

# CHAPTER MANAGEMENT MANUAL

**TABLE OF CONTENTS**

	<u>Page</u>
Introduction .....	2
Description and Heritage .....	3
Mission Statement .....	4
Chapters .....	5
Forming an NDIA Chapter .....	6
Chapter By-laws .....	9
Chapter Roles & Responsibilities .....	13
Chapters and Membership .....	17
Finances and Business Practices .....	18
Chapter Financial Report .....	23
Recognition Items List .....	24
Chapter Events and Activities .....	25
Chapter Logo Standards .....	27
Lobbying .....	28
Model Chapter Program .....	36
Communications and Social Computing Guidelines .....	38
Manual Revisions .....	56

A printable PDF version of this manual can be obtained from-  
<http://www.ndia.org/chapters>

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## **INTRODUCTION**

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Dear Chapter Leaders:

The Chapter Management Manual provides guidance from the National Defense Industrial Association to chapter leaders for managing and mentoring the local chapter structure. This **is the “go to” source for your chapter operations.**

This manual should be passed along to successive chapter board members for review and reference to help assure continuity of our goals and mission.

Your suggestions are welcome to ensure that this manual is a beneficial tool for all. As we are a team networking on both the National and local levels, please **don't hesitate** to contact me at 703.247-2562, or email: [towens@ndia.org](mailto:towens@ndia.org), or Molly Flanagan, Director, Chapter Relations, to assist in your chapter efforts.

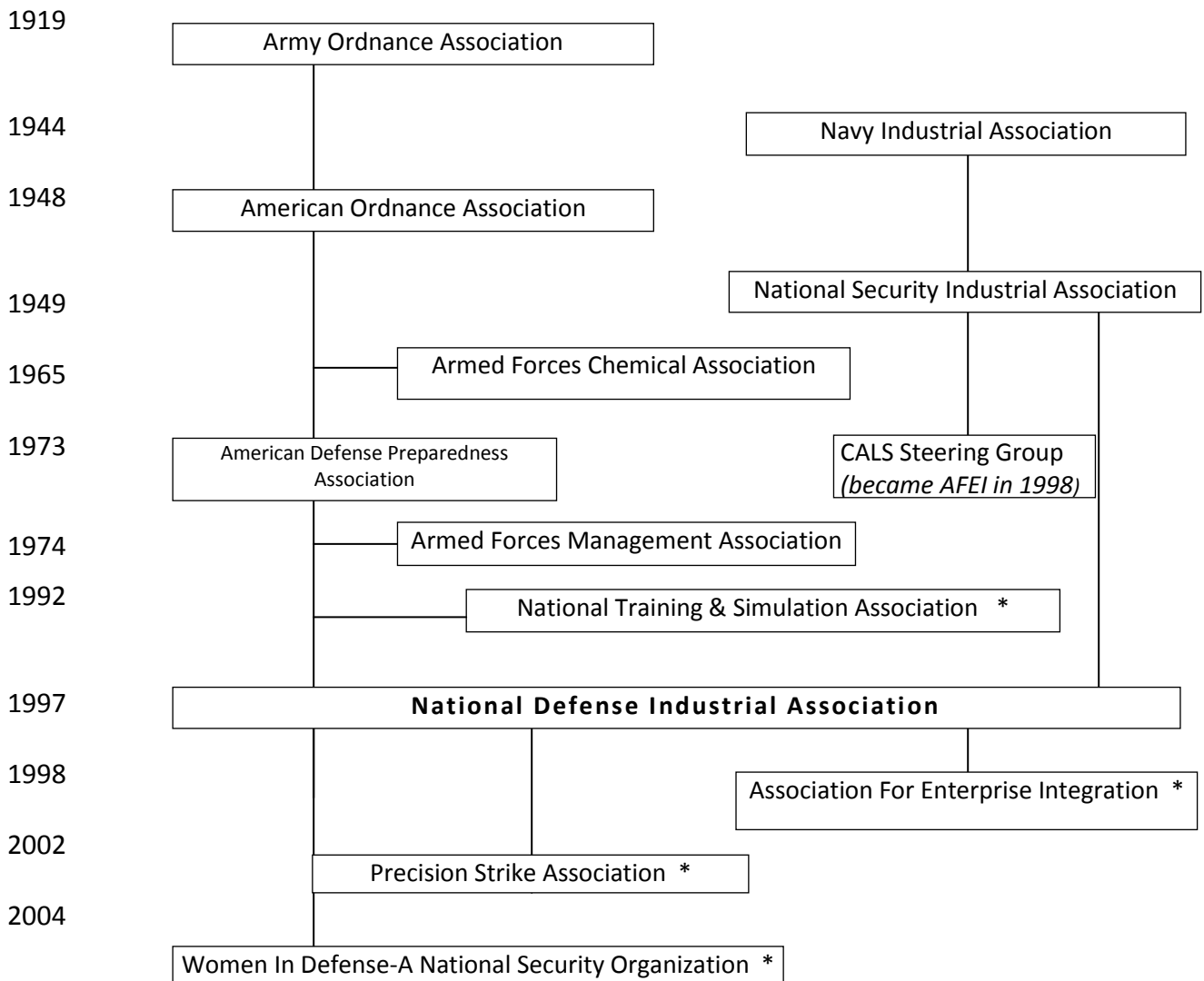


Tom Owens  
NDIA Vice President, Membership & Chapters

## NDIA DESCRIPTION & HERITAGE

The National Defense Industrial Association (NDIA) is a non-profit association exempt from Federal taxation under Section 501(c)(3) of the Internal Revenue code, composed of individuals and businesses who have the common purpose of working together to promote the need for a strong national defense.

The NDIA has a strong heritage of predecessor organizations founded for the purpose of supporting a strong national defense. With the passage of time and the need to unite efforts and speak with one voice, the organizations shown below merged to produce the one organization that speaks for all the Services and all aspects of the defense industrial base:



\* NDIA Affiliates

## MISSION STATEMENT

The National Defense Industrial Association is a non-partisan, non-profit educational association with offices in Arlington, Virginia. NDIA & its affiliates maintain over seventeen hundred corporate members engaged in various aspects of producing national security-related products and services for the Federal government and individual members.

NDIA traces its history to the American Defense Preparedness Association (ADPA), founded in 1919, and the National Security Industrial Association (NSIA), founded in 1944. The new NDIA founded in March 1997 is a non-partisan, non-profit, educational association with offices in Arlington, Virginia.

**ADVOCATE:** Cutting-edge technology and superior weapons, equipment, training, and support for the War-Fighter and First Responder

**PROMOTE:** A vigorous, responsive, Government – Industry National Security Team

**PROVIDE:** Forums for the ethical exchange of information between Industry and Government on National Security issues

**MOTTO:** **Strength through Industry and Technology**

NDIA's primary areas of interest are the business and technical aspects of the government-industry relationship, encompassing government policies and practices in all phases of the acquisition process, including research and development, procurement, production, logistics support, and many technical areas.

The Association does its work through a network of Divisions and Chapters, and through numerous national meetings, conferences, symposia and exhibitions that focus on government policy and practice in a broad range of areas.

NDIA's principal vehicle in working with government is its Division structure. This is where the bulk of the policy and technical interface between industry and government is accomplished. NDIA corporate members may participate as desired in the important work of one or more of the 32 functionally oriented Divisions. Through their participation, interested members contribute ideas and recommendations to government and in return receive helpful information on government policies and programs. The 52 NDIA Chapters are the focal points for industry's interaction with regionally dispersed elements of the federal government and military services. The chapters strengthen the total membership and further our purpose by assuring participation of members and government at the local level.

## CHAPTERS

STATE	CHAPTER	STATE	CHAPTER
Alabama	Gulf Coast	Missouri	St. Louis
	Tennessee Valley	Minnesota	Northwest
Arizona	Arizona	Mississippi	Pontchartrain
Arkansas	Ark-La-Tex		Tennessee Valley
	Razorback	Montana	Pacific Northwest
California	Greater Los Angeles	Nebraska	Nebraska
	High Desert	Nevada	Nevada
	San Diego	New Hampshire	New England
Colorado	Mile High	New Jersey	Central New Jersey
	Rocky Mountain		Delaware Valley
Connecticut	Greater NY- Connecticut		Picatinny
	New England	New Mexico	Albuquerque
Delaware	Delaware Valley		Rio Grande
District of Columbia	Washington, D.C.	New York	Capital Cities
Florida	Central Florida		Greater New York-CT
	Florida Peninsula	Ohio	Wright Brothers Regional
	Greater Tampa Bay		Delaware Valley
Georgia	Gulf Coast	Pennsylvania	Pittsburgh
Idaho	Georgia		Picatinny
Illinois	Pacific Northwest		New England
	Iowa-Illinois	Rhode Island	South Carolina
Indiana	Great Lakes	South Carolina	Tennessee Valley
	George Rogers Clark	Tennessee	Central Texas
	Great Lakes	Texas	Greater El Paso/Ft Bliss
Iowa	Wright Brothers Regional		Lone Star
Kentucky	Iowa-Illinois		Panhandle
Louisiana	George Rogers Clark		Texas
Maine	Wright Brothers Regional		Capital Cities
Maryland	New England	Vermont	New England
	Aberdeen Proving Ground	West Virginia	West Virginia
	Cumberland Valley	Virginia	Greater Hampton Roads
	Indian Head		Washington, D.C.
Massachusetts	Washington, D.C.	Washington State	Pacific Northwest
Michigan	New England	Wisconsin	Great Lakes
	Michigan		

## FORMING AN NDIA CHAPTER

Any NDIA member can lead the initiative to form a chapter. New chapters have been created because a small group of members or prospective members decides that a chapter would enhance their professional development and networking opportunities. Sometimes employers see the need an association could fill in their area and are willing to help provide resources.

The following information will help you through the steps of creating a chapter. As you will see, it can be a substantial amount of work. It is very important to enlist the aid of others within your community who are committed to the organization, both in the short term and the long term. Sustainability is key. Typically, the first year of any chapter's existence is met with enthusiasm and eagerness. It is the second year and thereafter that is still more important.

In general, four elements are essential for a healthy chapter: leadership, programs, membership base, and finances. Leadership is at the top because the people making decisions for your chapter ensure its strength and its future. Starting a chapter and sustaining its success over time require strong leadership. Some chapters have found it beneficial to have a well known senior individual be the chief elected officer during organization. It can also be valuable to consider who the next president will be.

The quality, variety and interest of the programs you develop are what will keep members coming to local chapter events. Strong chapters keep their membership base thriving. After all, it is for the sake of the members that we exist. And sound financial footing derives from managing the chapter in a businesslike fashion.

A chapter has the responsibility to:

- Maintain sound finances, including budgeting (programs, general funds, income, expenses).
- File an annual financial report with NDIA National (simple, one page document).
- Maintain its leadership (officers and directors).
- Assist in carrying out the mission of the organization.
- Host events that are self-supporting and that reflect favorably on the total organization.
- Foster membership growth.

Networking through NDIA chapter conferences, symposia and monthly events, the members are provided opportunities to interface with many key government and industry representatives. Provided link will direct you to overall chapter information - <http://www.ndia.org/chapters> -

- Chapter Manual
- Model Chapter Program
- Chapter Presidents (contact info)
- Chapter websites
- Chapter Map

Chapters are the face of the association and the direct link to local NDIA members. Often it is just a couple of people who begin the process of forming a chapter. Individuals wanting to venture into forming an NDIA chapter must be a member of the association.

- Contact the VP Membership & Chapters at NDIA National, indicating your area’s interest in a chapter. In addition to overview documents, you will be provided a template for chapter bylaws, a roster of chapter members in your area along with NDIA membership brochures and applications.
- Select a name for the chapter.
- Secure the support of at least 50 NDIA members expressing the desire to give their time and support to the success of a local chapter.
- Host a meeting to explain the proposed new chapter and how members will benefit and participate. Develop an invitation list that includes representatives of key local employers, senior base/post leaders, your own personal contacts and co-workers. Take advantage of any means available to you for targeting large numbers of prospective attendees/members.
- Recruit volunteers to form an organizing board to prepare chapter bylaws. This group might be the basis for your officers after the chapter is official.
- Conduct the first business meeting. Obtain votes on:
  - A slate of officers and the board of directors. Select the following at a minimum: president, treasurer, and secretary. If you choose, you can select a vice president and directors. Ideally, you should consider the leadership for the second year of the chapter’s existence. Beginning a succession plan early can be a big step toward the chapter’s success.
  - Proposed bylaws: Submit to NDIA National for final approval.
  - NDIA National will approve and return bylaws. From the date of the NDIA National President’s signature, the chapter is officially under the umbrella of NDIA.
  - NDIA chapters will use the NDIA National Federal ID #53-0196547. **A chapter does not need its own federal ID number or insurance. It does not have to incorporate separately or have a separate tax exception ruling. Chapters are part of the larger NDIA.**
- NDIA National will provide promotional materials to any chapter (i.e., membership brochures/applications, letterhead, logo, membership lists, etc.).
- NDIA National will send “seed money” to help a chapter cover its initial “start-up” expenses.
- Each chapter is responsible for opening a bank account with 2 elected board member signatures on file at specified bank of business.
- Conduct a membership meeting after NDIA National returns the approved bylaws. You might want to invite a prominent local individual to be the speaker and help assure a large attendance for your meeting. Develop a system for promoting the chapter, its goals, mission and activities.

- Continue to recruit volunteers to serve as board members to carry out the chapter's goals and objectives.
- Plan a year's worth of programs and activities to include speakers, types of meetings (i.e., breakfast, dinner), site locations, pricing and budget.
- Treasurer prepares a budget with input from other board members and/or leaders such as the programs chair. Chapters follow the same fiscal year as that of NDIA National, which is October 1-September 30. Keep track of money collected and money spent. At the end of the fiscal year, NDIA National provides that information to the Internal Revenue Service for the total association.
- Consider getting a post office box under the chapter name.
- Develop a strategy for recruiting new members, and create a target list. This might include personal contacts, co-workers, individuals in senior leadership positions on the post/base, or throughout the community. You might consider organizing a membership committee to take responsibility for recruitment. Thinking ahead, these individuals can help with membership retention also.
- Enjoy the rewards of local networking and professional development.

**CHAPTER BY-LAWS**  
***(Standard)***

The following is a template of NDIA chapter bylaws to establish a minimum uniformity of organization among all chapters.

Because of increased scrutiny by the Internal Revenue Service of activities of tax-exempt organizations, counsel has advised that the By-Laws must contain provisions that insure that the activities of the Chapters are consistent with the tax-exempt purposes of the Association. Therefore, Articles I through VI, X, XI and XII(c) of the template are mandatory and must appear in the Chapter By-Laws as written below. Other paragraphs must appear by title but the content can be modified to suit local conditions. Also, additional paragraphs can be added to suit local conditions.

**Temple of Chapter By-laws**

**ARTICLE I - NAME** The name of the organization shall be the (**CHAPTER NAME**) Chapter of National Defense Industrial Association (hereafter called the Association.)

