to their respective communities. These awards are presented during the Annual Convention Military Luncheon.

The categories for these awards are as follows:

- Lt Gen Benjamin O. Davis, Jr. (Awarded to Field Grade Officers)
- Capt Robert W. Williams (Awarded to Company Grade Officers)
- Chief Master Sergeant Fred Archer (Awarded to Senior Enlisted)
- Senior Master Sergeant Margaret Barbour (Awarded to Junior Enlisted)

TUSKEGEE AIRMEN, INC. AWARDS PROCEDURES AND SELECTION CRITERIA						
AWARD TYPE	BASIS OF AWARD OR EXAMPLE OF ACHIEVEMENT	AWARD NAME	AWARD DESCRIPTION	METHOD OF NOMINATION	APPROVAL AUTHORITY	PLACE OF PRESENTATION
Brig Gen Noel Parrish Award	Regular Member performing outstanding act which enhanced equal access to knowledge, skills and opportunities for an individual or organization	Brig Gen Noel F. Parrish Award	Gold Medallion which bears likeness of Brig Gen Parrish	Chapters	Regional President	Awards Banquet
Heritage/Pioneer	Individual who shared in the Tuskegee Experience of WWII or regular member who participated in an historical or significant action supporting TAI goals.	TAI Hall of Fame (can be posthumous)			Executive Committee	Awards Banquet
Distinguished Service/Achievement/Leadership	Individual performing in an outstanding manner in significant positions	Gen. Daniel James, Jr.		Chapters, Regions	National President/ Executive Committee	Awards Banquet
Humanitarian	Individual/organization making significant humanitarian acts impacting TAI goals and initiatives.	CMSgt Thomas N. Barnes		Chapters, Regions	Executive Committee	Various. Awarded at the event(s) based upon the relevance of the act
Military	Active duty military person exhibiting outstanding performance in both professional and community service.	1. Lt Gen Benjamin O. Davis, Jr. Field Officer 2. Capt Robert W. Williams, Company Grade Officer 3. CMSgt Fred Archer, Senior Enlisted 4. SMSgt Margaret Barbour, Junior Enlisted		Chapters	Military Affairs	Military Luncheon
Appreciation	Special Act/ Support by an individual or organization. Guest speaker	1. President's Award 2. Region President Award 3. Appreciation		1. National Pres 2. Regions 3. Event Comm.	1. Exec Comm. 2. Regional Pres. 3. Event Chair	Various (as stated)

CHAPTER SEVEN: UNDERSTANDING YOUR ROLE IN THE NATIONAL

Parliamentary Requirements of Conventions

After the opening ceremonies of a convention there are three required procedures:

- The adoption of the report of the Credentials Committee;
- The adoption of the Convention Rules
- The adoption of an Agenda/Program

Credential Committee Report

The Credential Committee determines the number of voting members present through registration, which may be conducted by the committee or by staff. The number of voting members registered determines whether a quorum is present. (A quorum is the minimum number of members that must be present to legally transact business. It is usually stated in the bylaws.)

- a. The credentials report must be given first even if members are still registering. An incomplete credentials report is called a preliminary report. The complete report is given at a later time when registration is complete
- b. The credentials report must be adopted, either by a motion made by the chairman or by general consent.
- c. After the report is adopted, the presiding officer declares a quorum present and the meeting to be in official session.

Example

“A quorum being present, this convention is in official session.”

In the case of a preliminary report, the usual case:

“The credentials chairman will give a complete report as soon as those figures are available.”

Adoption of the Convention Rules

Special rules are usually necessary to limit the length and number of speeches allowed members, the length of reports, etc., due to the size of the meeting and the amount of business to be conducted.

- a. The chairman of the Rules Committee presents the rules and moves, “The adoption of the convention rules as printed in the program.”
- b. No second is required as this motion comes from a committee.
- c. A two-thirds vote (which is a rising vote) is required due to the limitation of the rights of members
- d. The chair declares that the rules are adopted.

Adoption of the Agenda/Program

The Chair may use general consent to adopt the program. The members have the right to offer amendments at the time each of these motions is presented for action. The rules may be amended to be either more restrictive or liberal. The program may be amended to change the order of business.

Special Rules for a Convention/Annual Meeting

The purpose of adopting special rules is to expedite business and ensure the principle that each member has the privilege of the floor while protecting the right of the organization to accomplish its business.

Sample Rules

General Procedures

- Members and guests shall register and display identification badges before being admitted to the business session. Only those members displaying the proper badge will be allowed in the voting section.
- When seeking recognition and permission of the floor the member shall proceed to the microphone in his/her area and give his/her name (and chapter).
- Oral reports by committee chairmen shall not exceed five minutes.
- All reports will be written and turned in to the Executive Recording Secretary before the end of the convention.
- No recordings shall be made of the proceedings other than those approved by the board of directors.

- All recordings of the proceedings become the property of Tuskegee Airmen, Inc.

Motions, Resolutions, and Announcements

- All motions shall be written, signed, and sent immediately to the desk of the Executive Recording Secretary.
- Only the resolves of a resolution shall be debated and acted upon.
- Announcements shall be in writing, signed by the person under whose authority the announcement is issued, and sent to the Executive Recording Secretary.

Debate and Voting

- Debate shall be limited to two minutes for each speaker who shall not speak more than twice on the same question. No member shall speak more than once to the same question unless everyone who wishes to has spoken.

A Suggested Convention Agenda

Registration: List hours

Opening Ceremonies:

- a. Welcoming Remarks
- b. Invocation
- c. Pledge of Allegiance to Flag of the United States
- e. Roll Call (usually only in elected assemblies)

Introductions

Credentials Report

Convention Rules

Convention Program

Elections

Reports of Officers

Report of Auditor

Report of Executive Board

Reports of Standing Committees

Reports of Special Committees

Special Orders

Unfinished Business and General Orders

New Business

Announcements, Program

Adjournment

Source: Robert's Rules In Plain English, Doris P. Zimmerman, p.110-114

Resolutions At The National Convention

As a chapter of Tuskegee Airmen, Inc. your chapter will review, create and vote on proposed resolutions that will be presented during the annual convention. It is important that your chapter understand what the impact of a proposed resolution will be to the chapter and the national organization.

A resolution is nothing more than a main motion submitted in writing. Resolutions are generally used when an organization wishes to publish policy, principles, and sentiments or when more formality is desired.

There are two parts to a resolution. The first part is known as the preamble and begins with "Whereas." The preamble should be limited to providing the reasons for the resolution and any background information that might strengthen it. The second part of the resolution, known as the **resolves**, begins with "RESOLVED" and contains the motion to be adopted.

A preamble is not a parliamentary requirement, and should not be used merely for the sake of form.

Example

Whereas, The use of parliamentary procedure safeguards the democratic process; and

Whereas, Parliamentary procedure is complex; therefore, be it

RESOLVED, That the Tuskegee Airmen, Inc purchase copies of ROBERT'S RULES IN PLAIN ENGLISH for all of the officers.

The punctuation of a properly written resolution is important to note. Each clause is written as a separate paragraph punctuated with a semicolon. The beginning word for each clause in the preamble and "That" in the resolved section are capitalized.

Acting on a Resolution

The resolves of a resolution are stated by the presiding officer and acted upon first. They are handled like any other main motion and are open to amendment, etc. The reason for presenting the preamble last is that any amendment of the resolves may require amendment to the preamble.

Example

The resolution, resolved, that Tuskegee Airman, Inc purchase copies of Robert Rules In Plain English for all the officers in on the floor. Is there any discussion?

Mr. P (rises), I move to amend the resolution by striking out the words, 'for all the officers' and inserting 'for the president'

Source: Robert's Rules In Plain English, Doris P. Zimmerman, p.85-87

Endnote

Chairman denotes the position as head of a board or a committee. It is a parliamentary term that has nothing to do with gender. Addressing the individual as either "Madam Chairman" or "Mister Chairman" designates gender. The National Association of Parliamentarians, Inc. does not approve the use of "Chairperson". The term, chairman, is derived from the Middle Ages. The person presiding was the only one with a chair; the rest of the assembly sat on benches.

National Board of Directors

The Board of Directors shall consist of The National elected officers, the Immediate Past President, Public Relations Officer, the Regional Presidents, the Chairman of the Scholarship Fund Board, the Chairman of the Historic Museum Board, and one representative from each Chapter as elected by that Chapter. The Board shall direct and conduct the affairs of The National consistent with the authority and powers conferred by the Bylaws and the National Convention. The Board shall have those powers expressly granted in the Bylaws, and also general authority not inconsistent therewith to formulate the program and administer the affairs of The National in accordance with policy established by the National Convention.

