



February 2015



Breaktime

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Understanding Nonprofits and the IRS Designations of 501(c)(6) and 501(c)(3)

As chapters increasingly engage in charitable activities and begin looking at how to receive donations and maybe even organize a foundation or other nonprofit entity, we've been asked to give our members a little primer on the subject. So, here goes.

To begin our discussion, it may help to clarify what a nonprofit organization actually is. Many people confuse the terms "charity" and "foundation" for "nonprofit." While charities and foundations are specific types of nonprofit organizations, an entire world of other nonprofit organizations exists outside of these limited structures.

Somewhat counter intuitively, nonprofit corporations can make a profit but are restricted in how they can distribute the money they make. Forming a nonprofit corporation does not necessarily mean the organization is tax exempt. Only after meeting the requirements of the federal tax code and applying for exemption will the IRS recognize a nonprofit as tax exempt.



Steve Bailey, CM
NMA President

"Based on the type of operations you want to run, you're either a nonprofit organization or you're not. If you are, then your operations will dictate the category of your nonprofit exemption under the IRS Code. Rarely will one idea fit entirely into more than one category organization, but sometimes you should split your intended operation into two or more organizations in order to accomplish all of your goals." (You'll see in a second that this is basically what NMA did in the 1970's.)
<http://www.hg.org/article.asp?id=25795>

NMA is a 501 (c)(6) which is an IRS non-profit designation/category reserved for nonprofit business leagues, chambers of commerce, boards of trade, etc. (What's a "business league"? According to the Law Office of Kenal L. Farrell in Indianapolis and available on the Internet, a business league is, "An association of persons having some common business interest, the purpose of which is to promote such common interest and not to engage in a regular business of a kind ordinarily carried on for profit. Trade associations and professionals are business leagues."

501 (c)(6)'s are primarily supported by membership dues and the goal of a (c)(6) is toward the betterment of business conditions for a particular trade or community. They are characterized by a common business interest which NMA and our chapters promote. For us, that would be loosely defined as NMA exists to "better" the trades or professions of management and supervision. Contributions to a (c)(6) are not deductible as a trade or business expense. No portion of member dues related to lobbying are deductible. No problem there, since NMA forbids lobbying in its Constitution. We "can" (under the law), but we do not.

The NMA Educational Foundation, Inc., is a 501 (c)(3) which means it is, by design, a general charitable organization, "organized for charitable, religious, scientific, literary, or educational purposes". If you contribute to the NMA Educational Foundation, it is a qualified tax deduction. In the 1970's, NMA wanted to raise money to develop supervisory and management training. But individual or corporate contributions were not tax deductible. So the NMA Educational Foundation, Inc., was created to provide a research and development arm to NMA, solely dedicated to efforts that are educational in nature in response to training needs ... and to provide a benefit to all donors! The process to get that status is neither easy nor quick ... and guidelines and criteria are strict.

Note: Due Date of the e-Postcard

The e-Postcard is due every year by the 15th day of the 5th month after the close of your tax year. For example, if your tax year ended on December 31, the e-Postcard is due May 15 of the following year. If the due date falls on a Saturday, Sunday, or legal holiday, the due date is the next business day. **You cannot file the e-Postcard until after your tax year ends.**

Happy Valentine's
Day!



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Member Spotlight / Peter Burns, CM, Named "Citizen of the Year"

NMA Associate National Director, Peter Burns, CM, was recently honored by the Frisco, TX, Chamber of Commerce at their 31st Annual Awards Celebration as its 2015 "Citizen of the Year". Over 700 attendees watched as various Frisco businesses and several community individuals were honored for their contribution.

Peter is a member of our Acatel-Lucent Leadership Association in Plano, TX. He received the award for "his untiring efforts with our youth programs in our community". Peter writes, "I was completely blown away and surprised by the recognition and humbled by their consideration and selection".

Congratulations Peter!



Dates to Remember!!