**ARTICLE II - PURPOSES** The purposes of the Chapter as an arm of the Association which provides local geographic focus shall be to further the objectives and policies of the Association as set forth in its By Laws by:

- a) Supporting current programs and activities of the Association.
- b) Providing a means for liaison with local U.S. government agencies and personnel.
- c) Encouraging and facilitating the exchange of information between industry and government with particular reference to national security and defense preparedness.
- d) Pursuing an active program in support of Association membership recruitment and retention efforts.

**ARTICLE III**

**ESTABLISHMENT AUTHORITY:** The Chapter is an integral part of the Association. It derives its existence, authority and fiscal tax status from the Articles of Incorporation and By Laws of the Association.

**ARTICLE IV**

**POLICY:** Actions, programs and public statements of the Chapter will conform to the policies and objectives in the Association's By Laws and other official expressions of Association policy. Nothing in these By Laws or elsewhere shall be construed so as to authorize any action that does not further the stated policies and objectives.

**ARTICLE V**

**MEMBERSHIP:**

- a) Chapter membership is granted by the National Headquarters to persons in applicable membership categories of the Association who are current members and whose address is in the geographical area assigned to the Chapter by the Association.
- b) Individuals may be assigned membership in multiple chapters. However, only membership in one chapter may be considered as it applies to voting on national matters.

**ARTICLE VI**

MEMBERSHIP DUES: The annual fee paid for Association membership by an individual or corporation includes Chapter membership.

**ARTICLE VII**

STRUCTURE:

- a) The Officers as approved by a Board of Directors shall manage the business and affairs of the Chapter. Except as provided by law or the Association's Articles of Incorporation or By Laws or this Chapter By-Laws, all the powers of the Chapter are vested in the Board.
- b) The Board shall, during the last quarter of the accounting year, establish the number of Directors for the following year.
- c) Committees may be appointed by the President to assist him/her in the performance of his/her duties.
- d) The Board of Directors shall meet at least annually and thereafter as deemed necessary by the President or a simple majority of the Directors.
- e) A quorum of the Board of Directors is constituted by a simple majority of the number of Board members.
- f) The Board of Directors shall designate Chapter offices. These will include President, Secretary, Treasurer and other offices deemed necessary.
- g) Any officer or Director may be removed with or without cause by a resolution passed by affirmative vote of a majority of all the Directors.
- h) The officers shall have such duties as generally pertain to their offices as well as duties conferred by the President.

**ARTICLE VIII**

MEETINGS:

- a) An annual meeting of the Chapter will be held on a date set by the President.
- b) Special meetings of the members may be called at any time Board of Directors or a majority thereof, or by not less than one-third of the members, or by the President.
- c) At any meeting of the members, each member entitled to vote shall have one vote, in person or by proxy.

**ARTICLE IX**

ELECTIONS

- a) At least three months prior to the Annual Meeting of the chapter, the President, with the approval of the Board of Directors, shall appoint a nominating committee of at least three members. The most recent Past President shall serve as the Chairman of the Nominating Committee. The Nominating Committee shall present its slate to the Annual Meeting. The election of Officers and Directors shall take place at the Annual Meeting and shall be by voice vote of the members present unless otherwise specified by the Board of Directors.
- b) Directors will be elected for a term of three years. Approximately one-third of the Directors shall be elected each year. Director vacancies may be filled at any time during the year by a majority vote of the remaining directors.

- c) Officers will be elected for a period of one year. In the absence of the President, those duties shall devolve upon the Vice Presidents in their order of seniority of service, and in their absence, Treasurer, and, in turn, Secretary; in the absence of any Officer, upon a member of the Board of Directors in order of seniority.

**ARTICLE X**

**FINANCIAL ADMINISTRATION:**

- a) The fiscal year of the Chapter shall be the same as the fiscal year of the Association.
- b) All contracts, checks, notes, drafts and other orders for the payment of money shall be signed by such persons as the Board of Directors from time to time may authorize.
- c) The financial records of the Chapter shall be kept in a manner generally deemed acceptable for such organizations and shall be audited by independent auditors, a certified public accountant, or an impartial Audit Committee at least annually at the end of the fiscal year. The President will appoint from within the chapter membership at least three (3) persons to serve on the Audit Committee as approved by the Board of Directors.
- d) The Association has ultimate fiscal responsibility for the Chapter. Accordingly, the Chapter shall not, without approval of the Association President, enter into a contract or agreement that exceeds the Chapter's ability to meet expenses.
- e) The Chapter will provide to the Association President the annual audit. The Chapter may request that the Association President waive the audit requirement if in the Chapter's opinion the funds involved do not require an audit and an annual financial report is adequate. Additional reports may be rendered as deemed necessary by the Chapter or directed by the Association. A report for tax purposes will be rendered in a format and time as requested by the Association President.
- f) All obligations incurred by the Chapter shall be solely Chapter obligations and no personal liability whatsoever shall attach to, or be incurred by any member, officer, or director of the Chapter.
- g) The necessary routine administrative expenses of the chapter shall be met from the proceeds of chapter meetings and activities. Expenses for specific projects not directly related to the business and policy aspects of government-industry interface will be paid for principally from the proceeds of events expressly advertised as fundraisers.
- h) No government employee shall serve as a salaried employee of the Chapter.

**ARTICLE XI**

**COORDINATION:**

Chapter Events: To prevent conflicts with speakers' schedules, the Chapter will coordinate with the NDIA National Headquarters whenever it intends to invite a significant speaker from a federal agency or intends to invite speakers or participants from outside the Chapter's geographical area. In general, Chapter events should emphasize the local nature of Chapter activities while the NDIA National Headquarters will conduct events of national and international interest. Chapter programs should not compete with NDIA National.

**ARTICLE XII**

**AMENDMENTS:**

- a) Amendments to the By Laws may be initiated by the Board of Directors on their own volition, or upon petition addressed to the Chapter President and signed by not less than five per cent of all members of the Chapter. If initiated by the Board, 50% of the Board members must be present for voting with approval by simple majority.

- b) Such amendments shall be submitted to the entire Chapter membership by letter ballot and shall be considered for approval if a majority of votes cast are in favor thereof.
- c) These By Laws and any amendments thereto are approved when signed by the Chapter President acting with the approval of the Board of Directors and the Association President acting in accordance with the advice and direction of the Association Executive Committee.
- d) Signature approvals of both NDIA National President and Chapter President must be obtained below. Copies will be kept on file with National and Chapter.

Approval by: \_\_\_\_\_  
NDIA President

Date: \_\_\_\_\_

Approved by: \_\_\_\_\_  
Current Chapter President

Date: \_\_\_\_\_

## CHAPTER ROLES AND RESPONSIBILITIES

The mission of NDIA is to cultivate and support the advancement and recognition of its members in all aspects of national security and defense environments.

The following positions and descriptions are only to serve as a guideline. Each chapter should create positions and responsibilities as warranted by the chapter's Board of Directors.

### **President**

The President is the executive officer of the chapter. It is the President's responsibility to provide leadership, to exercise general supervision over chapter activities and to conduct chapter affairs in accordance with the chapter bylaws and/or operating policies. Duties include:

- Preside at all meetings of the board and membership.
- Appoint committees, committee chairs and committee members to serve the various functions of the chapter.
- Act in a firm, competent, tactful and professional manner, permitting full discussion on all debatable motions, yet neutral on controversial matters. The President must respect the opinion of each individual, yet see that each decision is carried out in a harmonious atmosphere.
- Prepare, in conjunction with the Secretary, an agenda prior to all meetings, adhere to the agenda as it may be amended and open and close meetings in a timely manner.
- Ensure that written minutes of board meetings are published expeditiously.
- Make arrangements, or oversee the making of arrangements, for all meetings and/or functions of the chapter. In addition, acknowledge speaker appearances with letters of thanks on behalf of the chapter.
- Be available to the entire membership, especially new members and guests. Display enthusiasm and support for all chapter activities.
- Oversee the activities of the Secretary and Treasurer making sure that responsibilities are adhered to.
- Serve as an ex-officio member of all committees.
- Transfer all material pertaining to the role as President to the newly elected President and indoctrinate the newly elected President as to the role of the position.

### **Vice President (President-elect)**

Specific Duties: The Vice President shall perform any and all duties of the President in the absence of the President and perform any other duties as assigned by the President.

### **Secretary**

Specific Duties: The Secretary shall keep accurate minutes of all chapter board meetings. Record what is done, not what was said.

- Shall work in close harmony with the President.
- Shall take to each meeting: the minutes, bylaws, policies, a list of members and a list of committees and members, agenda, records, ballots, and any supplies that may be needed.

- Shall call the meeting to order if the President and the Vice President(s) are absent, and preside until a temporary chair is elected.
- Shall notify officers, committee members and delegates of their election or appointment.
- Shall transfer all material pertaining to the office to the newly elected Secretary and indoctrinate the newly elected Secretary as to the role of the position.
- Shall supply to chapter board members and National Headquarters a current slate of BOD names to include company affiliation and contact formation.

### **Treasurer**

The Treasurer is the custodian of the money of the association and is responsible for collecting, depositing in a timely manner, and disbursing the funds of the association.

- Shall get appropriate authorizations for all financial transactions, either as established in the bylaws or by adopted motion.
- Shall maintain all bank account(s) of the association as separate fund(s) and be responsible for signature cards and the drafting of all disbursements.
- Shall arrange for auditing of the books and records of the chapter as necessary.
- Shall chair the budget and investment committees, assisting in the preparation of the annual budget for the association.
- Shall maintain, in a timely manner, all financial books and records of the association and prepare financial reports on a regular basis including a balance sheet and income and expense statement. Such reports are to show the status of all accounts including the balance at the beginning of the period, all receipts, all disbursements and the balance at the ending of the period.
- Shall regularly compare actual costs and income to budgeted costs and income and recommend adjustments in spending and/or the budget as necessary.
- Shall transfer all material pertaining to the office to the newly elected Treasurer and indoctrinate the incoming Treasurer as to the role of the position.

### **Board of Directors**

- Attend all meetings of the Board of Directors, Membership and other functions of the chapter.
- Actively support the decisions of the Board of Directors.
- Should assume other responsibilities as assigned by the President.
- Assist incoming Board Members as to the roles and responsibilities of the position.

### **OVERALL CHAPTER OBLIGATIONS**

#### **General**

Chapters are organized geographically for the purpose of encouraging the community to support local issues and events. In addition, those activities are expected to provide the fiscal support required by the chapter to administer its responsibilities. The combination of these two requirements means that the chapter Board must put focus to the interests of its members, preference for various types of activities (e.g., breakfasts, lunch, dinners, tours, etc.), and the availability of appropriate resources (e.g., speakers) to highlight the activity.

### **Use of NDIA Logo and Member Lists**

To insure the integrity of NDIA, the use of the logo and membership lists are authorized only by employees of NDIA and authorized chapter Board members conducting official business under the name of the Association. The logo and lists **ARE NOT** to be used or solicited in the promotion of non-NDIA events, publications, etc.

### **Financial Responsibility**

Chapters scheduling activities with large financial obligations should make certain that those obligations do not exceed the chapter's financial reserves unless prior arrangements have been made with NDIA National. The NDIA is staffed to administer association activities of national interest. As chapter activities mature and attract national interest, it is fitting and proper that the appropriate NDIA Divisions become involved in a professional, business-like manner.

### **Speakers**

Chapters should not restrict their consideration to only locally available speakers. For speakers of national interest, chapters should contact NDIA National, Membership and Chapters Department, who are in frequent contact with government members (both in the Executive and Legislative branches) who are looking for opportunities to speak to civic-minded and defense-related organizations on issues of national security interest.

### **Visits**

Chapters often find such activities as visits to military installations, as well as defense manufacturing facilities, to be of interest to their members. Chapters should not limit themselves to just business-like events. Group trips to athletic events, charity golf tournaments, picnics, etc., are encouraged as long as they are used as a tool to encourage networking and community relations among NDIA chapter members.

### **Joint Events with other Defense-related Associations**

As the amount of discretionary time for members seems to decrease, we are frequently asked if it is possible for an NDIA chapter to co-sponsor an event with another organization. The answer is an emphatic "YES" provided all the normal litmus tests are applied to the other organization's legitimacy and credibility. If there are any questions in regard to this criterion, a call to NDIA National, Membership and Chapters Department, will resolve the issue.

### **Joint Events – and Divisions**

Chapters are also encouraged to sponsor activities in conjunction with our other affiliates and/or NDIA Divisions. When such activities are planned and coordinated between chapter and National representatives, it is important that all involved have a clear-cut understanding of each party's responsibilities to ensure the success of the event as well as the financial rewards. This coordinated effort is committed to paper and signed by all responsible parties on both local and National NDIA levels.

## **Chapter and National Responsibilities**

Often NDIA chapters are approached by government representatives to conduct an event when a specific government organization wants to target industry and government representatives as attendees and/speakers. Chapters' leadership must recognize that they are being approached as the local NDIA representative. That does not mean that the government organization can or has designated the chapter to manage the activity. When such a request is received by a chapter, it is the responsibility of that chapter leadership to notify NDIA National. If that activity is limited to chapter members, it is by definition a local event. If an event is outside the chapter area, it is by definition a National event to be managed by National Headquarters. If the requested event has the potential to attract attendees from outside the chapter's geographical boundary or require National level figures, i.e., speakers, panelists, or significant of attendees from outside, the chapter president or assigned board representative is obligated to bring the request to the attention of NDIA National before a commitment is made. That notification will include the purpose, scope, size, and location and impact of the meeting on other scheduled NDIA events. That information will be relayed to the Vice Presidents Operations at NDIA National who will determine whether the event is to be a chapter, National, or joint event following discussion with the chapter president or designated representative. **As employed herein, the term joint is intended to describe a Chapter-sponsored event for which NDIA National provides administrative, logistics and marketing support. If it is determined in the best interest of the association that the event be joint, a Memorandum of Agreement (MOA) between NDIA VP-Operations and the Chapter President will be negotiated in sufficient time to permit expeditious planning and execution. The MOA will stipulate the responsibilities of both parties, to include any relationships with third parties and distribution of assets and/or liabilities following the event.** Certain longstanding events (e.g., West Coast Dinner (Greater Los Angeles Chapter) or Picatinny Chapter Firepower) are outside the provisions of this directive and National Headquarters will issue an appropriate letter to the supporting chapters. Regardless of whether it is to be a chapter, National, or joint event, it is incumbent upon all concerned to utilize local knowledge and NDIA National resources to the maximum efficient extent - which means discussion and communication among all parties concerned on both the local and National Headquarters. In those cases where a "formed" NDIA chapter does not exist, the VP Membership and Chapters will contact those members residing in that area to see if there is a potential for the event to be used in promoting chapter development.

## **Management Responsibilities**

Chapters are responsible for ensuring that events are managed in a way that reflects integrity and professional of the association. There are perhaps as many variants on the application of management responsibilities as there are chapters. Some chapters have the resources to obtain professional assistance while others have the administrative responsibilities assigned to volunteer members. Each chapter board member should maintain an active role and be assigned responsibilities accordingly.