The Board may adopt such rules and delegate powers as it deems expedient, consistent with the Bylaws and The National Convention mandates. The Board shall meet not less than annually at the call of the President, with not less than ten days written notice to each member of the Board. Normally the Board meets in December and during the Convention. Recently, it has become more difficult to obtain a quorum at the Board meetings. The required number to have a quorum was reduced to 40% of the Board of Directors. There is often much business that needs to be taken care of shortly after the convention. Please make every effort to make sure your chapter has a board of director representative on file with National Headquarters. It is also very important that he is present at the meeting to voice the chapter's issues and direct the future of the organization. The chapter may want to consider funding his airfare and hotel expenses. The representatives' attendance is vital to the success of the organization as a whole.

Other meetings may be called by a majority of the members of The Board, upon five days written notice to each member of The Board, at which special meeting actions shall be limited to those matters specified in the call.

A Glossary of Parliamentary Terms:

Abstain:	To refrain from voting
Ad-Hoc Committee:	A special committee
Adjourn:	To end a meeting
Adopt:	To act in favor of a motion
Agenda:	A list of items to be taken up at a meeting
Amend:	To change a pending motion
Amendment:	A motion which changes a motion
Appoint:	To assign to a committee or office
Ballot Vote:	A secret vote, written on a piece of paper
Bylaws:	The written rules for governing an organization
Carried:	To adopt a motion
Chair:	The presiding officer
Debate:	The formal discussion of a motion
Debatable:	A motion that is open to discussion
Division:	To call for a recount of the vote
Ex-Officio:	A member of a committee because of the office held
Executive Session:	A secret session of members only
Floor (as in "have the floor"):	To be given permission to speak at a meeting
Germane:	Closely related to and having a direct bearing upon
Illegal Ballot:	A ballot that cannot be counted because it does not conform to the balloting rules
Incidental Motions:	A motion which deals with questions of procedure
In Order:	Correct parliamentary procedure
Legal Vote:	A vote cast by a member in good standing at a meeting where a quorum is present
Lost Vote:	A motion that has been defeated
Main Motion:	A motion which introduces a subject to the group for discussion and action
Majority Vote:	One more than half of the votes cast
Meeting:	A gathering of member of an organization to conduct business
Member:	A person who has legally joined an organization
Minority:	Any number that is less than half of the number of members present
Minutes:	The official written record of a meeting
New Business:	New matters brought for consideration
Nomination:	The formality of naming a person as a candidate for election to an office
Ordered:	Directed by vote of the organization

Order of Business:	The schedule of business to be considered
Out of Order:	Not correct from a parliamentary standpoint
Parliamentary Procedure:	An established system of rules that govern the procedure in democratic meetings
Pending:	The question (s) that are under consideration
Pending Question:	The last motion stated by the Chair
Plurality Vote:	The largest number of votes when there are three or more choices
Precedence:	The rank or priority of consideration of a motion
Primary Amendment:	The first amendment to a motion
Pro Tem:	Temporary
Putting the Question:	Placing the motion before the group for a vote
Previous Notice:	A written notice before a meeting that a motion will be introduced
Question:	A motion
Quorum:	The number of members that must be present for the legal transaction of business
Rank:	The order in which one motion yields to another
Refer:	To send the motion to a small group for consideration
Report:	A written or oral account of the work conducted by an officer or a committee
Resolution:	A formal written motion
Revision of Bylaws:	Rewriting the entire bylaw document
Ruling:	A decision made by the presiding officer
Second:	A second person agrees to have a motion considered
Secondary Amendment:	An amendment to an amendment
Seriatim:	Consideration by paragraphs
Session:	A meeting or a series of connecting meetings, as in a convention
Subsidiary Motion:	A class of motions that helps to dispose of a main motion
Tellers:	Members officially designated to count ballots or votes
Tie Vote:	The same number of votes on each side
Two-Thirds Vote:	Two thirds of the votes cast must be cast in the affirmative to adopt
Unanimous Vote:	No dissenting vote
Undebatable Motion:	A motion on which discussion is not allowed
Unfinished Business:	Matters from a previous meeting postponed or brought over to the next meeting
Vote:	A formal decision, either positive or negative, made by members of a group in regard to a matter brought before it
Yield:	To give way when you have been assigned the floor

CHAPTER EIGHT: PROGRAM PLANNING

GENERAL PROGRAM INFORMATION

TIMING. To establish a professional chapter reputation, keep your programs exactly on schedule. Finish a dinner no later than 10 p.m., and a luncheon no later than 1:30 p.m.! Some hints to insure timing: Thoroughly pre-brief speakers on time limits; prepare a script for the MC and every aspect of the program and plan entertainment as part of the program only if it can be done within the schedule, and if not, adjourn the program and invite those interested to remain.

PROTOCOL. Here are a few hints on how it should be done.

- Invocation precedes the Pledge of Allegiance
- Formally “posting the colors” should include formally retiring them
- If you formally “post the colors”, a Pledge of Allegiance is normally not in order
- American flag to the left of the podium/headtable as audience faces it.
- Plan a headtable only if necessary. If not, round tables alleviate possible ruffled feathers. If a headtable is required, your guest speaker must be given VIP treatment. Do not forget national, regional and local TAI representatives, and among the military the senior enlisted men or women. Of course, local civilian dignitaries must be respected.
- Formally recognize only those dignitaries who must be recognized and encourage applause as you go. Generally, recognize your headtable and only an absolute minimum number of guests; develop a general welcome for other groups or individuals. Insure your welcome is in the script.
- If you have an honor guard, special entertainment, award recipients, etc., you should normally provide complimentary meals.
- From the audience perspective, the speaker normally sits to the immediate left of the podium/center of table and the master of ceremony to the immediate right. The next ranking guest sits next to the speaker, with the next ranking guest next to the MC, and so forth.
- When a Memorial Table is desired, a small flower table in front of the podium may be used to not relinquish needed dining space. Reference to the memorial should be made in the printed program.

AWARDS. Awards must be given special attention in any program. By a few unfortunate words, or bad placement within a schedule, an award recipient can be greatly embarrassed rather than being honored. A MC’s plea to an already bored audience (because of an out-of-control program) to “bear with me as we present these awards” certainly does not create the proper climate. Additionally, insure you have planned for proper presentation of the award, normally by someone other than MC, and for photos to be taken. Keep the number of awards at any single function relatively small, plan carefully, and use a script and you will be well on your way toward successful and meaningful presentations.

FINANCING. It is important to look at your financial planning carefully, and recheck it again and again. When there is a charge for each paying attendee, consider not only the price of the meal, tax and gratuity, but also other expenses such as tickets, flowers, guests, speaker, reception, programs, and awards. Such items become add-ons, which may lead to a financial loss if not picked up by a sponsor or a donation. Some ideas to keep the overall cost down follow:

- Plan and think big. The more to absorb overhead costs, the lower the cost per person. Sell entire tables to industrial/commercial firms when it fits. When you sell a table of eight or ten develop a mechanism whereby the company receives six tickets, for example, and returns four to you for invited guest such as youth. Do not get stuck with just approaching aviation/aerospace firms; talk to banks, car dealers, organization like Sears, etc.
- Many states/localities will waive sales tax on meals because of our non-profit status; and this should surely apply if you have obtained your state tax-exempt certification.

BANQUET PLANNING GUIDE

Once the purpose of a banquet and the theme for the program have been determined, the following steps should be taken to plan, arrange for, and stage it:

- Select a date and time, free of competition from other events, and anticipate possible conflicts with events that may be scheduled
- Estimate the total attendance expected
- Select a suitable banquet hall; not more than 25% larger than required to seat those expected to attend
- Determine what the banquet ticket will include, and estimate cost
 - a. Cocktail party before banquet
 - b. Banquet meal
 - c. Dinner wine, after dinner drink, etc.
- Determine which of the following will be required and estimate the cost
 - a. Decorations, flowers
 - b. Headtable, bandstand, dance floor if needed
 - c. Music, entertainment
 - d. Spotlights, projectors, operators
 - e. Numbered tables, ushers
 - f. Printing, postage, telephone calls
 - g. Reception for headtable guests
- Determine if any of the following are to be paid for participants and estimate cost:
 - a. Transportation
 - b. Hotel bill
 - c. Spouse/aide expenses
 - d. Complimentary banquet tickets
- Total the cost determined in the three preceding paragraphs. This is your expense budget
- Determine the price of the banquet ticket, as follows:
 - a. Determine if the cost is to be paid for by ticket sales only
 - b. Subtract outside revenue, if any, from total expense budget. This is the total banquet cost.
 - c. Divide this sum by the number expected to attend. This is your ticket cost.
- Appoint and assign duties to at least the following committees:
 - a. Program – Invite participants, script writing
 - b. Promotion – News stories, radio and TV interviews
 - c. Ticket Sales – Advance, at-the-door and seating assignment
 - d. Arrangements – Physical set-up of hall, ushers

Following the progress of events constantly, until the Banquet is over, taking prompt action to correct any errors or problems and keep the income and expense budget in mind at all times.