## **Dissolution**

Upon dissolution of the Chapter, any funds or other assets remaining after payment of all obligations of the Chapter shall be distributed to NDIA National and kept in reserve for formation of new or reformation of chapters.

## CHAPTERS AND MEMBERSHIP

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### Membership

Membership in NDIA is open to professional individuals whose primary professional activities relate to national security. Members represent large and small defense companies, all branches of the Armed Forces, federal and local government, academia, and associations.

All active military and government employees are eligible for complimentary three-year membership.

### Recruitment and Retention

A key responsibility of chapters is to promote membership. A membership brochure, containing an application, is available, or from our website: [www.ndia.org/join](http://www.ndia.org/join).

Please do not overlook the important aspect of retention. During the first year of your chapter's existence, it can be easy to attract members to something new. But making sure people renew is the key to keeping your organization sustainable. Find a member who enjoys talking with people and invite that individual to make calls or visits to members whose dues payments are behind, for example. Keep renewal in mind when you plan your activities. Rarely do happy members drop their membership.

### Member Data

To request applications and other NDIA promotional materials, directly contact Director Chapter Relations at (703) 247-2563. The standard form is based on requirements of the NDIA data base and NDIA auditors. Printable membership forms can be obtained from our website: [www.ndia.org](http://www.ndia.org).

### Chapters

Members are assigned to a chapter, if one is available, based on the zip code of their preferred address. A member may request a chapter other than the one assigned automatically. Individuals not in a chapter geographic area remain as members unassigned. Upon request, a list of chapter zip code parameters will be made available to you.

## **FINANCES AND BUSINESS PRACTICES**

### **Financial Responsibility**

NDIA expects a chapter to be financially healthy and to maintain sound finances. That includes budgeting for programs, general funds, revenue and expenses. Chapter events (meetings, outings, etc.) are expected to generate at least enough revenue to cover expenses. Plan a one- two-year program to provide for chapter growth. Then create a budget to fund those programs.

Chapters scheduling activities with large financial obligations should make certain those obligations do not exceed the chapter's financial reserves unless prior arrangements have been made with WID National. If a chapter is unable to pay a financial obligation, the National organization is held liable, and ultimately, NDIA. Therefore, a careful and realistic financial operating program is crucial for chapter leaders and expected by the National NDIA Board of Directors.

### **Annual Financial Audits**

Chapters need to have a financial audit performed annually, consistent with the extent of its financial activity and to ensure sound financial controls. The financial records of the chapter shall be kept in a manner generally deemed acceptable for such organizations and shall be audited by independent auditors, a certified public accountant, or an impartial audit committee at least annually at the end of the fiscal year. The president will appoint from within the chapter membership at least three persons to serve on the audit committee as approved by the board of directors.

Chapter financial reports are compiled and included with the NDIA National financials and incorporated into the overall corporate tax filing to the Internal Revenue Service.

In connection with their annual reporting to National, NDIA chapters must have a financial audit. What is the source of the requirement for a financial audit? NDIA bylaws, Article VIII state: "The accounts of the Association (meaning NDIA and Affiliates) shall be audited annually by an independent auditor, who is a Certified Public Accountant."

Each chapter financial statement data is summarized and reviewed by the NDIA audit firm and included in IRS Form 990 for annual federal tax reporting of the corporation (NDIA and Affiliates).

The objectives of the audit are:

1. To gain reasonable assurance that the financial statements are presented fairly in all material respects and give a true and fair view in accordance with the financial reporting framework
2. To assess the adequacy of financial controls.

Preparation of the financial statement is the responsibility of the organization's "management;" it is signed by the chapter president and treasurer.

Technically, what NDIA requires is not an “audit” because it does not demand as much complexity. The audits for WID chapters review assets and assess financial controls. For example, does the chapter have a process for issuing checks? Number of signatures required? Reconciling bank account statements and keeping the checkbook balanced? Prompt payment of invoices?

Three types of audits are recommended, and leaders of a chapter may choose the one that makes sense relative to the complexity of their chapter. The options are:

1. An independent auditor—This is certainly an option; there are many small, private audit firms. Tailor to the organization and its financial complexity. Using an independent auditor makes more sense if the chapter has an investment portfolio than if the chapter simply has a checking account.
2. A Certified Public Accountant—It might be possible to find someone to perform the audit *pro bono*. In most cases, the cost of a CPA for a full audit would not only be unnecessary because of the simplicity of our chapters, but also cost prohibitive.
3. An impartial audit committee—Some chapters tap members with some finance/accounting background who are somewhat familiar with chapter operations but not serving on the board. A sample report is attached.

### **Frequently-Asked Questions**

#### **Do we report “gifts in kind” and services we receive as a chapter?**

Usually not. For example, if one of your members sets up an event for the chapter, those “volunteer services” are not recognized on your financial statement per general non-profit practice. However, if an attorney or a CPA performs certain services, such as legal or auditing services, you would obtain the cost of the service (based on a sample invoice) and show it both as income and as an expense.

#### **What about silent auctions when we receive goods we auction off?**

To avoid complexity, use the gift quickly and in the same fiscal year. If you don’t use the gift in the same fiscal year, you first have to recognize it in your financial statement with an estimated value and then adjust for the actual sale price in the subsequent fiscal year.

#### **What if we pass along dues payments?**

If you are just acting as an intermediary, the “courier,” so to speak, and sending the dues to National on behalf of a member, there is no need to record the revenue. Don’t cash the check; just mail it to National. If you do cash the check, then you have to record it as revenue and a subsequent disbursement when you write the check to National. If someone gives you cash, record it as revenue. Best approach: Head off the member by asking her to write the check payable to NDIA not to the NDIA (name) Chapter.

### **Should we have a standing audit committee?**

If you think it would be useful for your chapter, then yes. There are many advantages in having a greater number of members involved in your chapter's financial health. You might recruit someone with a background in finance or accounting, not necessarily a CPA. A sample audit committee charter is available.

For questions about your audit, please contact NDIA Vice President Business Operations Bron Prokuski, CAE, [bprokuski@ndia.org](mailto:bprokuski@ndia.org) or Molly Flanagan, [mflanagan@ndia.org](mailto:mflanagan@ndia.org).

### **Sponsorships**

Chapters are encouraged to find sponsors, which typically come from the corporate base in your area. These might be for Chapter support in general or for specific events.

### **Rebates**

The NDIA can provide a year-end rebate based on the number of members in the Chapter. To receive this rebate, the Chapter must complete a simple financial statement consistent with its audited position, and other reports.

### **Required Reports**

A sample report is included in this manual for illustration. Report forms will be sent to Chapter Presidents or Treasurers near the end of the fiscal year. Return deadline is October 15.

1. Financial report: summarizes revenue, expenses, and the asset position for the fiscal year.
2. Leadership report: Lists officers and directors.
3. Program report: Lists the activities for the year with number of attendees broken down by Government / military and industry attendees from chapter events.
4. Social media report.

### **Record Keeping**

A record retention schedule follows. So you can complete the reports listed above and keep your chapter's history, we suggest you develop a system to track the following:

- Revenue and expenses. Typical chapter revenue sources include but are not limited to registration fees for events you conduct (for example, breakfasts, luncheons, dinners, receptions, golf outings), sponsorships (money given by a company to help you pursue your mission and programs), donations, and interest and dividends. Typical expenses include but are not limited to chapter business-related travel, meals, and lodging, communications (postage, printing, copying, faxing), office supplies, awards, gifts to recognize service or speakers, membership in local organizations (Chamber of Commerce, for example), website maintenance fees, bank fees.
- Attendance at your programs and events, including:
  - Name of event
  - Date
  - Number of attendees from government/military
  - Number of attendees from industry
  - Total

- Minutes. The board secretary should keep a minutes book. Minutes should reflect discussions held and actions/items approved in accordance with governance requirements. Keep both paper and electronic versions. See *Robert's Rules of Order* for information about minutes.
- Lists of your board members, committee members, and other volunteers and leaders.

### **Liability Insurance Coverage**

The following information concerning NDIA liability insurance and information needed so that a certificate of liability insurance can be provided to a chapter event scheduled at convention center/hotel if requested or specified in event contract.

- I. **COVERAGES** The following are the coverages that extend to the Chapters:
  - a) Association Professional Liability Insurance: Defends the association and its chapters against suits brought against the association and chapter officers for actions undertaken in performance of duties (\$1 million).
  - b) General Liability: Provides general coverage for a variety of commercial business risks, such as damage to other party's property due to insured's negligence, and bodily/personal injury for persons who are volunteer workers while they are acting at the direction of, or within the scope of their duties within the association. Also provides for bodily injury and property damage that we may be obligated to pay as a result of the association or its chapters sponsoring or hosting conventions, symposia or exhibits. It is important to note that any liability arising from the ownership, operation, maintenance use or entrustment to others of any aircraft, automobiles, mechanical amusement devices, or watercraft is specifically excluded from liability coverage. (\$2 million general aggregate and products, \$1million each occurrence and personal and advertising injury, \$500,000 fire and \$5,000 any one-person medical expenses, \$5 million excess/umbrella liability, and \$100,000/\$500,000 worker's compensation and employer's liability).
  - c) Other: Loss of money and securities due to theft/robbery by other than non-compensated officers and directors (\$5,000). NDIA National is insured against theft by its employees, but that coverage does not extend to the chapters. Therefore, a chapter should obtain a bond or insurance as applicable and in accordance with the chapter by-laws.
- II. **REQUESTING A CERTIFICATE OF INSURANCE**
  - a) Request for certificate should be provided by us when specified or requested by the site location of chapter
    - Convention Center, Hotel, etc., allow a minimum of 3 weeks to allow for any contracts review, incorporation of any additional liability coverage, and issuance by NDIA's insurance agency.
  - b) Information Needed to start process:
    1. Name of Chapter Event
    2. Move in and Move Out Dates
    3. Location of event (include address)
    4. Name of Contact at Event Location to include E-mail address, phone and fax numbers
    5. Additional Insured: typically included when the site is public property - generally the town and/or County are added as additional insured. Your convention center point of contact will advise you of this need.

6. Copy of Convention Center/Hotel contract: of primary importance in these contracts are clauses related to room block attrition, rates and fee calculation, rights of cancellation, NDIA indemnification, liquor liability, and any other compliance with laws provisions.
7. Copy of standard contract or registration agreement with exhibitors: this document particularly important with exhibitors who may be conducting demonstrations. In those cases, you may want/need to request a copy of their certificate of insurance. Assumption of responsibility, indemnification of NDIA, and the responsibility to have their own insurance are key provisions in these agreements.

### III. MAKING REQUEST TO NDIA NATIONAL HEADQUARTERS:

Send request "Information Needed" to Bron Prokuski, VP Business Operations-  
[bprokuski@ndia.org](mailto:bprokuski@ndia.org).

#### **Dissolution**

If a chapter must be dissolved, any funds or other assets remaining after payment of all obligations shall be distributed to NDIA National.

#### **Business Documents**

Chapters must have a checking account in order to do business. To establish a bank account, you will need to prove you are a legitimate entity. The staff director will equip you with a letter of introduction, a copy of the NDIA tax exemption letter, and the NDIA federal identification number. Financial functions should be recorded as "NDIA (Name) Chapter".

#### **Signature Authority**

Determine who you want to have signature authority. You should choose two to three of your officers, definitely the treasurer and president, possibly the secretary and a vice president if you have one. By having multiple individuals with signature authority, you are prepared in case someone moves or becomes incapacitated.

**NDIA CHAPTER FINANCIAL REPORT**  
**Fiscal Year (October 1, 20xx to September 30, 20xx)**

NDIA Chapter Name: \_\_\_\_\_

*(Please round to nearest dollar)*

- |    |   |          |
|----|---|----------|
| 1. | CHAPTER ASSETS <i>(As of previous F Y xx—Line 6d of previous FY report)</i>       | \$ _____ |
| 2. | REVENUE FY-xx   |          |
|    | a. Chapter Dues Rebate <i>(Issued from FY-xx)</i>                                 | \$ _____ |
|    | b. Meeting Fees (attendee registrations)  | \$ _____ |
|    | c. Donations  | \$ _____ |
|    | d. Interest and Dividends   | \$ _____ |
|    | e. Other (specify)  | \$ _____ |
|    | f. TOTAL  | \$ _____ |
| 3. | EXPENSES FY-xx  |          |
|    | a. Meeting Expenses (incurred to conduct events)                                  | \$ _____ |
|    | b. Direct Lobbying  | \$ _____ |
|    | c. Grass Roots Lobbying   | \$ _____ |
|    | d. Other (specify)  | \$ _____ |
|    | e. TOTAL  | \$ _____ |
| 4. | NET GAIN/LOSS DURING FY-xx (Subtract 3e from 2f)                                  | \$ _____ |
| 5. | CHAPTER ASSETS - <i>As of xxxx</i> (Add 1 and 4)                                  | \$ _____ |
| 6. | CHAPTER ASSETS BREAKOUT - <i>As of xxxx</i> (TOTALS from 5 and 6 should be equal) |          |
|    | a. Bank Accounts <i>(Checking, Savings)</i>                                       | \$ _____ |
|    | b. Investments <i>(CDs, Interest, Investment Accounts, etc.)</i>                  | \$ _____ |
|    | c. Other <i>(specify)</i>   | \$ _____ |
|    | d. TOTAL  | \$ _____ |
| 7. | Date of last Chapter Financial Audit (within 3 years): _____                      |          |
|    | Type of audit: _____  |          |

\_\_\_\_\_  
 Chapter Treasure Signature/ Print Name

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 Chapter President Signature / Print Name

\_\_\_\_\_  
 Date

Important: Chapter rebate check will be issued after chapter form has been completed and returned to NDIA no later than October 15 to meet with Federal tax filing requirements. Please retain a copy for chapter records. Questions: Contact-Molly Flanagan: (703) 247-2563, or email: [mflanagan@ndia.org](mailto:mflanagan@ndia.org).

## RECOGNITION ITEMS

Listed items can be obtained by contacting Molly Flanagan @ [mflanagan@ndia.org](mailto:mflanagan@ndia.org). Chapter treasurer will receive an invoice for items requested. *Pricing and item availability are subject to change.*

<b>CLOCKS, PLAQUES AND FRAMES</b>	<b>COST</b>
Rosewood Brass Desk Clock-6½ (h) x 5 (l)	\$65.00
Rosewood Arch Desk Clock-4¾ (h) x 3½ (l) battery included	\$28.00
Challenger Plaque - w/Maroon background and NDIA logo 9x12	\$58.00
Plexi-glass Plaque-for 11x8½ certificates	\$13.00
Plaque-w/ Walnut Finish 7x9, NDIA medallion and /engraving plate	\$27.00
Frame-Rosewood Finish (for 11x14, or 8½x11 certificates)	\$19.00
<b>PODIUM BANNER</b> -30"x22", white satin background	\$36.00
<b>CROSS PEN</b> - Black w/NDIA crest on clip (Gift Box included)	\$25.00
<b>PAPER PRODUCTS W/ NDIA logo</b>	
Certificates - 11x14 and 8½x11 w/NDIA crest	\$ 3.00
Place Tents - w/NDIA crest / 4 per sheet	\$ 1.00
NDIA Name Badge Stock w/clip - (3 per sheet)	\$ 1.25
NDIA Recognition Folder – Maroon (for 8½x11 certificate)	\$ 4.25
<b>GLASSWARE</b>	
Crystal Nappy Bowl w/ etched NDIA crest-4¾ diax3½	\$31.00
Double Old Fashioned Glasses – set of 2 w/ etched NDIA logo and gift box	\$25.00
Crystal Slanted Paperweight w/ etched NDIA seal	\$24.00
<b>TOTE BAG</b> - 13½x13½ natural canvas w/maroon NDIA crest	\$ 2.00
<b>ORGANIZER BRIEFCASE</b> - Canvas, 16x13x3.25 w/NDIA logo w/shoulder strap & handle	\$12.00
<b>MEDALS</b>	
Gold - w/NDIA crest and engraving area	\$60.00
Silver - w/NDIA crest and engraving area	\$45.00
Bronze - w/NDIA crest and engraving area	\$30.00
<b>LEATHER BUSINESS CARD CASE</b> – Burgundy w/NDIA logo (includes box)	\$12.00

To obtain electronic picture or purchase of any item, please contact Molly Flanagan at 703.247.2563 or email: [mflanagan@ndia.org](mailto:mflanagan@ndia.org)

## CHAPTER EVENTS AND ACTIVITIES

Chapters are organized geographically for the purpose of encouraging local activities that support the Association's vision, mission and goals. Activities must be self-supporting and provide the fiscal support the chapter requires to administer its responsibilities. The combination of these two requirements means that the chapter board must focus on the interests of its members, preference for various types of activities (breakfasts, lunch, dinners, tours, etc.), and the availability of appropriate resources (speakers, facility) to produce an activity meaningful to your members.

### Types of Chapter Activities

Listed below is a sample of activities held by Chapters:

- Meal events (luncheons, dinners) with speakers (from industry, military, local, state and federal government).
- Mentoring programs; brown bag lunches for mentors and protégés to meet.
- Charitable endeavors (Suited for Success, Dress for Success).
- Scholarship programs and fundraising (golf tournaments).
- One-day conferences on defense-related topics.

### Joint Events

Co-sponsoring events with other organizations (especially defense-related associations) can be an effective way to make the most of resources. Be sure to specify in writing each group's expectations before committing, especially regarding payment of expenses, receipt of income, and division of labor. You might consider hosting events with your local NDIA chapter, NDIA divisions, or affiliates of NDIA.

### Local and National Responsibilities

NDIA chapters are often approached by government organizations to conduct a major event when the government organization wants both industry and government to participate. Chapters must recognize that they are being approached as the local NDIA representative. That does not mean that the government organization can or has designated the chapter to manage the activity. If your chapter receives such a request, notify NDIA national. If an activity is limited to chapter members, it is by definition **a local event**. If an event is outside the chapter area, it is by definition **a National event** to be managed by National Headquarters. If the requested event has the potential to attract attendees from outside the chapter's geographical boundary or require National level speakers or significant numbers of attendees from outside, the chapter president should notify the National Headquarters.

### Management Responsibilities

Chapter leaders are responsible for managing events in a way that reflects favorably on the association. There are many ways to manage events. Typically, the work is done by volunteer members. This is an excellent way to involve members, and that can yield not only a well-run event, but one where participants feel a sense of ownership and pride. That in turn can build member loyalty and retention.

## Events Planning Checklist

Following section is a checklist of management responsibilities used by one successful chapter.

Some Chapters rely on a program committee to execute events, while others might use their officers. A number of the items listed below can be delegated to other individuals. When a member plays even a small part, it offers a way to deepen her involvement and commitment to the organization.

### I. Program Manager

- Determine type of program (for example, lunch with speaker, brown bag networking).
- Secure event location (contract, space area, etc.).
- Obtain event speaker.
- Set a budget for income and expense. Determine a price to charge attendees that sufficiently covers expenses. Be sure to have a member/non-member price.
- Choose menu.
- Secure audiovisual needs.
- Prepare early announcement; registration brochure; website.
- Advertise event locally with other defense-related associations.
- Promote event through WID/NDIA by sending announcement to staff liaison.
- Determine program details—select a mistress of ceremonies (probably the Chapter President), someone to introduce the speaker, leader of the Pledge of Allegiance, etc.
- If a large event, apprise WID National staff director, president and vice president.
- Develop a printed program to include guest speaker's biography and other elements.
- Take reservations.
- Provide photos and articles for inclusion in newsletters and website.

### II. Treasurer

- Set up registration/welcome table at event.
- Have a change fund.
- Have receipts available if and when requested by an attendee.
- Have gift for speaker.
- Settle with meeting facility, caterer, and on-site vendors.
- Provide financial results at next board or committee meeting.

### III. Membership Chair

- Bring brochures and applications.
- Greet and sign up new members.
- Promote membership.

## CHAPTER LOGO STANDARDS

The NDIA brand is how we communicate our association's unique offerings and events. From the look and feel of our marketing materials to the way we interact with our constituents, a sense of quality, consistency and an overall dedication to the community we represent is paramount.

The NDIA brand is more than a consistent representation of a logo; it is the graphic identity of our communications, the style, language and tone we use to represent our offerings, and the overall commitment to delivering quality products, events and services to our members. It is through these branding principles that we reinforce existing relationships and cultivate new ones. It is our unique brand that sets us apart from our competitors and creates brand evangelists among our constituents.

- NDIA logo (National and chapters) must be presented as **PMS #202** or **CMYK** equivalent in the upper left hand corner of a white "inverted tab" background whenever possible .

### **THE NDIA LOGO CAN ONLY BE USED IN BLACK OR WHITE WHEN:**

- If the document is less than 4 color (CMYK), the NDIA may appear in black (e.g. fax, photocopies, laser prints, the back of postcards that are designed to be one color for budget limitations).
- Affiliates may use the NDIA logo in white over a colored background to prevent the NDIA color from clashing with the colors in the affiliate's logo.
- If the NDIA logo is paired with a series of other logos in a sponsorship situation, the NDIA logo may conform to the presentation of the surrounding logos. These situations will be approved on a case by case basis.

### **NDIA Chapter Logos**

Each NDIA local chapter will have a unique logo that ties closely with the official NDIA logo. These logos should be used to identify a local chapter on their websites, presentations, signage, etc. To obtain a specific chapter logo, please contact Molly Flanagan, [mflanagan@ndia.org](mailto:mflanagan@ndia.org).

The same rules in place for the official NDIA logo apply for the chapter level logos. All NDIA logo use outside of NDIA official business is contingent upon a signed trademark licensing agreement. Contact Dino Pignotti, NDIA VP Advertising at [dpignotti@ndia.org](mailto:dpignotti@ndia.org).

## LOBBYING

The following information is provided by Pete Steffes, NDIA VP Government Policy. Please direct any inquiries directly to [psteffes@ndia.org](mailto:psteffes@ndia.org).

It is the policy of NDIA that all lobbying activities will be conducted and monitored at the National Headquarters in Washington. At the National Headquarters, our Vice President, Government Policy serves as NDIA's registered lobbyists. Under the Lobbying Disclosure Act, NDIA is required to report all costs associated with any lobbying activities, which we do four times each year. It is critically important to the continued successful operations of NDIA to comply with current law regarding lobbying, as the penalty for non-compliance is the loss of our tax-exempt status.

The following is a brief fact paper that should answer many questions concerning what is lobbying, NDIA's limited lobbying activities, and NDIA guidance concerning election year activities. It is critically important to NDIA that the rules pertaining to lobbying and political activities be strictly followed. The penalties not to do so are severe and could involve the loss of our tax exempt status without possibility of getting it back and/or significant financial penalties.

### **Background**

The National Defense Industrial Association is a nonprofit educational association exempt from federal income tax under section 501(c)(3) of the U.S. Internal Revenue Code—the section of the IRS Code which applies to scientific or educational associations or foundations, as well as charitable and religious organizations. As such, no “substantial” percentage of activities of a 501(c)(3) organization may be focused on “propaganda, or otherwise attempting to influence legislation...” —in other words, on lobbying. Further, 501(c)(3) organizations are completely prohibited from engaging, directly or indirectly, in any political campaign for or against a candidate for local, state or federal office.

### **What Is Lobbying?**

It is important for both association leaders and staff to be clear about what constitutes lobbying.

- Direct lobbying includes oral or written communication with members of a legislature, their staff, political appointees, senior executive office personnel for the purpose of influencing legislation or regulation. Preparation for lobbying is included in the definition of lobbying.
- “Lobbying contacts” may be made regarding legislation (its formulation, modification or adoption), executive branch policies (rules, regulations, executive orders), administration or execution of a federal program or policy, or nomination or confirmation on any person requiring a Senate confirmation.
- If an association urges its members to contact legislators regarding pending legislation, this is considered direct lobbying.

Any communication which urges NDIA members—explicitly or implicitly—to contact legislators regarding a specific piece of legislation must be considered lobbying.

If an association communicates with its members regarding a piece of legislation on which the association has not taken a position, it will not necessarily be considered lobbying.

- Grassroots lobbying is an attempt to influence legislation through a communication with the general public—including reference to specific legislation, an expression of the association's views on that legislation, and a call for action. Note that while associations often use the term “grass roots” to refer to their own members, to the IRS it means the broader public outside the association membership.
- If an association conducts or commissions a research study for use in lobbying, the study itself must be considered lobbying. If the study is intended primarily for non-lobbying purposes—but is later used in lobbying, it would not generally be considered lobbying.
- Meetings may constitute a “lobbying communication” if the meeting is used to urge members to act for/against specific legislation.
- “Lobbying activity” includes certain activities undertaken in preparation for lobbying—e.g. planning and preparation, coordination with other lobbyists. Travel time may be considered a lobbying activity for purposes of tracking lobbying expenditures.

### **What Kinds of Public Policy Communications Would Not Be Considered Lobbying?**

It is equally important for NDIA leaders and staff to understand what does not constitute lobbying.

- If an association responds to a request from a Congressional, Federal, or State agency for information, that does not constitute lobbying.

- Participation on a federal advisory committee does not constitute lobbying.
- Providing comments in response to a proposed rulemaking is not lobbying.
- Testimony before a Congressional committee or subcommittee, at the request of that committee or subcommittee, is not lobbying.
- If NDIA requests an opportunity to provide testimony, that may be considered lobbying.
- An amicus curiae brief filed in the course of a judicial proceeding is not lobbying.

- A statement filed during an administrative adjudication is not lobbying.

Reporting Requirements Separate from—and in addition to—the IRS regulations, which limit expenditures for lobbying by 501(c)(3) organizations, NDIA, like other associations, must comply with the provisions of the Lobbying Disclosure Act of 1995.

- The Lobbying Disclosure Act of 1995 requires registration by every lobbyist. A lobbyist is an individual “employed or retained by a client for financial or other compensation” to make one or more “lobbying contact.”

• Quarterly, an association employing lobbyists files a report with the Secretary of the Senate and Clerk of the House of Representatives including, among other information, a list of specific issues on which the registered organization engaged in lobbying activities and which Houses of Congress and/or executive agencies were contacted.

- NDIA’s Washington Office has two registered lobbyists.

- The quarterly report must also include a “good faith” estimate of the registered association's total lobbying expenses during the covered period.

## **Election Year and Other Political Activities**

NDIA, as a 501(c)(3) non-profit, educational association, must protect its Tax-Exempt status. The following information on Election Year Activities and the Prohibition on Political Campaign Intervention for Section 501(c)(3) Organizations (adapted from IRS Publication 1828) is provided for your information and compliance. Please pay particular attention to the sections concerning invitations for Candidate Appearances (Speaking as a Candidate and Speaking or Participating as a Non-Candidate) and the section on Web Sites.

During election campaigns, many 501(c)(3) organizations are uncertain about the extent to which they can discuss issues of importance in the campaigns or interact with candidates for public office. They are also uncertain about the role they can play in encouraging citizens to register and vote. The following fact sheet is intended to help organizations understand what they can and cannot do when an election campaign is under way.

## **The Prohibition on Political Campaign Intervention**

Under the Internal Revenue Code, all section 501(c)(3) organizations are absolutely prohibited from directly or indirectly participating in, or intervening in, any political campaign on behalf of (or in opposition to) any candidate for elective public office. The prohibition applies to all campaigns including campaigns at the federal, state and local level. Violation of this prohibition may result in denial or revocation of tax-exempt status and the imposition of certain excise taxes. Those section 501(c)(3) organizations that are private foundations are subject to additional restrictions that are not described in this fact sheet.

## **What is Political Campaign Intervention?**

Political campaign intervention includes any and all activities that favor or oppose one or more candidates for public office. The prohibition extends beyond candidate endorsements. Contributions to political campaign funds or public statements of position (verbal or written) made by or on behalf of an organization in favor of or in opposition to any candidate for public office clearly violate the prohibition on political campaign intervention. Distributing statements prepared by others that favor or oppose any candidate for public office will also violate the prohibition. Allowing a candidate to use an organization's assets or facilities will also violate the prohibition if other candidates are not given an equivalent opportunity. Although section 501(c)(3) organizations may engage in some activities to promote voter registration, encourage voter participation, and provide voter education, they will violate the prohibition on political campaign intervention if they engage in an activity that favors or opposes any candidate for public office. Certain activities will require an evaluation of all the facts and circumstances to determine whether they result in political campaign intervention.

## **Voter Education, Voter Registration and Get Out the Vote Drives**

Section 501(c)(3) organizations are permitted to conduct certain voter education activities (including the presentation of public forums and the publication of voter education guides) if they are carried out in a non-partisan manner. In addition, section 501(c)(3) organizations may encourage people to participate in the electoral process through voter registration and get-out-the-vote drives, conducted in a non-partisan manner. On the other hand, voter education or registration activities conducted in a biased manner that favors (or opposes) one or more candidates is prohibited.

### **Individual Activity by Organization Leaders**

The political campaign intervention prohibition is not intended to restrict free expression on political matters by leaders of organizations speaking for themselves, as individuals. Nor are leaders prohibited from speaking about important issues of public policy. However, for their organizations to remain tax exempt under section 501(c)(3), leaders cannot make partisan comments in official organization publications or at official functions of the organization. To avoid potential attribution of their comments outside of organization functions and publications, organization leaders who speak or write in their individual capacity are encouraged to clearly indicate that their comments are personal and not intended to represent the views of the organization.

### **Candidate Appearances**

Depending on the facts and circumstances, (see below) an organization may invite political candidates to speak at its events without jeopardizing its tax-exempt status. Political candidates may be invited in their capacity as candidates, or in their individual capacity (not as a candidate). Candidates may also appear without an invitation at organization events that are open to the public.

A candidate may seek to reassure the organization that it is permissible for the organization to do certain things in connection with the candidate's appearance. An organization in this position should keep in mind that the candidate may not be familiar with the organization's tax-exempt status and that the candidate may be focused on compliance with the election laws that apply to the candidate's campaign rather than the federal tax law that applies to the organization. The organization will be in the best position to ensure compliance with the prohibition on political campaign intervention if it makes its own independent conclusion about its compliance with federal tax law.