BANQUET BUDGET GUIDE

I. ARRANGEMENTS

1. Supplies
 - a. Printing
 - Invitations
 - Tickets
 - Posters
 - Miscellaneous
 - b. Mailing
 - Postage
 - Miscellaneous
2. Local Expenses (Committee's)
 - a. Hotel and Restaurant
 - b. Telephone
 - c. Taxi
 - d. Miscellaneous

3. Other Expenses
 - a. Transportation (Guests)
 - b. Hotel and Restaurant
 - c. Honorarium (Guests)
 - d. Spouse/aide expenses (Guests)
 - e. Other

II. RECEPTION (Not to exceed one hour in length)

1. Drinks (Average 3 per person)
2. Canapés
3. Decorations and flowers
4. Music and entertainment

III. DINNER

1. Food (Including tax, if applicable and gratuities)
2. Decorations and Flowers
3. Lights and Sound
4. Miscellaneous

FUNCTION CHECKLIST

There are so many items to consider in planning and staging a function that it is almost impossible not to omit something. For this reason use a "checklist". For your assistance, here is one to remind you of various things that need to be done, checked, and double-checked. While some items may be up to the hotel, you as sponsor must check that no item is left to chance.

1. Dates, Attendance and Accommodations

- Estimate total number of registrants expected
- Date majority of guests will arrive
- Date majority of guest will depart
- Date uncommitted guest rooms are to be released
- Approximate number of rooms needed, with breakdown on singles, doubles, suites
- Room rates for registrants
- Copy of reservation confirmations to:

2. Guests

- List of dignitaries invited; established deadline for their answer, and call them on the phone at that time
- Insure invitations to out-of-town guests have been mailed and the deadline date established for their answer. Maintain card file on all invitations and be sure to advise all guest with respect to transportation, credentials, appearances (if they are expected to speak even briefly, warn them), hotel accommodations, time you desire them to be available, expenses (type and amount) sponsor will assume.
- Arrange to have honored guests welcomed and briefed by a member of the Host Committee. Hand them a written agenda at the time they are welcomed to the city, so they may study it.

3. Equipment & Facilities

- Signs for Registration Desk, Hospitality Room, Tours etc.
- Special lighting: Floods, Spots, etc.
- Blackboards, Flannel Boards, Magnetic Boards, Chart Stands, Easels, etc.
- Lighted lectern, gavel, etc.
- Public Address System – Microphones, type and number
- Recording: Stenographer, tape recorder, photographer, etc.
- Projection equipment, "blackout switch, operator
- Telephones, Radio and TV facilities
- Flags, banners, flowers, etc (check fire regulations)
- Special equipment and/or services (Make sure agreement is reached on total cost of services)

4. Registration

- Time and days required, number and size of tables, other materials needed, such as telephones, typewriter, computers, ash trays, bulletin boards, water pitchers and glasses, lighting, signs, etc.

- Insure adequate personnel to operate desks
- Obtain registration cards
- Separate desks for Advance Registrants, Current Registrants, Honored Guests
- Printed programs available
- Make sure someone is in charge at all times registration desks are open who can answer questions on program
- Pencils, note pads, miscellaneous supplies

Immediately prior to opening Registration Desks, check:

- Personnel knowledge of registration procedure
- Policy on accepting checks and making refunds
- Information to be type on badges
- Handling of honored guests and other dignitaries
- Emergency housing
- Mimeographed registration list

If registrants fill out registration cards:

- Cards, pencils, program on desk
- Instructions posted
- Tables properly lighted

During registration, make sure someone is available to:

- Render policy decisions
- Check out funds at closing times
- Accommodate registrants in all matters

(After the Registration Desk is closed, make sure instructions are conspicuously posted regarding next opening and directions to headquarters office where information may be obtained.)

5. Meetings

- Conspicuously post correct date and time for each
- Make up seating chart, including headtable, for each
- Make sure hotel has copies of all necessary information
- Make sure all necessary equipment is available (check against Equipment and Facilities list)

Immediately prior to Meeting, someone should double-check:

- Meeting room open and properly staffed
- Seating arrangement as ordered
- Cooling and/or heating system in order and working
- Public Address System in order and working
- Recording equipment in order and/or stenographer available
- Microphones as ordered, lectern light in order
- Gavel, water, pitcher, glasses, ashtray on headtable
- Guard service at entrance door if desired
- Projection equipment on hand and in order if needed
- Pencils, paper, chart stands, easels, etc on hand if ordered
- Signs, Flags, Banners on hand
- Music and lighting in order and available
- Photographer on hand
- Flowers, decorations special facilities as ordered
- If meeting room difficult to locate, post directional signs
- If meeting location changed, post conspicuous notification

(Immediately after meeting, assign someone to remove property, and check for forgotten items)

6. Publicity

- Make sure effective publicity committee is set up to:
 - a. Call on City Editors and Radio/TV Program Directors

- b. Prepare news releases and public service announcements and distribute them
- c. Make arrangements for photographic coverage of arrivals of guests, and on-the-spot coverage during the program
- d. Obtain advance copies of any speeches, reproduce them and have them on hand for release

7. Banquet and Receptions

Establish one person to contact regarding entire function; distribute his name, address, phone number to all concerned

- Agree on function room to be used
- Number of covers (places) to be used
- Number of covers guaranteed, or date such guarantee will be made
- Menu selected, including cocktail, wine, fish alternate for Friday
- Reception: Hors d'oeuvres, canapés, decorations, music etc.
- Exact serving time
- Price, including taxes and gratuities
- Table arrangement and seating style; number at headtable
- Ticket collection

Extra services - agree on cost if any:

- Special decorations, flowers, etc.
- Lighted lectern, gavel
- Assembly room for headtable, drink served?
- Photographer, projector equipment and operator
- Tape recorder, stenographer, etc
- Flags, Banners, signs
- Public address system
- Other extra services

Immediately prior to function, check:

- Chef, Maitre d', Banquet Manager advice or changes if any
- Bar operating on schedule, if ordered
- Seating, including headtable, arranged as ordered
- Coatroom open and staffed, if ordered
- Decorations, flowers, etc., arranged as ordered
- Microphones placed as ordered and operating
- Temperature of room correct
- Special lighting in order
- Lectern placed as ordered, and light operating
- Water pitcher and glasses placed at lectern
- Recording and projection equipment in order, and properly staffed
- Flags, banners, signs in place
- Place cards properly made out and placed on headtable in seating order
- Other special requirements in order

**EXAMPLES:
CHAPTER ARTICLES OF INCORPORATION AND BY-LAWS**

ARTICLES OF INCORPORATION AND BYLAWS

CHICAGO "DODO" CHAPTER, TUSKEGEE AIRMEN, INC.

(A Corporation not for profit)

ARTICLE I - NAME

The name of the organization shall be Memphis Chapter, Tuskegee Airmen, Incorporated, hereafter referred to as the Chapter. The name of the chapter may be changed by vote of the membership following the voting rules prescribed in the by-laws.

ARTICLE II - OBJECTIVES AND PURPOSE

The objectives and purpose of the Chapter shall be to bring together in a spirit of goodwill and friendship, all persons who share in the aspirations, frustrations, trials, and successes of the men and women who pioneered in military aviation in the Tuskegee Experiment of the United States Army Air Corps and in aviation in general.

1. Additionally, the Chapter will encourage and support the aspirations of all youth, particularly minority youth, in the fields of Aviation and Aerospace Sciences, to encourage them to excellence and high achievement.
2. The Chapter will also foster cooperation between other organizations interested in blacks and other minorities in aviation, and other aerospace industries. The Chapter will help further the advancement of its members and the chapter's history.
3. Specific goals, programs, and endeavors to accomplish the Chapter's stated objectives and purpose, as well as, those whose spirit is akin to those, will be commissioned as necessary by the membership and/or the Board of Directors. The preservation, dissemination and publicizing of the complete history of blacks in aviation and aerospace endeavors will be one area of continual focus for the Chapter.

ARTICLE III - QUALIFICATION OF MEMBERS

Membership shall be open to any and all persons regardless of race, creed, color, sex, national origin, military affiliation or occupation, whose intent is to help further the local and/or national organization and their goals and aims.

ARTICLE IV - OFFICERS AND THEIR ELECTION

The Chapter shall be governed by the desires of the membership at large. The management of the organization and its policies and affairs shall be vested in its Board of Directors.