### **Speaking as a Candidate**

When a candidate is invited to speak at an organization event as a political candidate, the organization must take steps to ensure that:

- It provides an equal opportunity to political candidates seeking the same office;
- It does not indicate any support for or opposition to the candidate (this should be stated explicitly when the candidate is introduced and in communications concerning the candidate's attendance, including a statement that all candidates have been invited\*); and
- No political fundraising occurs. \*Note: All candidates seeking the same office must be invited, but that does not mean that all invited candidates accept the invitation.

### **Equal Opportunity to Participate**

In determining whether candidates are given an equal opportunity to participate, an organization should consider the nature of the event to which each candidate is invited, in addition to the manner of presentation.

For example, an organization that invites one candidate to speak at its well attended annual banquet, but invites the opposing candidate to speak at a sparsely attended general meeting, will likely have violated the political campaign prohibition, even if the manner of presentation for both speakers is otherwise neutral.

### **Public Forums**

Sometimes an organization invites several candidates for the same office to speak at a public forum. A public forum involving several candidates for public office may qualify as an exempt educational activity. However, if the forum is operated to show a bias for or against any candidate, then the forum would be political campaign intervention.

When an organization invites several candidates for the same office to speak at a forum, it should consider the following factors:

- Whether questions for the candidate are prepared and presented by an independent nonpartisan panel;
- Whether the topics discussed by the candidates cover a broad range of issues that the candidates would address if elected to the office sought and are of interest to the public;
- Whether each candidate is given an equal opportunity to present his or her view on the issues discussed;
- Whether the candidates are asked to agree or disagree with positions, agendas, platforms or statements of the organization; and
- Whether a moderator comments on the questions or otherwise implies approval or disapproval of the candidates.

### **Speaking or Participating as a Non-Candidate**

Candidates may also appear or speak at organization events in a non-candidate capacity. For instance, a political candidate may be a public figure who is invited to speak because he or she: (a) currently holds, or formerly held, public office; (b) is considered an expert in a non political field; or (c) is a celebrity or has led a distinguished military, legal, or public service career. A candidate may choose to attend an event that is open to the public, such as a lecture, concert or worship service. The candidate's presence at an organization-sponsored event does not, by itself, cause the organization to be engaged in political campaign intervention. However, if the candidate is publicly recognized by the organization, or if the candidate is invited to speak, the organization must ensure that:

- The individual is chosen to speak solely for reasons other than candidacy for public office;
- The individual speaks only in a non-candidate capacity;
- Neither the individual nor any representative of the organization makes any mention of his or her candidacy or the election;
- No campaign activity occurs in connection with the candidate's attendance; and
- The organization maintains a nonpartisan atmosphere on the premises or at the event where the candidate is present.

In addition, the organization should clearly indicate the capacity in which the candidate is appearing and should not mention the individual's political candidacy or the upcoming election in the communications announcing the candidate's attendance at the event.

### **Issue Advocacy vs. Political Campaign Intervention**

Under federal tax law, section 501(c)(3) organizations may take positions on public policy issues, including issues that divide candidates in an election for public office. However, section 501(c)(3) organizations must avoid any issue advocacy that functions as political campaign intervention. Even if a statement does not expressly tell an audience to vote for or against a specific candidate, an

organization delivering the statement is at risk of violating the political campaign intervention prohibition if there is any message favoring or opposing a candidate. A statement can identify a candidate not only by stating the candidate's name but also by other means such as showing a picture of the candidate, referring to political party affiliations, or other distinctive features of a candidate's platform or biography. All the facts and circumstances need to be considered to determine if the advocacy is political campaign intervention.

Key factors in determining whether a communication results in political campaign intervention include the following:

- Whether the statement identifies one or more candidates for a given public office;
- Whether the statement expresses approval or disapproval for one or more candidates' positions and/or actions;
- Whether the statement is delivered close in time to the election;
- Whether the statement makes reference to voting or an election;
- Whether the issue addressed in the communication has been raised as an issue distinguishing candidates for a given office;
- Whether the communication is part of an ongoing series of communications by the organization on the same issue that are made independent of the timing of any election; and
- Whether the timing of the communication and identification of the candidate are related to a non-electoral event such as a scheduled vote on specific legislation by an officeholder who also happens to be a candidate for public office.

A communication is particularly at risk of political campaign intervention when it makes reference to candidates or voting in a specific upcoming election. Nevertheless, the communication must still be considered in context before arriving at any conclusions.

### **Voter Guides**

Voter guides are usually pamphlets or other short documents, often in chart form, intended to help voters compare candidates' positions on a set of issues. Preparing or distributing a voter guide may violate the prohibition against political campaign intervention if the guide focuses on a single issue or narrow range of issues, or if the questions are structured to reflect bias. Although any document that identifies candidates and their positions close in time to an election has the potential to result in political campaign intervention, preparation or distribution of voter guides, because of their nature, present a particular risk for non compliance. The following factors are key considerations in whether a voter guide can be distributed to educate voters without violating the prohibition on political campaign intervention.

- Whether the questions and any other description of the issues are clear and unbiased in both their structure and content.
- Whether the questions posed provided to the candidates are identical to those included in the voter guide.
- Whether the candidates are given a reasonable amount of time to respond to the questions.

If the candidate is given limited choices for an answer to a question (e.g. yes/no, support/oppose), whether the candidate is also given a reasonable opportunity to explain his position in his own words and that explanation is included in the voter guide.

- Whether the answers in the voter guide are those provided by the candidates in response to the questions, including whether the candidate's answers are unedited, and whether they appear in close proximity to the question to which they respond.
- Whether all candidates for a particular office are covered.
- Whether the number of questions, and the subjects covered, are sufficient to encompass most major issues of interest to the entire electorate.

In assessing whether a voter guide is unbiased and nonpartisan, every aspect of the voter guide's format, content and distribution must be taken into consideration. If the organization's position on one or more issues is set out in the guide so that it can be compared to the candidates' positions, the guide will constitute political campaign intervention. An organization may be asked to distribute voter guides prepared by a third party. Each organization that distributes one or more voter guides is responsible for its own actions. If the voter guide is biased, distribution of the voter guide is an act of political campaign intervention. Therefore, an organization should reach its own independent conclusion about whether a voter guide prepared by itself or prepared by a third party covers a broad scope of issues and uses neutral form and content.

### **Business Activity**

The question of whether an activity constitutes participation or intervention in a political campaign may also arise in the context of a business activity of the organization, such as selling or renting of mailing lists, the leasing of office space, or the acceptance of paid political advertising. In this context, some of the factors to be considered in determining whether the organization has engaged in political campaign intervention include the following:

- Whether the good, service or facility is available to candidates in the same election on an equal basis;
- Whether the good, service, or facility is available only to candidates and not to the general public;
- Whether the fees charged to candidates are at the organization's customary and usual rates; and
- Whether the activity is an ongoing activity of the organization or whether it is conducted only for a particular candidate.

### **Web Sites**

The Internet has become a widely used communications tool. Section 501(c)(3) organizations use their own web sites to disseminate statements and information. They also routinely link their web sites to web sites maintained by other organizations as a way of providing additional information that the organizations believe is useful or relevant to the public.

A web site is a form of communication. If an organization posts something on its web site that favors or opposes a candidate for public office, the organization will be treated the same as if it distributed printed material, oral statements or broadcasts that favored or opposed a candidate.

An organization has control over whether it establishes a link to another site. When an organization establishes a link to another web site, the organization is responsible for the consequences of establishing and maintaining that link, even if the organization does not have control over the content of the linked site. Because the linked content may change over time, an organization may reduce the

risk of political campaign intervention by monitoring the linked content and adjusting the links accordingly.

Links to candidate-related material, by themselves, do not necessarily constitute political campaign intervention. The IRS will take all the facts and circumstances into account when assessing whether a link produces that result. The facts and circumstances to be considered include, but are not limited to, the context for the link on the organization's web site, whether all candidates are represented, any exempt purpose served by offering the link, and the directness of the links between the organization's web site and the web page that contains material favoring or opposing a candidate for public office.

**Effect of Conducting Multiple Activities**

Although each of the activities described in this fact sheet is described separately, an organization might combine one or more of the types of activity described above. For example, an organization leader may speak about an issue at an event where a candidate appears, or a voter guide might be distributed at a candidate forum. Where there is a combination of activities, the interaction among them may affect whether or not the organization is engaged in political campaign intervention.

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**MODEL CHAPTER PROGRAM**  
*(Participation in this program is voluntary)*

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**MISSION**

This program was established in 2001 in efforts to promote the continuing relationship and open communication between National and its fifty-two chapters. The program recognizes the importance and necessity of the chapter structure, as created by the many volunteers who offer their time and support, to meet the goals and mission under the NDIA flag within the local community.

All of us deal on a daily basis with the transformation of the defense industrial base as the Department of Defense realigns its focus. And, there are many other factors that have equally powerful influences on the way NDIA carries out its mission and goals. Every day the Internet seems to increase its capability to provide information that in the past could best be provided by interaction and networking within the association structure. Scarcely a day goes by without an announcement of a merger or acquisition affecting our membership on both national and local levels. NDIA has been able to answer these challenges in our chapters and divisions structure by, in some cases, restructuring or modifying our mode of operations, given the responsiveness and flexibility of the volunteers. However, our chapter structure, based on geographic location across the U.S., is less flexible but nevertheless supported solely by committed volunteers who are responsive "can do" individuals. How then to assist the chapter structure in keeping pace with the ongoing association evolution?

One approach is to look at the support the chapters can provide to reinforce the NDIA's goals and the expectations of the membership. Provided is the specific criteria requirements with which each chapter can measure its own performance.

The criteria are established in a way that permits the chapter itself to determine whether or not it meets the goals of a "Model Chapter". Once a chapter feels that it has met the criteria listed in the program, it can submit the Model Chapter documentation to NDIA National for confirmation. While several of the criteria are optional, several of the criteria are also mandatory for reasons that will be obvious upon review. Seventy-five percent of a chapter's objectives should be attained prior to claiming Model Chapter status.

The Model Chapter designation is annually (January-December). In recognition of a Chapter attaining Model Chapter status will receive a podium banner inscribed "NDIA Model Chapter" for display at local chapter functions; customized "Model Chapter" lapel pins for distribution to members serving on the chapter board; special mention from our homepage [www.ndia.org](http://www.ndia.org) and in our magazine, *National Defense*.

If you wish to submit a chapter for consideration, please provide your nomination to Molly Flanagan: [mailto: mflanagan@ndia.org](mailto:mflanagan@ndia.org).

**MODEL CHAPTER PROGRAM CRITERIA**  
(Mandatory criteria \*)

1. Designate a board member to focus on and promote the Science, Technology, Engineering and Mathematics Workforce Program (STEM). Efforts by the chapter to conduct at least one annual activity will provide a forum for effective interaction between local government, industry, and academia for the strengthening of the national security. \*
2. Designate a board member to focus on and promote Small Business issues in Chapter activities. \*
3. A published chapter mission statement and current approved by-laws. \*
4. An annual action plan with goals and objectives (to include annual *NDIA Top Issues*). \*
5. Financially self-sustaining with income exceeding expenses for the year.
6. Chapter representatives meet annually with local politicians, business and Service representatives to emphasize national security and the defense industrial base. \*
7. Chapter teams with NDIA National on national events. NDIA National events are those addressing other than local issues, and attracting attendance from outside the chapter area. \*
8. Chapter coordinates all events with NDIA National prior to scheduling date(s) to assist in schedule deconfliction. \*
9. Chapter communicates with its member base via Newsletters, E-mail announcements, homepage, etc. Chapter board members represent cross section of local membership (industry, government, academia, etc.)
10. Sponsors quarterly events showcasing NDIA, the industrial base and national security interest to local community.
11. Sponsors at least one scholarship program to include STEM and ROTC Awards.
12. Promotes membership programs (corporate and individual).
13. Increase local membership growth.
14. Submits current board list for inclusion in the August issue of *National Defense* magazine. Notification of board inclusion requested in April-May period. Developed chapter websites must maintain current listing of board members
15. Each chapter has electronic version of its' official NDIA chapter logo.
16. Chapter is aware and maintains a copy of *NDIA Chapter Manual* through a current board member.

(Revised 22 Sept 2011)

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## COMMUNICATIONS AND SOCIAL NETWORKING GUIDELINES

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### **Communicating with Chapter Members**

Staying in touch with chapter members is vital on both the local and National levels. Upon request and approval, a chapter board member will be provided a spreadsheet containing chapter information (member names and contact information). NDIA is responsible for maintaining accuracy of the member database. Therefore it is vital for chapter members to either contact National, or go directly online to update individual profile: <http://eweb.ndia.org>.

Today's complex communications systems mean that NDIA and its chapters must comply with related laws. If we do not comply, we run the risk of lawsuits. Here are the steps you need to take in your communications to chapters.

### **E-Mail Communication**

Most chapters rely heavily on e-mail communication to its members. Prepare a simple, easy-to-read e-mail message with the basic facts and include a link to your website. On the chapter site, you can put all the details. Unsolicited e-mail attachments can annoy members, so try to put attachments on the website and reference the URL in the message.

E-mail messages must contain the following statement, which can appear at the bottom of your message:

*"This email is sent in compliance with the CAN-SPAM Act of 2003 and has been sent to you as a member or customer of the National Defense Industrial Association (<http://www.ndia.org>) and its affiliates AFEI, NTSA, PSA, and WID. Please be advised that NDIA and its affiliates do not sell mailing lists or provide customer information to other organizations. Your E-mail address is used to maintain member and customer contact and provide notification of new activities. To "opt-out" from receiving future messages of the type you have received, please send a message to [remove@ndia.org](mailto:remove@ndia.org). Your email address will be removed from our database within 10 business days. National Defense Industrial Association, 2111 Wilson Blvd, Ste 400, Arlington, VA 22201-3061."*

As indicated above, members can request "no contact" by e-mail by contacting National. As a result, a member list you receive will not necessarily contain an e-mail address for each member. Try sending a postcard event announcement to those with no listed e-mail address.

### **Websites**

Chapters are responsible for development and maintenance of its' own website, and once completed it will be linked to NDIA National site at no cost. While the NDIA interactive technologies staff cannot create or maintain a chapter website, they can provide guidance for development. It is mandatory to contact NDIA National before placing a website by other means of interactive tools. Our coordinated efforts will ensure that chapters receive the most up-to-date guidance, including legal compliance and assurance of quality standard requirements.

It is important to contact NDIA Director Chapter Relations before creating a website or establishing any other means of interactive tools such as Facebook or LinkedIn so you receive the most current guidance, including legal compliance needs and approval from NDIA National.