1. There shall be as Officers for the Chapter:

PRESIDENT
VICE PRESIDENT
NATIONAL BOARD MEMBER
CORRESPONDING SECRETARY
ASSISTANT SECRETARY
TREASURER
PARLIAMENTARIAN
HISTORIAN
IMMEDIATE PAST PRESIDENT
CHAPLAIN

Other officers, necessary to conduct Chapter business may be appointed or elected at the discretion of the chapter by vote of the membership. Officers' responsibilities and authority shall be outlined in the by-laws.

2. The Board of Directors shall consist of the 10 officers called for in the Constitution. Duties of the board shall be as outlined in the by-laws.

3. Officers shall be elected by the members in good standing from their ranks. Officers shall serve for a two year term from the date of their election and/or until a successor shall be duly elected. No officer shall hold more than one office.

4. A vacancy in any office shall be filled as quickly as possible. A vote of the membership shall fill vacancies for the remaining duration of offices as per the by-laws.

ARTICLE V - MEETINGS

Meetings shall be held at least Bi-monthly at locations to be determined. Additional meetings may be called for at any time by any member in good standing. Notices of all meetings shall go out to the membership no less than seven (7) days prior to include the time and place.

1. A quorum shall consist of four members of the Board of Directors, plus six (6) members at large. Meetings lacking quorum may continue but will be informational only. No business may be transacted without the stated quorum.

2. The Board of Directors shall meet as necessary. A quorum of four members of the board must be in attendance. Board meetings may be conducted in a conference call format and all members on the call shall be considered in attendance.

ARTICLE VI - ARTICLES OF INCORPORATION AMENDMENTS

The Articles of Incorporation shall only be amended by secret ballot and requires a two-thirds vote of all votes cast. All amendments must be submitted to all members in good standing for their review at least 14 days prior to the scheduled vote. Amendments may be voted upon a second time if the two-thirds majority is not received. After failing a second time, an amendment is considered rejected.

ARTICLE VII - FINANCES

The sources of income for the Chapter shall include dues, donations, social events, exhibitions, grants, and other legal fund raising activities. In the case of dissolution of the Chapter, all remaining funds in the treasury will be used to satisfy any outstanding debts, liabilities or obligations. Any remaining balance will be transferred to the treasurer of the Tuskegee Airmen, Inc. national office.

ARTICLE VIII - GENERAL PROVISIONS

Nothing contained herein is considered or intended to be gender specific. The membership is not liable under the laws of the state of Tennessee for the debts of the Chapter in the event the organization's assets are insufficient to discharge any liabilities. The Chapter is autonomous and its primary affiliation shall be with the Tuskegee Airmen, Inc., known herein as the National. Nothing in these Articles of Incorporation shall be construed to be in conflict with The Articles of Incorporation and by-laws of the National.

EXAMPLE CHAPTER BY-LAWS

BY-LAWS

MEMPHIS CHAPTER, TUSKEGEE AIRMEN, INCORPORATED

ARTICLE I - MEMBERSHIP

1. Membership

A. Membership shall be open to military or civilian persons as authorized by Article III of the Articles of Incorporation, who have a sincere interest and desire to contribute to the aims and goals of the national organization and the chapter.

B. Membership affiliation may be accepted in one of the following classes:

1. Regular. A regular member is one qualified under Article III of the Articles of Incorporation. Each regular member shall have the rights and privileges to vote and to hold office.

2. Honorary. An honorary membership is one bestowed by The National, The Board, or The Chapter in recognition of significant contribution in our society and/or fostering goals of the National. The national board shall approve all chapter nominations before the selection shall become final. Each honorary member shall be privileged to attend all meetings and events, but shall not have the right to vote or hold office.

3. Organization. An organization approved by the chapter for membership may have representation in general membership meetings. The organization through its representation shall have the right to a single vote, but shall not have the right to hold office.

ARTICLE II - MEETINGS

1. Regular meetings shall be held, at least Bi-monthly. An annual meeting shall be conducted as specified in the by-laws.

2. A quorum shall consist of four members of the Board of Directors plus six members at large. Members are eligible to vote only when National and local dues are current. Absentee voting may be permitted under special circumstances by the Board.

ARTICLE III - OFFICERS

1. The officers shall be a President, Vice-president, Corresponding Secretary, Assistant Secretary, Treasurer, Parliamentarian, Historian, National Board Representative, Immediate Past President, and Chaplain.

2. The Board of Directors shall consist of the above officers. The president shall act as chairman, and the board shall meet prior to the general meeting and at the call of the President.

3. Officers shall serve for a two year term from the date of their election and/or until a successor has been duly appointed or elected.

4. No member shall hold more than one office at a time, or be elected to an office if membership is not in good standing.

5. Vacancy in any office shall be filled in the following manner:

a. A vacancy of 90 days or less before a regular scheduled election. The president may appoint someone to office.

b. A vacancy of more than 90 days before a regular scheduled election shall be filled by a vote of the membership. Such term of office shall be for the unexpired term of said office.

ARTICLE IV - DUTIES AND RESPONSIBILITIES OF OFFICERS

1. The President shall preside at all meetings of the chapter and the board. He shall appoint all standing and special committee chairpersons, unless otherwise provided in these by-laws. He shall be ex-officio member of all committees, except the nominating committee. He shall make no motions or amendments, nor vote on any, unless the chapter is equally divided at which time he shall cast a vote. He shall make a report to the chapter at the annual meeting. He shall be responsible for the overall guidance of program and project planning and implementation. He shall possess excellent organization, management, writing, and verbal skills. Additionally, he shall possess excellent knowledge of the national and local articles of incorporation and by-laws.

2. The Vice President shall assume the duties of the president in his absence. He shall perform such other duties that may be assigned by the president.

3. The Corresponding Secretary shall keep accurate records of the proceedings of all chapter meetings, board meetings, and shall have charge of all books, documents, and papers belonging to the chapter, except for those records designed for the archives or historian. He shall prepare and maintain the correspondence for the chapter. He shall assist the president in the preparation of the order of business for each meeting. He shall perform such other duties as may be designated by the president.

4. The Assistant Secretary shall assume the duties of the secretary in his absence.

5. The Treasurer shall be the custodian of all chapter funds, unless otherwise provided. He shall establish bank accounts as required in the chapter name as the depository for all funds. All funds will be disbursed by check to be signed by two parties; the president, vice president, treasurer or Corresponding Secretary. The treasurer shall maintain adequate financial records and files of membership dues and report it to the membership upon request. The treasurer shall forward dues and assessments to the national organization, as required. He shall submit a complete written financial report at the annual chapter meeting.

6. The Parliamentarian shall advise the president and chapter on matters of correct parliamentary procedures, according to the national and local articles of incorporation and by-laws and Roberts' Rules of Order.

7. The Historian shall serve as the chairperson of the Archives committee. He shall compile, chronicle and maintain the organization's history under direction of the board.

8. The Immediate Past President shall serve as an advisor to the president.

9. The Chaplain shall administer to the chapters religious needs.

10. The National Board Representative shall represent the chapter at the National Board meetings and provide a report to the membership at the following regular meeting.

ARTICLE V - DUES AND FEES

1. Annual membership dues shall be as follows:

Local + National = Total

REGULAR Member:
(bearing full rights and privileges)
\$50.00 + \$50.00 = \$100.00

REGULAR Member:
(residing in same household as regular member) &

(bearing full rights and privileges)

\$15.00 + \$50.00 = \$65.00

REGULAR Member:

(active duty enlisted or

surviving Tuskegee airmen/spouse) &

(bearing full rights and privileges)

\$15.00 + \$15.00 = \$30.00

~~PATRON Member:(without voting rights)~~

~~\$35.00 + \$35.00 = \$70.00~~

STUDENT Member:(is enrolled in any ROTC program) &

(without voting privileges)

\$15.00 + \$15.00 = \$30.00

~~JUNIOR Member:~~

~~(has not reached his/her 18th birthday) &~~

~~(without voting privileges)~~

~~\$15.00 + \$15.00 = \$30.00~~

2) Individuals joining the organization two months after the start of the fiscal year may have their local dues prorated, however the National dues shall remain as above.

ARTICLE VI - STANDING COMMITTEES

1. There shall be the following standing committees: Membership, Public Relations, Ways and Means, Archives, By-laws, Educational, and Nominating.

a. Standing committee chairmen shall be appointed by the president, except those designated or specified in the by-laws.

b. Standing committee chairmen shall report to the board and membership as needed, and provide an annual written report at the annual meeting, as required.

2. The Membership committee shall conduct an active recruitment program, review and recommend on all applications, coordinate all chapter activities, which relate to the recruitment and retention of members.