## Website Requirements

To ensure NDIA logo standards and brand consistency are in place, the following procedures are required at all levels to meet interactive standard guides-

1. Chapter websites must contain the official standard **NDIA logo**. Please DO NOT download, nor “copy and paste” logo image from the internet. It is important that we depict a consistent visual representation of the NDIA brand.
2. A *Disclaimer/Privacy Statement* must appear on ALL chapter websites. This statement could be a paraphrase of NDIA’s statement as can be copied from provided site:  
[http://www.ndia.org/Content/NavigationMenu/Resources1/Privacy\\_Statement.htm](http://www.ndia.org/Content/NavigationMenu/Resources1/Privacy_Statement.htm).
3. Web content should be updated regularly.
4. Fonts should be a normal size between 10 and 14 point. Script fonts are not recommended for text. Navigational buttons should percolate throughout the pages in a standard, template fashion.
5. The style guide in this manual applies to websites as well as to print.
6. The chapter home page should clearly indicate that this is the site of a NDIA chapter, thus differentiating it from the National organization and/or other chapter.
7. When registering with search engines, register in this manner: NDIA (*Chapter Name*) Example: NDIA Aberdeen Proving Ground Chapter. Subsequent description lines can be tailored. To view current listing of NDIA chapter websites, click on “Membership & Chapters” at our website:  
[www.ndia.org](http://www.ndia.org).
8. Chapter sites should have a prominent link to the national NDIA site—[www.ndia.org](http://www.ndia.org).
9. Inform your intentions to build a website prior to launching it. When complete, forward it to [webmaster@ndia.org](mailto:webmaster@ndia.org) and it can be linked to the National site. Requirements stated here must be met before National add link of chapter site. Remember, each chapter has the responsibility to retain quality assurance and accuracy of its website.
10. To obtain an electronic file of a chapter’s official logo, contact [mflanagan@ndia.org](mailto:mflanagan@ndia.org).
11. If you are interested in other forms of communication, we have legal requirements and guidelines that must be viewed regards to Blogs, Wikis, Social Networks, Virtual Worlds, Social Media, Facebook, LinkedIn, etc.. Please contact to National to obtain written policy and guidelines which are applicable to the whole of NDIA.

To view chapter official sites go to- <http://www.ndia.org/chapters> to include:

- How to Join NDIA
- About NDIA Membership
- Member Services
- NDIA Chapter Websites

**NDIA SOCIAL COMPUTING GUIDELINES**  
*Blogs, wikis, social networks, virtual worlds and social media*

Table of Contents

- I. Purpose
- II. Introduction
- III. Executive Summary
- IV. Detailed Discussion
- V. Strategy and Tactics
  - 1. LinkedIn
  - 2. Twitter
  - 3. YouTube
- VI. Annexes:
  - a. Open Forum Terms of Use
  - b. Licensing Agreement
  - c. NDIA Social Networking Approval Application Template
    - c-1. NDIA Social Networking Approval Application example
  - d. Online disclaimer

## I. Purpose

These guidelines are designed to provide helpful, practical advice—and also protect both NDIA social media participants and NDIA itself, as the association and its subsidiary affiliates, together with the chapters, embrace social media in an effort to serve our members and our mission. Given that the public view of content, whether from an “official” or “unofficial” social media platform can be attributed to NDIA, having guidelines and controls in place to preclude “misrepresentation”, or unlawful or objectionable material is imperative. New forms of social media emerge every day. This document is designed to include all forms of future social computing, social media tools and sites currently in use, and is expected to evolve as the use of social media emerges. These guidelines are applicable to the whole of the NDIA organization and the affiliates, hereinafter referred to as NDIA. Business Center responsibility for guidance review, concurrence, and revisions is with Business Operations.

## II. Introduction

### 1. Responsible engagement in innovation and dialogue

Whether or not an NDIA staff member or NDIA constituent chooses to create or participate in a blog, wiki, online social network or any other form of online publishing or discussion is both a personal and organization decision, given the nature of the various communication platforms, their general use, and value to the business interests and mission of the association. However, emerging online collaboration platforms are fundamentally changing the way NDIA staff or members work and engage with each other, members, vendors and partners.

NDIA is increasingly exploring how online discourse through social computing can empower NDIA staff or members as global professionals, innovators and citizens. These individual interactions represent a new model: not mass communications, but masses of communicators.

Therefore, it is very much in NDIA's interest—and, we believe, in each NDIA staff member or constituents interest—to be aware of and participate in this sphere of information, interaction and idea exchange:

**a. To learn:** As an organization that advocates the highest level of technologies for our warfighters and first responders, we believe in the importance of open exchange, professional networking and knowledge sharing—between NDIA and its members, and among the many constituents of our emerging organization. The rapidly growing phenomenon of user-generated web content—blogging, social web-applications and online networking—are emerging as important arenas for that kind of engagement and knowledge sharing. We believe that the open and ethical exchange of information that we provide through our organization can expand beyond the walls of our meeting rooms and events to better serve the needs and expectations of our members.

**b. To contribute:** NDIA and its affiliates make important contributions to the defense industry, to the nation, to the future of business and technology, and to government and industry dialogue on a broad range of issues. It becomes increasingly more important for NDIA and NDIA employees or members to share with our members and potential members, information about our membership, events and overall industry.

NDIA is making a strategic decision to embrace social computing and to encourage NDIA staff and members to participate in a way that consistently serves our mission in a responsible, ethical and enthusiastic manner. From a day to day business perspective that means using social media in ways that are consistent with and maximize the effectiveness of NDIA's marketing strategy. A basic rule is that the use of NDIA's name or content without written permission is prohibited.

## III. NDIA Social Computing Guidelines: Executive Summary

1. Know and follow NDIA's Ethical Standards and Philosophy of Operation as outlined in NDIA's Staff Policy Handbook.
2. Participation in any social computing forum must be conducted in coordination with your immediate supervisor and with the knowledge of your business center director. For chapters approval is at the

- Chapter President level. For divisions approval is at the chairman level in coordination with the appropriate NDIA business center director.
3. NDIA supports open dialogue and the exchange of ideas. However, NDIA regards online discourse as primarily a form of communication and relationship among individuals. When the Association as a corporation wishes to communicate publicly as a corporation—whether to the marketplace or to the general public—it has well established means to do so. Only those officially designated by NDIA have the authorization to speak on behalf of the Association.
  4. NDIA believes in dialogue among NDIA staff or members and with our members, clients, members of the many communities in which we participate and the general public. Such dialogue is inherent in our business model of information sharing and collaboration within the defense industry, and in our commitment to the promotion of our national security. We believe that NDIA staff or members can both derive and provide important benefits from exchanges of perspective.
  5. One of NDIA's core values as discussed in training with the Pacific Institute is "trust and personal responsibility in all relationships." As an association, NDIA trusts—and expects—NDIA staff or members to exercise personal responsibility whenever they participate in social media. This includes not violating the trust of those with whom they are engaging. If and when members of NDIA's Communications, Marketing, Sales or other functions engaged in advocacy for the company have the authorization to participate in social media, they should identify themselves as such.
  6. What does an NDIA staff or volunteer's personal responsibility mean in online social media activities? Online social media enables individuals to share their insights, express their opinions and share information within the context of a globally distributed conversation. Each tool and medium has proper and improper uses. While NDIA encourages all of its staff to join a global conversation, it is important for NDIA staff or members who choose to participate to understand what is recommended, expected and required when they discuss NDIA-related topics, whether at work or on their own time. An important aspect to consider in using social media is that what is posted is for the world to see, and not necessarily for just a special social media grouping.
  7. Staff and members will not participate in any activity that would threaten NDIA's non-profit 501(c)(3) exemption designation. Such activities include:
    - a. The posting of defamatory and offensive material
    - b. The posting of price or price-related topics
    - c. Posting of material that infringes on another's intellectual property rights
    - d. Posting of material that is partisan or could be considered an endorsement of any candidate or political parties position
    - e. Postings that encourage or discourage doing business with one or more entities
  8. NDIA staff or members are **personally responsible** for the content they publish on blogs, wikis or any other form of user-generated media. Be mindful that what you publish will be public for a long time—protect your privacy, NDIA's privacy and the privacy of your fellow constituents.
  9. Identify yourself— by name and, when relevant, your role at NDIA—when you discuss NDIA or NDIA-related matters. And write in the first person. You must make it clear that you are speaking for yourself and not on behalf of NDIA.
  10. Be aware of your association with NDIA in online social networks. If you identify yourself as an NDIA employee or volunteer, ensure your profile and related content is consistent with how you wish to present yourself with colleagues and clients and adheres to the guidelines set forth in the staff policy handbook.
  11. If you publish content to any website outside of NDIA and it has something to do with work you do or subjects associated with NDIA, use a disclaimer such as this: "The postings on this site are my own and don't necessarily represent NDIA's positions, strategies or opinions."
  12. Respect copyright, fair use and financial disclosure laws.

13. Don't provide NDIA's or another's confidential or other proprietary information. Ask permission to publish or report on conversations that are meant to be private or internal to NDIA.
14. Don't cite or reference members, partners or suppliers without their approval. When you do make a reference, where possible link back to the source.
15. Respect your audience. Use common sense. Don't use ethnic slurs, personal insults, obscenity, or engage in any conduct that would not be acceptable in NDIA's workplace. You should also show proper consideration for others' privacy and refrain from discussing topics that may be considered objectionable or inflammatory or jeopardize our non-profit status—such as politics and religion.
16. Find out who else is blogging or publishing on the topic, and cite them if they support our mission.
17. Don't pick fights, be the first to correct your own mistakes, and don't alter previous posts without indicating that you have done so.
18. Try to add value. Provide worthwhile information and perspective. NDIA's brand is best represented by its people and what you publish may reflect on NDIA's brand.
19. Intellectual Property: Materials and content created by the staff are considered property of NDIA and will be appropriately quality controlled and vetted. Staff must be certain that the copyright to all materials posted is either owned by NDIA or by an individual or entity that has provided a valid, continuing license to the material to be posted and used by NDIA. Staff should routinely obtain, in writing, broad written copyright licenses and/or transfers from authors, speakers, committee members, consultants, vendors, etc. A preferred approach, rather than reproducing others works, is to link to the web page that contains the work.
20. Staff will take prompt corrective action on the aforementioned items with appropriate notification/coordination with their Business Center Director.
21. Platform Application: NDIA participation will be under the following categories:
  1. Official NDIA Site: There are 2 types of NDIA official sites, one is static and one is dynamic with user generated content such as discussion forums. See paragraph 22 on Official Site Formation. Official sites need to be administered on a daily basis and there must be a goal oriented strategy and resources in place to actively support day-to-day administration. Please refer to NDIA's Terms of Use (TOU) Document in the Annex for guidelines that must be included and agreed upon by all Official NDIA site participants.
    - a. Official Static Site: Content created by NDIA, no outside interactive content contribution to static areas of the site. Primary purpose is to provide information, direct traffic to NDIA.org and subordinate sites or market product line only.
    - b. Official Dynamic Site - Open Discussion Forums: User contributions or discussion forums must be vetted through an approval workflow and must have an NDIA approved disclaimer absolving NDIA of any responsibility for content posted in that area and must have a link to an administrator's email address for prompt removal if any content is found questionable by any participant. These type sites must be monitored on a frequent basis and appropriate measures must be taken by the site administrator to prevent any unlawful or malicious content from being posted on the site. Multiple administrators must be put in place to allow for redundancy in the event that action is needed to maintain the integrity of the site. Resources must be in place to authenticate participants in a timely fashion if the site is a closed site or group.
  2. Un-official Site
    - a) NDIA is not the administrator. The site is volunteer or third party driven, and discussion forums will be considered as self contained, and will be under an NDIA licensing agreement, as provided in the Annex, for the use of any NDIA marks or content.
    - b) If you participate, you are under NDIA business rules.
    - c) Sites must display a link to the NDIA Social Media Disclaimer, (annex 4).
    - d) If sites require authentication, administrators must respond within 72 hours or risk losing the privilege of using the NDIA logo or derivative of NDIA name

- e) No unofficial site may name their group or page “National Defense Industrial Association” (examples of allowable names include NDIA Washington Chapter, NDIA Networking Group etc.)
- 22. Official Site Formation: Official sites will be formed for the purposes of supporting the NDIA mission, with site formation and final approval by the NDIA President based on completing the following steps:
  - a. Defining business objectives
    - primary objectives
    - results expected
    - relationship to other marketing and communication activities
  - b. Defining target audience - current and future
  - c. What platform(s) and communication messages
    - Participation rules
    - Monitoring/screening/corrective action requirements strategy
  - d. Intellectual property issues
  - e. Resource and organization/department issues
    - Staff and financial
    - Department responsibilities
    - Information/CMS Systems interaction/requirements
  - f. Measurement of Objectives
    - Approaches
    - Metrics
    - Feedback channels

#### IV. **NDIA Social Computing Guidelines: Detailed Discussion**

- a. **NDIA’s Staff Policy Handbook provides the foundation for NDIA’s policies and guidelines for blogs and social computing.**

The same principles and guidelines that apply to NDIA staff or members' activities in general, as found in the NDIA Staff Policy Handbook, apply to NDIA staff or members' activities online. This includes forms of online publishing and discussion, including blogs, wikis, file-sharing, user-generated video and audio, [virtual worlds](#)\* and social networks.

As outlined in the NDIA handbook, NDIA fully respects the legal rights of our staff in all regions in which we operate. In general, what you do on your own time is your affair. However, activities in or outside of work that affect your NDIA job performance, the performance of others, or NDIA's business interests are a proper focus for NDIA policy.

- b. **Know the NDIA Ethical Standards as addressed in the staff handbook.** If you have any confusion about whether you ought to publish something online, it is best to refrain and seek the advice of management. Pay particular attention to what may be considered proprietary information, and avoid misrepresentation and discussions regarding competitors or other defense industry associations.
- c. **Be who you are.** Some bloggers work anonymously, using pseudonyms or false screen names. NDIA discourages anonymous participation in blogs, wikis or other forms of online participation that relate to NDIA, our business or issues with which the company is engaged. We believe in transparency and honesty. If you are blogging about your work for NDIA, we encourage you to use your real name, be clear who you are, and identify that you work for NDIA. Nothing gains you more notice in the online social media environment than honesty—or dishonesty. If you have a vested interest in something you are discussing, be the first to point it out. But also be smart about protecting yourself and your privacy. What you publish will be around for a long time, so consider the content carefully and also be judicious in disclosing personal details.