3. The Public Relations committee shall devise and recommend ways to attain and sustain chapter purposes, and publicize chapter events. They shall promote activities, which build positive community relations that will enhance the chapter status.

4. The Ways and Means committee shall plan and recommend the chapter budget. The committee shall devise plans for chapter fund raising activities.

5. The Archives committee shall be responsible for the preservation of historical records and materials. The committee shall prepare an annual report to include all chapter accomplishments for the past year. A written report shall be presented at the annual chapter meeting.

6. The By-laws committee shall continually review the National and Chapter Constitution and By-laws and submit recommended changes as deemed necessary.

7. The Educational committee shall be responsible for the maintenance of an educational and scholarship program that complies with the National organization and Chapter guidelines, and shall provide a written report at the annual meeting.

8. The Nominating committee shall consist of at least three members. The committee shall be responsible for developing a slate of candidates. The committee shall oversee the election process.

ARTICLE VII - NOMINATIONS AND ELECTION PROCESS

1. Nominations:

- a. The nominating committee shall be responsible for identifying eligible members for potential officers. Committee members will make personal contact with potential candidates. A slate of officer candidates will be made up as a result of the committee's interview of those members who have expressed an interest in holding office.
- b. The nominating committee shall present the slate of candidates to the board for review and acceptance. Upon approval a ballot will be prepared.
- c. The slates of candidates shall be presented to the membership at a regular chapter meeting and by special correspondence at least 14 days prior to an election. Additional nomination of candidates for any office may be made from the membership and may be added to the ballot.

2. Elections:

- a. Elections shall be by secret ballot.
- b. The election shall be supervised by the election committee, who will distribute and collect the ballots, and count the votes.
- c. All officers and officials shall be elected by a majority of the members participating in the election.
- d. In the event of a tie in the election, a run-off shall be conducted and decided by a majority of the votes cast.

ARTICLE VIII - ORDER OF BUSINESS

1. The order of business for regular chapter meetings shall be:

- a. Call to Order
- b. Reading and Approval of Minutes
- c. Reading of correspondence
- d. Treasurers Report
- e. Committee Reports
- f. Unfinished Business
- g. New Business
- h. Announcements
- i. Adjournment
- j. Social

2. The order of business for the annual meeting shall be:

- a. Call to Order
- b. Reading of Minutes
- c. Reading of correspondence
- d. Unfinished Business
- e. New Business
- f. Annual Report of the President
- g. Committee Reports
- h. Report of Nominating Committee
- i. Installation of new Officers
- j. Adjournment
- k. Social

3. Robert's Rules of Order, current edition, shall be the parliamentary authority for the conduct of chapter meetings and all proceedings.

4. The Name and Addresses, including street and number of each Incorporator: (3 names required)

Name: Frank Wallace
Address: 5900 Walsh Rd Millington, TN 38053

Name: Lelvin Crowe, Jr.
Address: 9317 Riveredge Dr Cardova, TN 38018

Name: Calvin Janes
Address: 751 Sycamore Rd Collierville, TN 38017

5. Address of the initial registered office:

3085 Edgeworth Lane
Memphis, TN 38119

6. The name and address of the statutory agent is:

Paul Thompson
3085 Edgeworth Lane
Memphis, TN 38119

NOTE: Articles of Incorporation and by-laws to be filed at the office of the Secretary of State.

ARTICLE IX - AMENDMENT

These Articles of Incorporation and by-laws shall only be amended by secret ballot and requires a two-thirds vote of all votes cast. All amendments must be submitted to all members in good standing for their review at least 14 days prior to the scheduled vote. Amendments may be voted upon a second time if the two-thirds majority is not received. After failing a second time, an amendment is considered rejected.

EXAMPLE: CHAPTER YOUTH AVIATION PROGRAM

THE MAJOR GENERAL IRENE TROWELL-HARRIS CHAPTER TUSKEGEE AIRMEN, INC. PROGRAMS AND GOALS

ESTABLISHED PROGRAMS

SCHOLARSHIPS: ANNUALLY, THE CHAPTER AWARDS SCHOLARSHIPS IN FEBRUARY TO OUTSTANDING YOUTH FROM THE MID-HUDSON VALLEY. IN 2001 SIX SCHOLARSHIPS OF \$1,000 EACH WERE AWARDED. THE GOAL IS TO INCREASE THE NUMBER AND AMOUNT OF THESE SCHOLARSHIPS EACH YEAR.

FAMILY DAY IN THE PARK: EACH SUMMER THE TUSKEGEE AIRMEN INVITE THE COMMUNITY TO A DAY OF PICNICKING, FUN AND FELLOWSHIP IN DOWNING PARK, NEWBURGH. ALL PEOPLE OF THE MID-HUDSON VALLEY ARE INVITED TO JOIN IN WITH MANY HUMAN AND COMMUNITY SERVICE AGENCIES TO INCREASE AWARENESS OF THE SERVICES AVAILABLE.

SCHOOL VISITATION/ROLE MODELING: TAI CHAPTER OFFICERS AND MEMBERS VISIT AREA SCHOOLS TO SPEAK TO GROUPS AND INDIVIDUAL STUDENTS AND FACULTY ABOUT THE TUSKEGEE AIRMEN AND AVIATION CAREERS.

The Lee A. Archer Jr. Red Tail Flying Program

THE LEE A. ARCHER RED TAIL FLYING PROGRAM: A PROGRAM OF INTERVENTION WITH DISADVANTAGED YOUTH USING AVIATION AS A VEHICLE TO MENTOR, PROVIDE ROLE MODELS AND TEACH ACADEMIC AND LIFE SKILLS.

IMMEDIATE/SHORT TERM GOAL: AWARD A MINIMUM OF 2 STUDENTS AN FAA PRIVATE PILOT CERTIFICATE AT THE STUDENTS' GRADUATION EXERCISES IN MAY/JUNE 2002.

INTERMEDIATE/LONG TERM GOALS: EXPAND THE PROGRAM TO A TOTAL OF 10 TO 20 YOUNG MEN AND WOMEN EXTENDING FROM THE 6TH THROUGH THE 12TH GRADES.

- ONCE WEEKLY, EVENING, ACADEMIC SESSIONS PROVIDING TUTORING FOR SCHOOL WORK, MENTORING, COUNSELING AND A RIGOROUS CURRICULUM OF AVIATION SUBJECTS.
- FIELD TRIPS TO AREA BUSINESSES, AIRPORTS AND OTHER EXPERIENCE BROADENING DESTINATIONS.
- PAID AND UNPAID INTERNSHIPS WITH LOCAL BUSINESSES PROVIDING INSIGHT INTO THE CAREERS AVAILABLE AND THE ACADEMIC PREREQUISITES NECESSARY TO PURSUE THOSE CAREERS.
- FIELD TRIPS AND INTERNSHIPS TO CORPORATE AVIATION FACILITIES, COMMERCIAL AIRLINE FACILITIES AND FAA FACILITIES. SPECIFICALLY TAILORED TO UTILIZE THE EXPERTISE, EQUIPMENT AND PERSONNEL AVAILABLE IN ALL FUNCTIONAL AREAS, FOR EXAMPLE:
 - AVIATION DEPARTMENT OPERATIONS AND DISPATCH
 - AIRCREW: PILOTS/CABIN MANAGERS/FLIGHT ATTENDANTS
 - AIRCRAFT MECHANICS
 - FOOD PREPARATION AND SERVICE
 - ACCOUNTING
 - SECURITY
 - GENERAL OFFICE SKILLS
 - FACILITY MANAGEMENT
 - CONTROLLERS
 - BASE MANAGERS

- AWARD 2-5 FAA PRIVATE PILOT CERTIFICATES EACH YEAR AT GRADUATION CEREMONIES AROUND THE MID-HUDSON VALLEY.

THE MAJOR GENERAL IRENE TROWELL-HARRIS CHAPTER GOALS ARE INSPIRED BY AND SUPPORT THOSE OF THE NATIONAL TUSKEGEE AIRMEN, INC., WHICH PROMOTES THE INTERESTS AND HONORS THE MEMORY OF THE BLACK AIRMEN AND WOMEN WHO SERVED IN THE ARMY AIR CORPS AT TUSKEGEE, ALABAMA DURING THE 1940S. WE TELL THE STORY OF THE ASPIRATIONS, FRUSTRATIONS AND, MOST IMPORTANTLY, THE SUCCESSES OF THESE PIONEERING MEN AND WOMEN, EVERYDAY, IN EVERY FORUM POSSIBLE. OUR GOAL IS TO SEEK OUT AND MENTOR YOUNG MEN AND WOMEN WHO WANT TO MAKE AVIATION A CAREER GOAL, WHETHER CIVILIAN OR MILITARY.

IN KEEPING WITH THIS MISSION, THE CHAPTER IS INITIATING THE ESTABLISHMENT OF THE “LEE A. ARCHER RED TAIL FLYING PROGRAM.” THE OBJECTIVE OF THE PROGRAM IS TO USE FLIGHT INSTRUCTION AS A CONTEXT TO MENTOR, TUTOR AND PROVIDE ROLE MODELS FOR YOUNG MEN AND WOMEN TO EFFECT POSITIVE CHANGE IN THE COMMUNITY. CITIGROUP IS PROVIDING THE START-UP FUNDS TO ALLOW THIS PROGRAM TO BECOME A REALITY. THE CHAPTER IS SEEKING LOW- TO MODERATE-INCOME YOUTH BETWEEN THE AGES OF ELEVEN AND EIGHTEEN AND CURRENTLY ATTENDING SCHOOL TO PARTICIPATE IN THE PROGRAM. CANDIDATES MUST BE WILLING TO COMMIT TO A RIGOROUS AND DISCIPLINED ROUTINE OF STUDY, RESULTING IN THE REWARDS OF A CAREER IN AVIATION.

OUR PROGRAM WILL EDUCATE PREDOMINATELY MINORITY STUDENTS IN THE SIXTH THROUGH TWELFTH GRADES THAT ARE NOT FINANCIALLY ABLE AND PROVIDE THEM WITH THE CREDENTIALS TO OBTAIN THEIR PRIVATE PILOT CERTIFICATE. THE PROGRAM WILL INSTILL DISCIPLINE AND LEADERSHIP IN ITS PARTICIPANTS. WE WILL ENDEAVOR TO MAKE BETTER LEADERS AND CITIZENS BY TEACHING THE DISCIPLINE REQUIRED OF AVIATION PROFESSIONALS. WE ALREADY HAVE AN EAGER GROUP OF INSTRUCTORS, CONSISTING OF PILOTS FOR MAJOR AIRLINES, CORPORATIONS AND COMMERCIALY RATED PILOTS. MANY OF OUR CHAPTER MEMBERS ARE ALSO MEMBERS OF THE 105TH MILITARY AIRLIFT WING AT STEWART AIR NATIONAL GUARD BASE AND HAVE COMMITTED THEMSELVES TO THE PROJECT. WE WILL IMPLEMENT CLASSROOM TRAINING WITH ACADEMIC INSTRUCTION IN MATH AND SCIENCE, HANDS-ON FLIGHT TRAINING, MENTOR PROGRAMS AND INTERNSHIPS.

EXAMPLE FLYING PROGRAM BY-LAWS

THE LEE A. ARCHER Jr.
RED TAIL YOUTH FLYING PROGRAM

BY-LAWS

ARTICLE
General

Section 1. – Name.

This organization is incorporated under the laws of New York and shall be known as The Lee A. Archer Jr. Red Tail Flying Program, Incorporated. Its principal office shall be located in the Orange County region of New York State as determined by the Board of Directors.

Section 2. – Purpose.

The purpose for which this organization exists is to increase the overall numbers of African Americans and Low to Middle Income young men and women choosing aviation as a career choice through exposure and guidance.

Section 3. – Vision Statement.

The Lee A. Archer Jr. Red Tail Flying Program, Inc., evolved from the legacy of The Tuskegee Airmen and the vision of The Major General Irene Trowell-Harris Chapter to create an aviation mentor program geared to providing needed guidance for African Americans and Low to Middle Income young men and women in the pursuit of an aviation career.

Section 4. – Limitation of Activities.

The Lee A. Archer Jr. Red Tail Flying Program, Inc., shall be non-partisan and nonsectarian and shall take no part in or lend its influence or facilities, either directly or indirectly, to the nomination, election or appointment of any candidate for any political office. The flying program shall conduct its activities in such manner as to maintain its federal tax-exempt status under the Internal Revenue Code Section 501(C)(3).

ARTICLE II
Membership

Section 1. – Eligibility.

Any individual, association, corporation, Limited Liability company, partnership or business entity having interest in the objective of the organization shall be eligible to apply to the selection board.

Section 2. – Selection.

All applications shall be in writing, on forms provided for that purpose and signed by the applicant. A mandatory interview will also be performed. Selection to the program shall be by unanimous vote of the selection Committee. A signed application constitutes an agreement to the terms as set forth in these By-laws.

Section 3. – Annual Dues.

Student dues are to obey the Standard Operating Procedure and be mentors, payable every day.

Section 4. – Discipline.

If a student observes another student disobeying the Standard Operating Procedure, as a mentor he or she is obligated to correct that individual.

Section 6. – Termination.

If a student disobeys the rules set forth in the Standard Operating Procedure the Disciplinary Committee will meet, give the student an opportunity to be heard and decide what action to take. The committee will follow the guidelines set forth in the Standard Operating Procedure.

ARTICLE III
Corporate Meeting

Section 1. – Fiscal Year.

The fiscal year of the corporation shall be from July 1 through June 30.

Section 2. – Meetings

There are two mandatory academic sessions per week. The time and place of such meeting shall be fixed by the President. The flight students will meet individual Flight Instructors at Stewart International Airport.

Section 3. – Special Meetings.

A special meeting may be called by the President. Each member must be given 7 days notice by telephone, facsimile, e-mail or express mail.

Section 4. – Board of Directors meetings.

Regular monthly meetings of the Board of Directors shall be held at such place and time as designated by the Board. The meetings shall be open to all students of the Lee A. Archer Jr. Red Tail Flying Program and their parents or legal guardians.

Students of the program and their parents or guardians have the right to address the Board of Directors at a regularly schedule meeting. Permission must be obtained prior to the start of the meeting from the Chairperson. Speakers will have up to 2 minutes. Additional time can be granted by a Board Member.

The Board of Directors reserves the right to go into closed executive session at any regularly scheduled or special meeting at any time upon request of the Chairperson or by majority vote of the Board of Directors on motion of any Director.

The Board of Directors by majority vote shall have the right at any time to change the foregoing policies with respect to attendance at Board meetings without requiring an amendment to the By-Laws as set forth in Article III hereof.

Section 6. – Board of Directors Quorum.

At any Board Of Directors meeting, a majority of the Directors shall constitute a quorum. A Director may not vote by proxy.

Section 7. – Majority Vote.

Decisions shall be made at all Lee A. Archer Red Tail Flying Program meetings by majority vote or as stated in the Bylaws and the Standard Operating Procedure.

ARTICLE IV
Corporate Governance

Section 1. – Board of Directors.

The Board of Directors shall consist of not less than three (3) and no more than twenty (20) Directors. The retiring Chairperson of the Board shall be appointed a Director following his/her term of office as Chairperson of the Board in the event his/her term as a Director shall have expired and shall serve until the next past Chairperson is designated to serve on the Board under this paragraph.

Section 2. – Election of Directors.

- A. One third of Directors shall be elected each year by the entire voting membership for terms of three (3) years.
- B. Each member of the Lee A. Archer Jr. Red Tail Flying Program in good standing shall be entitled to one (1) vote. The official ballot shall be sent by mail to all members in good standing on or before the first Wednesday of October with instructions to vote for desired nominees as Directors up to the number of vacancies to be filled, and return the marked ballot, either by mail or in person, on or before 5:00 p.m. of the first Wednesday in November. No votes received after 5:00 p.m. on such date shall be counted.
- B. No elected Director shall serve more than two (2) consecutive three (3) year terms. Officers of the Lee A. Archer Jr. Red Tail Flying Program are exempt from this limitation, for those years served as an officer.

Section 3. – Term.

The term of elected Directors shall commence at the first Board Of Directors meeting on January subsequent to the elections. Retiring directors shall serve until their successors qualify.

Section 4. – Judges.

The Secretary of the Board of Directors shall serve as judge of the election of Directors. Nominees receiving the highest number of votes shall be declared Directors of the Red Tail Flying Program. In the event of a tie vote, the election shall be determined by lot under the direction of the Chairperson.

Section 5. Nominating Committee

A nominating committee consisting of two (2) members of the Board of Directors and two (2) members in good standing from the membership at large shall be appointed by agreement of the Chairperson of the Board and the Chairperson elect annually. Not later than the first Wednesday in September of each year, the committee shall present to the Board of Directors a list of nominees from the eligible members for election to the Board of Directors. Each candidate must be an active member in good standing and must have agreed to accept the responsibility of a directorship. At large members shall not be eligible to be nominated for the Board. Additional nominations may be made by filing with the Chairperson of the Board in writing the name or names of other nominees for election as Directors by 5pm the first Wednesday in September. Each candidate must be an active member in good standing. If accepted the Chairperson shall add the names of all such nominees for Directors to the list of ballots being sent to each member.