- d. **Be thoughtful about how you present yourself in online social networks.** The lines between public and private, personal and professional are blurred in online social networks. By virtue of identifying yourself as NDIA staff or volunteer within a social network, you are now connected to your colleagues, managers and even NDIA's members. You should ensure that content associated with you is consistent with your work at NDIA. If you have joined NDIA recently, be sure to update your social profiles to reflect NDIA's guidelines.
- e. **Speak in the first person.** Use your own voice; bring your own personality to the forefront; say what is on your mind.
- f. **Use a disclaimer.** Whether you publish to a blog or some other form of social media, make it clear that what you say there is representative of your views and opinions and not necessarily the views and opinions of NDIA. At a minimum in your own blog, you should include the following standard disclaimer: "The postings on this site are my own and don't necessarily represent NDIA's positions, strategies or opinions." It is also necessary that you link to the NDIA Social Media Disclaimer, (annex 4), on the NDIA website under the resources tab.
- g. **Managers and executives take note:** This standard disclaimer does not by itself exempt NDIA managers and executives from a special responsibility when participating in social media. By virtue of their position, they must consider whether personal thoughts they publish may be misunderstood as expressing NDIA positions. And a manager should assume that his or her team will read what is written. A public blog is not the place to communicate NDIA policies to NDIA staff.
- h. **Respect copyright and fair use laws.** For NDIA's protection and well as your own, it is critical that you show proper respect for the laws governing copyright and fair use of copyrighted material owned by others, including NDIA's own copyrights and brands. You should never quote more than short excerpts of someone else's work. And it is good general blogging practice to link to others' work. Keep in mind that laws will be different depending on where you live and work.
- i. **Protecting confidential and proprietary information.** Social computing blurs many of the traditional boundaries between internal and external communications. Be thoughtful about what you publish—particularly on external platforms. You must make sure you do not disclose or use NDIA confidential or proprietary information or that of any other person or company in any online social computing platform. For example, ask permission before posting someone's picture in a social network or publishing in a blog a conversation that was meant to be private.
- j. **NDIA's business performance.** You must not comment on confidential NDIA financial information such as NDIA's future business performance, business plans, or prospects anywhere in world. This includes statements about an upcoming quarter or future periods or information about alliances, and applies to anyone including conversations with analysts, press or other third parties (including friends). NDIA policy is not to comment on rumors in any way. You should merely say, "no comment" to rumors. Do not deny or affirm them—or suggest either denial or affirmation in subtle ways.
- k. **Protect NDIA's members, business partners and suppliers.** Members, partners or suppliers should not be cited or obviously referenced without their approval. Externally, never identify a member, partner or supplier by name without permission and never discuss confidential details of any business engagement. Internal computing platforms may permit suppliers and business partners to participate so be sensitive to who will see your content. If a member or supplier hasn't given explicit permission for their name to be used, think carefully about the content you're going to publish on any internal social media and get the appropriate permission where necessary.

It is acceptable to discuss general details about kinds of projects and to use non-identifying pseudonyms for a constituent (e.g., member 123) so long as the information provided does not make it easy for someone to identify the constituent or violate any non-disclosure or intellectual

property agreements that may be in place with the constituent. Furthermore, your blog or online social network is not the place to conduct confidential business with a constituent.

l. **Respect your audience and your coworkers.** Remember that NDIA is a global organization whose staff and constituents reflect a diverse set of customs, values and points of view. Don't be afraid to be yourself, but do so respectfully. This includes not only the obvious (no ethnic slurs, personal insults, obscenity, etc.) but also proper consideration of privacy and of topics that may be considered objectionable or inflammatory—such as politics and religion. For example, if your blog or network is identified in any way with NDIA, avoid these topics and focus on subjects that are business-related. If your blog is self-hosted, use your best judgment and be sure to make it clear that the views and opinions expressed are yours alone and do not represent the official views of NDIA. Further, blogs, wikis, virtual worlds, social networks, or other tools hosted outside of NDIA's protected Intranet environment should not be used for internal communications among fellow staff. It is fine for NDIA staff or members to disagree, but please don't use your external blog or other online social media to air your differences in an inappropriate manner.

m. **Add value.** NDIA's brand is best represented by its people and everything you publish reflects upon it. Blogs and social networks that are identified with NDIA should be used in a way that adds value to NDIA's business. If it helps you, your coworkers, our clients or our partners to do their jobs and solve problems; if it helps to improve knowledge or skills; if it contributes directly or indirectly to the improvement of NDIA's offerings, processes and policies; if it builds a sense of community; or if it helps to promote NDIA's Values, then it is adding value. Though not directly business-related, background information you choose to share about yourself, such as information about your family or personal interests, may be useful in helping establish a relationship between you and your readers, but it is entirely your choice whether to share this information.

n. **Don't pick fights.** When you see misrepresentations made about NDIA by media, analysts or by other bloggers, you may certainly use your blog—or join someone else's to point that out. Always do so with respect, stick to the facts and identify your appropriate affiliation to NDIA. Also, if you speak about a competitor, you must make sure that what you say is factual and that it does not disparage the competitor. Avoid unnecessary or unproductive arguments. Brawls may earn traffic, but nobody wins in the end. Don't try to settle scores or goad competitors or others into inflammatory debates. Here and in other areas of public discussion, make sure that what you are saying is factually correct.

o. **Be the first to respond to your own mistakes.** If you make an error, be up front about your mistake and correct it quickly. If you choose to modify an earlier post, make it clear that you have done so.

p. **Use your best judgment.** Remember that there are always consequences to what you publish. If you're about to publish something that makes you even the slightest bit uncomfortable, review the suggestions above and think about why that is. If you're still unsure, and it is related to NDIA business, discuss it with your manager. Ultimately, however, you have sole responsibility for what you post to your blog or publish in any form of online social media.

q. **Don't forget your day job.** You should make sure that your online activities do not interfere with your job or commitments to customers.

\*Virtual worlds present a number of unique circumstances, not all of which are covered in these guidelines. If you can be identified in any way as having an affiliation with NDIA in a virtual world, then all guidelines expressed in the NDIA Staff Policy Handbook apply to your appearance and behavior in a virtual world.

## Social Networking Strategy and tactics

NDIA's overall social networking strategy revolves around the use of social networking tools and websites to further NDIA's mission. Social networking tools and websites should be used only to promote NDIA events, membership, membership related content, government policy information and National Defense Magazine.

While participating in social networks that identify the participant as affiliated in any way with NDIA, users must be certain that extreme care is given to maintaining the highest level of professionalism while staying true to NDIA's mission, ethical standards, and business objectives.

## **Specific Tools and website tactics**

### **LinkedIn**

LinkedIn is a online networking site for professionals to share business related information, find out about upcoming events, promote or discover business and job opportunities and get answers to questions related to their line of business from experts or peers. LinkedIn requires that users log in using their real names and affiliate themselves with their current and past employers.

Using linked in for marketing purposes is highly personal and not only is it a reflection on NDIA, it is also a reflection on the individual. Screen names or alias are not used on LinkedIn. LinkedIn uses the individual's actual name for all online interactions.

### **LinkedIn Groups**

There are many professional "groups" on LinkedIn related all areas of interest and professional development. NDIA LinkedIn users can search for groups that discuss topics related to the events or areas of interest that fall within their marketing responsibility. Once groups are identified, it's best to join the groups with the most members to reach the largest number of individuals with a discussion post. These groups provide NDIA marketers with a highly targeted group of individuals that are eager to consume content that is relevant to their interests. It is important that posts within these groups are carefully crafted to ensure that they are relevant and that NDIA is represented professionally.

LinkedIn users can promote events, membership and participate in discussions as long as they adhere to the NDIA social media policy (specifically section IV).

Users may start an unofficial LinkedIn group upon approval of the **NDIA Social Networking Approval Application. These groups require a disclaimer in the group profile with a link to the NDIA Social Media Disclaimer.**

### **LinkedIn Events**

LinkedIn provides an area where any member can add an event to the overall LinkedIn calendar and users can indicate whether or not they plan to attend. It is important that users update events that they post to LinkedIn when new information becomes available. This is a great opportunity for free exposure to NDIA events.

### **Twitter**

[www.Twitter.com](http://www.Twitter.com) is an information resource that is updated every second on just about any topic imaginable. Millions of people, organizations, and businesses use it to discover and share new information.

On Twitter, anyone can read, write and share messages of up to 140 characters. These messages, or Tweets, are public and available to anyone interested in them. Anyone can search Twitter and discover the Tweets that you have written. Twitter users can also subscribe to your messages by following your account. Followers receive every one of your messages in their timeline, a feed of all the accounts they have subscribed to.

When you Tweet information that is relevant to a targeted audience and remain consistent with the quality of information and frequency of distribution, than this audience begins to trust you as an information source and will grow as a direct result of that trust.

### **How can NDIA leverage Twitter?**

NDIA users can quickly share information, gather market intelligence and insights, and build relationships with people who are interested in our mission and our events. Often, there will be a conversation about something that relates to a particular division or event currently being discussed Twitter.

**IT IS REQUIRED THAT ALL TWITTER ACCOUNTS HAVE THEIR OWN UNIQUE EMAIL ADDRESS THAT REFLECTS THE NAME OF THE TWITTER ACCOUNT BEING DEVELOPED. PLEASE COORDINATE WITH THE NDIA DIRECTOR, NETWORK & SYSTEMS, TO DEVELOP THIS EMAIL ADDRESS AND REDIRECT ALL EMAIL TRAFFIC TO THAT TWITTER ACCOUNT ADMINISTRATOR. TWITTER USERS MUST LINK TO THE NDIA SOCIAL MEDIA DISCLAIMER IN THEIR PROFILE.**

**The overall strategy for NDIA and affiliate Twitter users is to develop an account that services a particular division (or specific area of the defense industry). Then use that account to communicate to individuals that may be interested in NDIA's events and membership and encourage them to participate.**

NDIA employees must complete the **NDIA Social Networking Approval Application** and establish a **dedicated email account** (as referenced above in all capital letters) to begin participating in twitter as a promotional tool for NDIA. After this account has been established, the account owner will work with their team to determine information that is relevant to their target audience. Then distribute that information via "Tweets" on a regular basis.

National Defense magazine articles and official Department of Defense websites are the recommended resources for targeted information to "tweet" or distribute to NDIA twitter audiences. Using any other non-NDIA or non-government website should be considered only after thorough review of that website's content to ensure that it is inline with NDIA's ethical standards and mission. It is important to distribute targeted/timely information to ensure that the NDIA Twitter account is considered useful to the target audience. Event promotional information such as confirmed speakers, topics, locations and dates should be distributed intermittently with other magazine articles and online news to achieve a balance between targeted news and NDIA promotion. The more frequently relevant content is distributed, the more potential a twitter account has in generating followers.

A document called "NDIA Twitter assistance" has been created and is available in the "Social Networking" folder on the "I" drive for assistance in developing tweets that are targeted to specific divisions or events.

In order to reduce the amount of characters used by a long link or url, NDIA recommends the use of a [www.Bit.ly](http://www.Bit.ly) account as part of your Twitter strategy. By registering and logging into the [www.Bit.ly](http://www.Bit.ly) website, users will not only be able to shorten a long URL, but will also be able to track how many people clicked on the link in their Tweet.

Use the Twitter search function to find influencers in the market that you are targeting, then follow these influencers.

In addition to [www.Bit.ly](http://www.Bit.ly), NDIA also has tested and recommends the use of the application "TweetDeck" to monitor Twitter and to distribute Tweets. Contact the NDIA DIRECTOR, NETWORK & SYSTEMS to install TweetDeck on your computer.

Quick review:

- Determine if one Twitter account can service several similar divisions or interest groups
- Develop a Twitter account name that is descriptive of your topic (NDIA\_Small\_Arms)
- Establish an email account to service this Twitter account ([NDIASmallArms@ndia.org](mailto:NDIASmallArms@ndia.org))
- Submit **Social Networking Approval Application**
- Upon approval, register your approved username with Twitter and add a link to the NDIA Social Media Disclaimer in your profile

- Develop a series of Tweets to be able to use for staggered distribution (use NDIA\_Twitter\_assistance form if needed)
- Tweet similar content to standard emails -
  - registration
  - deadline updates
  - each time a keynote speaker is confirmed
  - whenever topic/theme is set in stone
- Tweet announcements for future events in a save the date format
- Search [www.nationaldefensemagazine.org](http://www.nationaldefensemagazine.org) , post a Tweet directing followers to the article online using [www.Bit.ly](http://www.Bit.ly) link
- Search DoD websites for news and relevant content to tweet <http://www.defense.gov/RegisteredSites/RegisteredSites.aspx>
- Search related past event brochures for companies that spoke, sponsored, or were involved in some other way, to follow online.
- Search keywords found in presentation titles to find organizations or people supporting that topic, follow these individuals
- Track number of click-throughs using bit.ly for pockets of interest , focus your future tweets on the content that generates the most click-throughs
- Tweet at certain times of day to reach east coast and west coast
- Monitor twitter account for direct messages and replies, delete any content that may be viewed as inappropriate

#### **Youtube**

[www.YouTube.com](http://www.YouTube.com) YouTube allows billions of people to discover, watch and share originally-created videos. YouTube provides a forum for people to connect, inform, and inspire others across the globe and acts as a distribution platform for original content creators and advertisers.

NDIA leverages YouTube to distribute video content on everything from corporate membership, to stem to conference and exhibition promos. The overall NDIA YouTube strategy is to expose new audiences to NDIA's membership and events by using testimonials and event footage.

At this time all NDIA manages two YouTube channels, NDIAToday and NTSAToday. These channels currently do not allow viewer input or open discussions however, videos may be watched and shared openly. NDIA staff can work with the AVP, Marketing to promote their events on these channels.

#### **Annex A - OnLine Forums terms of USE (TOU)**

**[Introduction, and whether this TOU will be provided in a click-wrap format, will vary.]**

Welcome to the **[Name on-line forum area.]** ("Online Forum"). This TOU seeks to encourage prudent use of and applies to all users of the Online Forum.

Accordingly, please read the following TOU carefully as well as NDIA's [Terms of Service](#) for this Web site because when you access and/or use the Online Forum (as made available on the [www.ndia.org](http://www.ndia.org) Web site), you acknowledge that you have agreed to abide and be bound by the terms and conditions of this TOU and NDIA's [Terms of Service](#).

**RESPONSIBILITY FOR USE.** At all times, you agree to conduct your on-line activities on the Online Forum in a cordial and friendly manner and in accordance with this TOU and all applicable laws. Any views or opinions expressed by you on the Online Forum are your personal views or opinions and do not reflect the views or opinions of NDIA.

**USER OBLIGATIONS.** When you use the Online Forum, you promise to provide true and accurate information. You also understand and agree that use of the Internet and the Online Forum is solely your decision and at your own risk. NDIA is not responsible for the security of any information transmitted via the Internet, the accuracy of the information contained or presented on the Online Forum, or for the consequences of any reliance on such transmission and/or information. You must make your own determination as to these issues.

**RIGHT TO USE.** The Online Forum is provided by NDIA as a resource for you and to further the [mission] of NDIA. [Purpose may vary.] Access to and use of the Online Forum is therefore limited to your personal use and to NDIA's [mission-related communications, promotion, and other activities]. You do not have any right to distribute further the Online Forum (or any part or content presented on the Online Forum) without NDIA's prior written permission.

**PROPRIETARY RIGHTS.** You have no proprietary interest in the Online Forum, and this TOU provides only a limited license to use its features. You have no right to identify or suggest an affiliation with or endorsement by NDIA and/or its policies or services. The Online Forum is Copyright © 200 [redacted] National Defense Industrial Association [and/or its licensors]. All rights reserved.

**ENFORCING SECURITY.** NDIA wishes to keep the Online Forum as a safe and productive resource for all. You therefore have no reasonable expectation of privacy while using the Online Forum because NDIA reserves the right to view, monitor, and/or record activity on the Online Forum and to comply with government or court appointed authorities when necessary. NDIA also reserves the right at any time when warranted to suspend or terminate operation of or access to the Online Forum or any portion of the Online Forum.