Section 6. Officers.

The officers shall be a President, a Chairperson, a Chairperson Elect, a Vice-Chairperson, a Secretary, a Treasurer and Immediate Past Chairperson and such other officers as the Board may deem appropriate. All of the officers shall be Directors, except that the President need not be a director elected by the voting membership. The President shall be a Director with voting rights.

Section 7. – Election of Officers.

The Board of Directors, at the first regular meeting of the Board after the annual meeting of the members, shall elect a President, a Chairperson, a Chairperson Elect, Vice Chairperson, Secretary, a treasurer, an Immediate Past Chairperson and such other officers as it shall deem necessary. Officers shall be elected from among the Directors, except that the President need not be a Director.

Section 8. – Terms of Office.

The elected officers shall serve for a term of one (1) year commencing upon their election and shall continue to so serve until their successors shall have been elected and qualified.

Section 9. – Eligibility.

All Directors and Officers other than the President shall, at the time of their election, be members, or duly designated representatives, in good standing of The Lee A. Archer Jr. Red Tail Flying Program.

Section 10. – Vacancies.

All vacancies in Officers or in the Board of Directors may be filled for unexpired terms by the Board of Directors at any duly called meeting thereof, upon recommendation of the Officers.

Section 11. – Removal.

Directors may be removed for cause by affirmative vote of two-thirds of the members at a duly called meeting for that purpose. No director shall continue to serve on the Board if, during his or her term of office, he or she shall cease to be a member in good standing.

Officers elected or appointed by the Board may be removed, with cause, at any time, by the affirmative vote or a two-thirds of the whole Board.

ARTICLE V
Powers and Duties of Officers and Directors

Section 1. - Chairperson.

The Chairperson shall exercise general supervision over the affairs of The Lee A. Archer Jr. Red Tail Flight Program and shall preside at all general meetings of the Board of Directors. He or She shall make a report to the membership at the annual meetings.

Section 2. - Chairperson Elect.

The Chairperson Elect shall act in place of the Chairperson in the absence of the Chairperson, and shall succeed to be Chairperson upon expiration of the Chairperson's term.

Section 3. - President.

The President shall be charged with the general supervision and management of the offices and business affairs of The Lee A. Archer Red Tail Flying Program. He or She shall have supervision over the employment and discharge of personnel, fixing their duties and compensation. The President shall be under the supervision of the Board of Directors and shall perform the duties assigned to him/her and be responsible to the Board of Directors. The president shall be a voting member of the Board of Directors.

The president is an ex-officio, non-voting member of all committees.

Section 4. – Vice Chairperson.

The Vice-Chairperson shall perform such duties as the Chairperson, the Chairperson elect and the Board of Directors shall designate.

Section 5. – Secretary.

The Secretary shall attend all meetings of the Board and of the members, record all votes and minutes of all proceedings in a book to be kept for that purpose, give or cause to be given notice of all meetings of members and of special meetings of the Board, keep in safe custody the seal of the corporation and affix it to any instrument when authorized by the Board or President, when required, prepare or cause to be prepared and available to each meeting a certified list in alphabetical order of the names of members entitled to vote thereat, keep all documents and records of the corporation as required by law or otherwise in a proper and safe manner, perform such other duties as may be prescribed by the Board or President.

Section 6. – Treasurer.

The Treasurer shall be responsible for the safeguarding of all funds received and for their proper disbursement. Such funds shall be kept on deposit in financial institutions approved by the Board of Directors. The Treasurer will be a co-signer along with the President of all expenditures. All payments by The Lee A. Archer Red Tail Flying Program will be check only.

Section 7. – Duties of the Board of Directors.

The Board of Directors shall have control and management of corporate affairs and business of The Lee A. Archer Red Tail Flying Program and of its funds and property. It shall have power in its absolute discretion to delegate such power as it may see fit to the President. Vacancies on the Board of Directors shall be filled by appointment by the majority of the remaining Board. Any Director appointed to fill a vacancy shall complete the unexpired term of the Director he/she is replacing. Absence from three (3) consecutive regular meetings of the Board of Director without reason deemed valid by the Chairperson of the Board shall be construed as resignation there from and said Director shall be deemed to have resigned.

Section 8. – Executive Committee.

The Chairperson of the Board, the Vice-Chairperson, the Secretary, the Treasurer, the President, the Vice-President, and the Chief Flight Instructor shall constitute an Executive Committee. The Executive Committee shall carry on the business of the Flying Program in accordance with policy established by the Board and within the approved budget.

ARTICLE VI
Committees

Section 1. – Creation.

The President with approval from the Board of Directors shall authorize such committees as may be deemed necessary to facilitate the work of the organization on its own motion.

Section 2. – Ex-Officio Committee Member.

The Chairperson of the Board, the Chairperson Elect and the President shall be ex-officio members of all committees.

Section 3. – Chairperson of Committee.

Chairpersons of all committees and other organizational units shall be appointed on an annual basis by majority vote of the Board of Directors and serve at their pleasure.

ARTICLE VII
Annual Budget

Section 1. – Preparation.

At the regular monthly meeting of the Board of Directors, not later than October of each year, the Finance Committee shall present a budget for the ensuing year, or any given portion thereof, separated and divided under suitable headings or division, and shall accompany such budget with a statement of the estimated income of The Lee A. Archer Red Tail Flying Program. The Board shall consider the recommendations as submitted by the Finance Committee and shall adopt a final budget for the ensuing year, or any given portion thereof, not later than the regular monthly November meeting.

Section 2. – Limitation of Expenditure.

When such budget shall have been approved by the Board, no employee, officer or director, nor any committee, division or any chairperson thereof, shall make or contract any expenditures or obligate The Lee A. Archer Red Tail Flying Program in any manner whatever in excess of such amounts unless approved by the board.

Section 3. – Funds.

All money paid to the Flying Program shall be placed in a general operating fund, except that money contributed for a specific purpose shall be placed in a separate fund for such purpose. Such funds shall be kept on deposit in a financial institution approved by the Board of Directors.

Section 4. – Disbursement.

No obligation or expense shall be incurred and no money shall be appropriated or paid except in accordance with procedures adopted by the Board of Directors. All disbursement by the Flying Program must be by check, approved by the Chairperson and signed by the President and the Treasurer.

Section 5. – Method of Accounting.

The monthly reports of the Treasurer to the Board of Directors will be in a form approved by the Board of Directors.

ARTICLE VIII
Miscellaneous

Section 1. – Equal Opportunity Organization.

The Flying Program is an equal opportunity organization. All applicants, all members and all employees shall be considered in all matters without regard to race, color, religion, sex, sexual preference, marital status, age, national origin, disability or citizenship.

Section 2. – Limitation of Power.

No action by a committee or by any member, employee, officer or director shall be binding upon or constitute an expression of the policy of The Flying Program until it shall have been approved or ratified by the Board of Directors or the President.

Section 3. – Indemnification of Officers and Directors.

- A. In the event that any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, seeks indemnification from The Flying Program against expenses (including attorney fees), and in the case of actions other than those by or in the right of The Flying Program, judgments, fines and amounts paid in settlement, incurred by such person in connection with such action, suit or proceeding by reason of the fact that such person is or was a director, officer, employee or agent of The Flying Program or is or was serving at the request of The Flying Program as a trustee, director, officer, employee or agent of another corporation (domestic or foreign, non-profit or for profit), partnership, joint venture, trust or other enterprise, then, unless such indemnification is ordered by a court, The Flying Program shall determine or cause to be determined in the manner provided under the Not-For-Profit Corporation Law of the State of New York whether or not indemnification is proper in the circumstances because the person claiming such indemnification has met the applicable standards of conduct set forth under the Not-For-Profit Corporation Law of the State of New York and, to the extent that it is so determined that such indemnification is proper, the person claiming such indemnification shall be indemnified.
- B. Expenses, including attorney's fees, incurred in defending any action, suit or proceeding referred to in Paragraph "A" of this section may be paid by The Flying Program in advance of the Final disposition of such action, suit or proceeding as authorized by the Board in specific case upon receipt of an undertaking by or on behalf of the Director, officer, employee or agent to repay such amount unless it shall ultimately be determined that such person is entitled to be indemnified.
- C. The indemnification provided by Paragraph "A" of this section shall not be deemed exclusive of any other rights to which those seeking indemnification may be entitled under the law, any agreement, vote of disinterested Directors, or otherwise, both as to action in another capacity while holding such office, and shall continue as to a person who has ceased to be a Director, officer, employee or agent and shall inure to the benefit of the heirs, executors and administrators of such a person.