**POSTINGS.** The Online Forum provides the opportunity to share knowledge and post other helpful or meaningful information. By submitting information of any type (a "Posting") to the Online Forum or by otherwise using the Online Forum to transmit or display information, you automatically grant NDIA the royalty-free right to use this information for any purpose. You also Acknowledge that your submissions are non-confidential for all purposes, and you represent that you have all rights and permission necessary to submit, display, or make available any content in your Posting. Moreover, you agree that by using the Online Forum you will not post or transmit any of the following materials on the Online Forum:

- anything, which interferes with or disrupts the Online Forum;
- anything, which is contrary to the interests of NDIA;
- anything, which may damage, lessen, or harm the goodwill or reputation of NDIA and its services;
- anything, which defames, harasses, threatens, offends, or in any way violates or infringes on the rights of others;
- anything, which violates any law or encourages anti-competitive or unlawful pricing behavior;
- anything, which involves the impersonation of any other person or entity;
- anything, which is inaccurate, off-topic, irrelevant, or inappropriate for the purposes of the Online Forum;; and
- anything, which constitutes junk mail, spam, or unauthorized advertising.

As the Online Forum is generally public, the user experience is enhanced if you follow these guidelines. Please also use netiquette. Please be succinct and on-topic. Please remember to respect others and their opinions. NDIA encourages open and sincere communication, but urges all users to remember that Online Forum is intended to be a resource for all.

**NO PRE-SCREENING OF YOUR POSTINGS.** NDIA is not responsible for monitoring or moderating the Online Forum to the extent NDIA itself does not post or display the information through its authorized channels and

processes. NDIA therefore encourages you to use reasonable discretion in using the Online Forum. NDIA also does not endorse, oppose, or edit any opinion or information provided by you or another person or entity on the Online Forum. Any views expressed on the Online Forum do not necessarily reflect the views Of NDIA. Nevertheless, NDIA reserves the right to delete, edit, or take other appropriate action with respect to the Online Forum (or parts thereof), including, without limitation, terminating your access or use, that NDIA believes in good faith violate this TOU and/or are potentially unlawful or harmful to NDIA and/or other persons or entities. **COPYRIGHT; DESIGNATED AGENT FOR NOTIFICATION OF CLAIMS OF INFRINGEMENT.** [Requires registration with the U.S. Copyright Office.]

NDIA respects the intellectual property rights of others, and it asks you to do the same. Accordingly, it is NDIA's policy to respond appropriately to a notice of alleged infringement that complies with U.S. Copyright Law. If you believe that one or more of your works have been copied or used in a way that constitutes copyright infringement, please provide a written notice of your claim of copyright infringement that is directed to NDIA's designated agent as specified below along with the following information:

- A signature of a person authorized to act on behalf of the owner of the copyright interest that is allegedly infringed;
- A description, in reasonable detail (including any applicable URL address), of the copyrighted work that you claim has been infringed;
- A description, in reasonable detail, of where the material that you claim is infringing is located on the Online Forum;
- Your address, telephone number, and e-mail address;
- A statement by you that you have a good faith belief that the disputed use is not authorized by the copyright owner, its agent, or the law; and
- A statement by you, made under penalty of perjury, that the above information in your written notice is accurate and that you are the copyright owner or authorized to act on the copyright owner's behalf.
- Designated Agent: [REDACTED]

**LINKS TO OTHER SITES.** If links to other sites on the World Wide Web are provided or made available through the Online Forum, please note that these sites have not necessarily been reviewed by NDIA and are maintained by third parties over which NDIA exercises no control and for which NDIA will not be responsible. Please also note that these links do not imply an endorsement by NDIA of any other site, product, service, person, cause, campaign, or information.

**DISCLAIMER.** THE NDIA FORUM IS PROVIDED ON AN "AS-IS" AND "AS AVAILABLE" BASIS WITHOUT ANY WARRANTIES AND MAY INCLUDE ERRORS, OMISSIONS, OR OTHER INACCURACIES.

**LIMITATION OF LIABILITY.** NDIA SHALL NOT BE LIABLE FOR ANY INDIRECT, PUNITIVE, INCIDENTAL, SPECIAL, OR CONSEQUENTIAL DAMAGES ARISING OUT OF OR IN ANY WAY CONNECTED WITH THE USE OF THE ONLINE FORUM. NDIA'S MAXIMUM LIABILITY FOR ANY REASON SHALL BE LIMITED TO THE AMOUNT PAID BY YOU FOR USE OF THE ONLINE FORUM.

**GOVERNING LAW.** This TOU has been made in and will be construed and enforced in accordance with the laws of the Commonwealth of Virginia as applied to agreements entered into and completely performed in the Commonwealth of Virginia. A printed version of this TOU and of any related notice given in electronic form shall be admissible in judicial or administrative proceedings.

**CHANGES.** Please note that NDIA reserves the right to change the Online Forum and/or its features (although NDIA doesn't have any obligation to do so) as well as the terms and conditions of this TOU. Your continued use of the Online Forum following any announced change will mean that you have accepted any change to the Online Forum and/or to this TOU. So, we encourage you to review this TOU on a periodic basis.

**CONTACT INFORMATION.** If you have questions regarding this TOU and/or the Online Forum, including, without limitation, any requests to use any blog entry for other purposes, please contact \_\_\_\_\_@ndia.org.

**Annex B - NATIONAL DEFENSE INDUSTRIAL ASSOCIATION LICENSING AGREEMENT**

THIS AGREEMENT, effective as of the \_\_\_\_ day of \_\_\_\_\_, 20\_\_, by and between:

The NATIONAL DEFENSE INDUSTRIAL ASSOCIATION (hereinafter called "Owner"), a corporation organized and existing under the laws of the District of Columbia, and located at 2111 Wilson Boulevard, Arlington, Virginia 22201, and

\_\_\_\_\_ (hereinafter called "User"), located at \_\_\_\_\_.

WHEREAS, OWNER is the owner of the trademarks and service marks, such as logos (hereinafter called the "Marks") and content of the various websites of NDIA and its affiliated subsidiaries (NTSA, AFEI, PSA, WID), hereinafter referred to as NDIA and other registrations thereof, as applicable to this agreement, as listed on Schedule A hereto, and

WHEREAS, USER is desirous of using the said Marks and content in connection with their social networking activities on the World Wide Web;

NOW THEREFORE, in consideration of the foregoing and of the mutual promises hereinafter set forth, the parties agree as follows:

1. GRANT OF LICENSE.: OWNER grants to USER a nonexclusive, nontransferable license to use the Marks and content and USER accepts the license subject to the following terms and conditions.
2. OWNERSHIP OF MARKS: USER acknowledges the ownership of the Marks and content in OWNER, agrees that it will do nothing inconsistent with such ownership and that all use of the Marks and content by USER shall inure to the benefit of and be on behalf of OWNER. USER agrees that nothing in this License shall give User any right, title or interest in the Marks and content other than the right to use the Marks in accordance with this License and User agrees that it will not attack the title of OWNER to the Marks or attack the validity of this License.
3. QUALITY STANDARDS: USER agrees that the nature and quality of all services rendered by USER in connection with the Marks, all goods sold by USER under the Marks, and all related advertising, promotional and other related uses of the Marks by USER shall conform to standards set by and be under the control of OWNER.
4. QUALITY MAINTENANCE: USER agrees to cooperate with OWNER in facilitating OWNER's control of such nature and quality, to permit reasonable inspection of USER's operation, and to supply OWNER with specimens of all uses of the Marks upon request.
5. FORM OF USE: The USER may use the Marks only in a professional manner. The Marks may never be used independent the following disclaimer statement, "This page is not the official [www.ndia.org](http://www.ndia.org) Web page and is not published, reviewed, endorsed, or approved by The National Defense Industrial Association (NDIA)." A link must also be provided to the NDIA online Social Media Disclaimer found under the resources tab of [www.NDIA.org](http://www.NDIA.org). Notwithstanding the foregoing,, the Marks may not be used in any manner that, in the sole discretion of NDIA: discredits NDIA or tarnishes its reputation and goodwill; is false or misleading; violates the rights of others; violates any law, regulation, statute, or other public policy; or mischaracterizes the relationship between NDIA and the USER, including but not limited to any use of the Marks that might be reasonably construed as an endorsement, approval, sponsorship, or certification by NDIA of the USER and the USER's social networking activities. The USER further agrees to use the Marks only in the form and manner and with appropriate legends as prescribed from time to time by OWNER, and not to use any other trademark or service mark in combination with any of the Marks without prior written approval of OWNER.
6. INFRINGEMENT PROCEEDINGS: USER agrees to notify OWNER of any unauthorized use of the Marks by others promptly as it comes to USER's attention. OWNER shall have the sole right and discretion to bring infringement or improper use proceedings involving the Marks.

- 7. TERM: This Agreement shall continue in force and effect for the period that the USER is an NDIA member in good standing, unless sooner terminated as provided for herein.
- 8. TERMINATION FOR CAUSE: OWNER shall have the right to terminate this Agreement upon thirty (30) days written notice to USER in the event of any breach of any of the provisions herein by USER.
- 9. EFFECT OF TERMINATION: Upon termination of this Agreement, USER agrees to immediately discontinue all use of the Marks and content and to cooperate with OWNER in ensuring that all rights in the Marks and content and the goodwill connected therewith shall remain the property of OWNER.
- 10. INTERPRETATION OF AGREEMENT: It is agreed that this Agreement may be interpreted according to the laws of the Commonwealth of Virginia and the United States of America.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed as of the day and year first above written.

OWNER, NATIONAL DEFENSE INDUSTRIAL ASSOCIATION, by:

\_\_\_\_\_, as its Vice President, Advertising

USER: \_\_\_\_\_, by: \_\_\_\_\_

as its \_\_\_\_\_.

Schedule A: Other registrations applicable to this agreement as follows: If none additional, indicate none.

- 1. None
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

National Defense Industrial Association by:

\_\_\_\_\_ Date: \_\_\_\_\_

**Annex C - NDIA Social Networking Approval Application**

**Overall Goal:** *Use this area to outline the overall goals and purpose for your participation in social computing as related to NDIA or NDIA affiliates. For examples please see Annex C-1.*

**Tools used:** *Use this area to describe the specific tools being used to achieve your overall goals. For examples please see Annex C-1.*

**Account name:**

**Email account associated with login:** *please see Director, Network & Systems for a unique NDIA email address for social media accounts other than LinkedIn.*

**Password:**

**Webpage:**

**Purpose:**

**Results Expected:** *Use this area to describe the specific results that you expect to see after engaging in the social computing activities described above. For examples please see Annex C-1.*

- 1. While participating in these groups as an NDIA employee and/or while using NDIA or NDIA affiliated terms in my user name, I agree to all parameters outlined in the NDIA Social Computing Guidelines document.
- 2. I am **personally responsible** for the content I publish on blogs, wikis, social networking websites, discussion boards and forums, list serves and any other form of user-generated media. I am aware that what I publish will be public for an indefinite amount of time I will protect my privacy, NDIA's privacy and the privacy of NDIA's fellow constituents. I will adhere to the guidelines outlined in NDIA's Social Computing Guidelines.

STAFF NAME/SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

SUPERVISOR NAME/SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

BCD NAME/SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

Provide completed copy to VP Business Operations for recordkeeping.

**Annex C-1- NDIA Social Networking Approval Application Overall Goal:**

Use this area to outline the overall goals and purpose for your participation in social computing as related to NDIA or NDIA affiliates.

**Tools used:**

Twitter

**Account name:** NDIA\_Marketing

**Webpage:** [www.Twitter.com/NDIA\\_Marketing](http://www.Twitter.com/NDIA_Marketing)

Purpose: To drive traffic to NDIA events by posting links and information related to specific events that not only inform followers about factual information regarding an event, but also add value to the follower by directing their attention to related news (preferably from National Defense Magazine articles).

**Email account associated with login:** NDIAMarketing@ndia.org

**Password:** 1234apple

**Results Expected:**

Increased awareness of events outside of NDIA’s existing database. Some results can be measured by using Google analytics traffic sourcing when links are included in individual tweets as well as follow up tracking with attendee surveys.

LinkedIn

**Webpage:** [www.Linkedin.com](http://www.Linkedin.com)

**Purpose: To professionally network with peers in the association, meeting planning and defense fields. To join niche level groups that will allow me to add value to their discussions by informing group members of upcoming NDIA events, articles and studies developed by NDIA and NDIA division leadership.**

**Results Expected:**

**Increased awareness of event outside of NDIA’s existing database. Some results can be measured by using Google analytics traffic sourcing when links are included in individual discussion board posts.**

1. While participating in these groups as an NDIA employee and/or while using NDIA or NDIA affiliated terms in my user name, I agree to all parameters outlined in the NDIA Social Computing Guidelines document.
2. I am **personally responsible** for the content I publish on blogs, wikis, social networking websites, discussion boards and forums, list serves and any other form of user-generated media. I am aware that what I publish will be public for an indefinite amount of time. I will protect my privacy, NDIA’s privacy and the privacy of NDIA’s fellow constituents. I will adhere to the guidelines outlined in NDIA’s Social Computing Guidelines.
3. STAFFNAME/SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_
4. Supervisor NAME/SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_
5. BCD NAME/SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

Provide completed copy to VP Business Operations for recordkeeping

**Annex D - NDIA Social Media Guidelines (Includes all Social media websites and tools including Social media, LinkedIn, Twitter and YouTube)**

Any and all National Defense Industrial Association related social media pages are intended for informational purposes only. By participating on an NDIA related social media page, you agree to comply with the following guidelines.

Visitors to NDIA Social media pages may post views and opinions in reaction to our materials if NDIA allows user contributions. Any content, views, opinions and/or responses to questions uploaded, expressed or submitted by the creators, sponsors, advertisers or users of social media, including on its "walls," web pages, message boards and groups or otherwise communicated through it, other than the content provided by NDIA, are solely the

views, opinions and responsibility of the person submitting them and do not necessarily reflect the opinions of NDIA. NDIA is not responsible for content that third parties publish, post, upload, distribute, disseminate or otherwise transmit via social media.

NDIA does not warrant the accuracy, completeness or usefulness of the information available on any social media pages. Any reliance you place on such information is strictly at your own risk. We may include links to other web pages, but these links are not an endorsement of those pages. NDIA is not responsible for the content of any web site not operated by NDIA.

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## MANUAL REVISIONS

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This manual will be revised to maintain current information and latest changes in policy and guidance.

To keep abreast of any revisions in this manual, please refer regularly to this section as a quick reference. Recommendations and questions should be referred to the Vice President, Membership and Chapters.

<u>Revision</u>	<u>Date</u>
First Edition	Jan 2004
Second Edition	Jan 2006
Third Edition	June 2007
Fourth Edition	July 2010
Fifth Edition	Sept 2010
Sixth Edition	Jan 2012

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Please contact the following national representatives to further discuss the prospects of a chapter in your local area:

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