- D. The Flying Program, to the extent permitted by the Not-For-Profit Corporation Law, may purchase and maintain insurance on behalf of any person who is or was a Director or officer of The Flying Program, or is or was serving at the request of The Flying Program as a trustee, director, officer, employee or agent of another corporation (domestic or foreign, non-profit, for profit), partnership, joint venture, trust or other enterprise.

Section 5. – Change of By-laws.

These By-laws may be amended or repealed at any regular or special meetings of the members by a majority vote of those present at such meetings, provided notice of any such proposed change has been given in writing, ten (10) days prior to such vote. Written responses will be accepted and read into the minutes for such meeting. Amended By-laws shall take effect thirty (30) days after the meeting of members at which they are adopted, and shall repeal all previous By-laws and amendment.

Section 6.- Dissolution.

On dissolution of The Flying Program, any funds remaining shall be distributed to one or more regularly organized and qualified charitable organizations, with goals and purposes similar to the goals and purposes of The Flying Program.

Section 7. – Preliminary Procedure.

The proceedings of The Flying Program’s meetings not otherwise specified in these By-laws shall be conducted according to Robert’s Rules of Order Newly Revised.

EXAMPLE: YOUTH FLYING PROGRAM SELECTION CRITERIA

Lee A. Archer, Jr. Red Tail Youth Flying Program

Selection Criteria

- A minimum of “C” average on his/her last two report cards and a “B” average once in the program
- A completed application for the program
- Age 13-19 (7th-12th grade)
- No history of illegal narcotics usage.
- No driving under the influence of alcohol charges or convictions.
- A one page, double-spaced essay, explaining why he/she should be accepted into this flight program.
- A one-page double-spaced essay on “The Tuskegee Airmen.”
- An interview by the Red Tails selection Board.
- Passing of a Third Class Federal Aviation Administration Medical. (Once an applicant is conditionally accepted into the program, information regarding compliance with this requirement will be provided. Failure to pass the physical will be grounds for removal from the flying program.)

Following admission to the program the students are issued copies of The Standard Operating Procedures (SOP) for The Red Tail Flight Program. The SOP is the rules and regulations, which that will guide the student in the program. In addition, each student selected and his or her parent or guardian must sign a contract to abide by the terms of the SOP. Violation of the SOP may result in dismissal.

EXAMPLE: FLYING PROGRAM BUDGET

The Major General Irene Trowell-Harris Chapter
 Tuskegee Airmen, Inc
 Lee A. Archer, Jr., Red Tail Youth Flying Program

Fiscal Year 2003
 Budget and Projections

Flying Expenses

1. 200 hours flight training @ \$55.00/hr	\$11,000
2. Jeppesen Private pilot kit for ground school (25 students).....	3,150
3. 200 hour fuel @ 7.5 gal/hr.....	1,500
4. Liability Insurance for Instructors.....	1,200
5. Simulator Yoke & Rudder.....	\$400
6. Flight Pro Software.....	\$100
	<hr/>
	\$17,350

Deleted: \$

Facility Expenses

1. Desktop Computer and Laptop.....	\$2,400
2. Facilities use Insurance (BOCES Transportation Center)	1,450
	<hr/>
	\$3,850

Transportation Expenses

1. Insurance.....	\$1,500
2. Fuel for Vehicle.....	875
3. Transportation (\$0.35/mile).....	175
	<hr/>
	\$2,550

Field Trips Expenses

1. Maguire AFB Airshow (25 Students).....	\$250
2. Intrepid Sea and Air Museum (25 Students)	225
3. Connecticut Air Museum (25 Students).....	200
	<hr/>
	\$675

Miscellaneous Expenses

1. Fundraising.....	\$2,000
2. Administrative material (training aids, blackboard, maps, charts pens, etc).....	1,000
3. Food and refreshments (for classroom and travel).....	575
	<hr/>
	\$3,575

Total Expenses.....	<hr/>
	<u>\$28,000</u>

EXAMPLE: NEWS RELEASE

NEWS RELEASE

Contact Person: Major Glendon Fraser
845-838-7848

**Press Conference Oct 6, 2001
Rifton Aviation services at 10:00am**

Citigroup to help sponsor Aviation Mentor Program

“Major General Irene Trowell-Harris Chapter forms partnership with Citigroup”

Citigroup and The Major General Irene Trowell-Harris Chapter of Tuskegee Airmen, Inc. have embarked on an aviation mentor program to reach out to the youth of the Hudson Valley utilizing the Tuskegee Airmen experience to mentor young people to successful and fulfilling lives and careers in aviation.

In keeping with this mission, the chapter is initiating the establishment of the “Lee A. Archer Red Tail Flying Program.” The objective of the program is to use flight instruction as a context to mentor, tutor and provide role models for young men and women to effect positive change in the community. Citigroup is providing the initial start-up funds to allow the transition of this program from concept to reality. The chapter is currently seeking low to moderate-income youth between the ages of eleven to eighteen who are currently attending school to participate in the program. Interested individuals should be willing to commit to a rigorous and disciplined routine of study, resulting in the rewards of a career in aviation.

The local Chapter’s Goals support and are inspired by those of the National Tuskegee Airmen, Inc., which promotes the interest and honors the memory of the black airmen and women who served in the Army Air Corps at Tuskegee, Alabama during the 1940s. “We tell the story of the aspirations, frustrations and, most importantly, the successes of these pioneering men and women, everyday, in every forum possible” said chapter president Glen Fraser. “Our goal is to seek out and mentor young men and women who want to make aviation a career goal whether civilian or military”

Locally, the chapter awards scholarships at its annual Scholarship Dinner Dance. This past year, six \$1,000 awards were made to deserving youth from the Mid-Hudson Valley. The Trowell-Harris Chapter has given out thirteen scholarships in the past three years, visited numerous area schools, attended public forums and annually holds a Family Day in Downing Park, Newburgh, NY. For aviation mentor related information, scholarship information and future Tuskegee Airmen events visit their website at (www.tai-ny.org) or call the chapter at (845) 838-7848.

**TUSKEGEE AIRMEN, INC.
ANNUAL CHAPTER FINANCIAL REPORT
DECEMBER 31, _____**

CHAPTER NAME _____
MAILING ADDRESS _____

A. Cash In Bank and on Hand at Beginning of Period	(1) \$	_____
B. RECEIPTS		
Membership Dues (Total)	(2) \$	_____
Other Receipts		
a. Net From Fundraising Activities	\$	_____
b. Gifts or Grants	\$	_____
c. Gifts or Grants Designated for Chapter Activities	\$	_____
d. Interest Income	\$	_____
e. Miscellaneous / All Other	\$	_____
Total of Other Receipts (Enter Total of a+b+c+d+e)		(3) \$ _____
Total of All Funds (Enter 1+2+3)		(4) \$ _____
C. DISBURSEMENTS		
a. Dues Sent to National Treasurer	\$	_____
b. 10% of Current Year's Funds Raised Sent to National	\$	_____
c. National Scholarship Contribution	\$	_____
d. Museum Contribution	\$	_____
e. Other Contributions	\$	_____
f. Other Disbursements	\$	_____
Total of All Disbursements	(5) \$	_____
D. Balance On Hand At End of Period (Subtract 5 from 4)	(6) \$	_____
E. 10% OF NET INCOME DUE TO NATIONAL	\$	_____
(10% OF B.a. + B.b. Less C.b.)		

-- Mail completed form along with any fees due to:
National Treasurer, Tuskegee Airmen, Inc., PO Box 9166, Arlington, VA 22219-9166
 -- Form must be submitted before the end of January each year.

SIGNATURES: _____
President
Treasurer

Tuskegee Airmen, Incorporated

Resource Document for Identifying and Updating CHAPTER OFFICIALS

<u>Name of Chapter</u>	<u>Effective Date of Change</u>
NAME OF POSITION OR OFFICE	NAME OF OFFICE HOLDER
President	
National Board Member	
Vice President	
Secretary	
Treasurer	
Parliamentarian	
Historian	
Public Relations Officer	
Immediate Past President	
Chaplain	

- Update immediately after annual election or immediately after a change.
- Mail or fax to: **Tuskegee Airmen, Inc., PO Box 9166, Arlington, VA 22219-9166**

Form 5e - October 19, 2002

EXAMPLE TAI FORM 5 CHAPTER OFFICIALS

**Request your feedback for changes/improvements to the
Chapter Presidents' Handbook.**

Please fill out, fill out and send to: Tuskegee Airmen, Inc., PO Box 9166, Arlington, VA 22219-9166

NOTES

The use personal pronouns herein is not meant to be exclusive of any person, and shall be taken to refer to persons of either gender.