NMA LiveOnline Webinar Series—"Diversity and Inclusion"	February 19
NMA LiveOnline Webinar Series—"Dealing with Change"	March 19
NMA LiveOnline Webinar Series—"Networking"	April 16
West Leadership Development Conference / Red Lion at the Park / Spokane, WA	April 23-25
NMA LiveOnline Webinar Series—"Conflict Management"	May 21
East Leadership Development Conference / Sheraton Columbus at Capitol Square / Columbus, OH	May 28-30



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Generations in the Workplace

By Iovanka Todt, NMA City of San Diego Chapter #195 / San Diego, CA



We have the most demographically diverse workforce in history. As many as four generations can be found among the 10,000 City employees today. How can we work together effectively? How do we manage change, innovation and growth in the organization in the context of dramatically different generational perspectives?

Now is the time for the generations to partner to create long-term success for their organization, remarks Trudy Sopp, Ph.D., Executive Director of the Centre for Organizational Effectiveness at the January 13 workshop, "Generations in the Workplace." This 3-hour workshop was sponsored by the City of San Diego Executive Team and hosted by our NMA Chapter to help City employees better leverage the potential of a multi-generational organization. The educational event was attended by nearly 50 employees and offered valuable insights on how to better engage with multiple generations in a respectful work environment. It discussed how generations are formed, the values they hold, the latest trends in generational differences, and how these trends impact organizational performance.

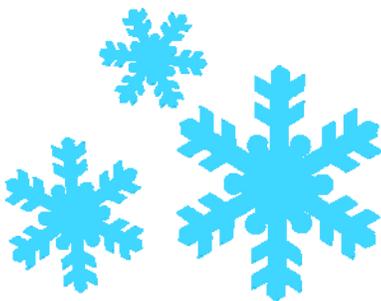
Embracing a new mindset in multi-generational engagement means understanding what motivates different generations. For example, the Baby Boomers seek peer recognition while Generation X seeks recognition from superiors, says Sommer Kehrli, Ph.D., who co-instructed the workshop. Certain key motivators impact how a generation perceives organizational practices in areas such as accountability, communication, training, mentoring and feedback.

So what works? Dr. Sopp and Dr. Kehrli start with these suggestions that recognize the changing values in the modern workplace:

- Conduct short, frequent, detailed briefings; provide the information upfront.
- Use crisp and core communication. Say what you mean, mean what you say.
- Accept the stronger devotion to a project or supervisor than to the institution.
- Provide context and be sure employees know why they are doing what they're doing.
- With Generation Y, meet one-on-one; with Generation X, give them space.
- Provide opportunities for accessing managers and other important people in the organization.
- Create deadlines, goals, benchmarks and hold regular briefings.
- Support individual "stars" and champion teams. Generation X likes individual recognition; Generation Y likes team recognition.
- Create a friendly work environment with respect to attire, social setting and interaction.

Generation-specific recommendations were also offered.

"Each generation imagines itself to be more intelligent than the one that went before it, and wiser than the one that comes after it," writes George Orwell. The important thing is to embrace a mindset that respects the cultural gifts each generation brings to the table, one that provides the foundation for gracefully passing the baton to our future leaders.



Thank you!

Speech Contest Donors!

NMA would like to publicly thank our latest Diamond Level Donors:
Lewis & Janet Wendland
West Richland, WA

In Loving Memory of Marj Peterson!

THANK YOU!

See page 7 for complete details on how YOU can become a Speech Contest Donor!



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Recognition Is Music!!

By Laura Spamer / 2015 National Recognition Chair
Aerostructures Leadership Development Association / Chula Vista, CA

"Music has always been a matter of Energy to me, a question of Fuel. Sentimental people call it inspiration, but what they really mean is Fuel. I have always needed Fuel. I am a serious consumer. On some nights I still believe that a car with the gas needle on empty can run about fifty more miles if you have the right music very loud on the radio."

— Hunter S. Thompson



Laura Spamer

Recognition is Fuel! Music to our ears! I am a true believer that loud and clear praise gives people the energy to do more even when they are running on empty!

I would like to take this opportunity to thank and recognize all of our chapters and members for their participation in the recognition program in 2014. I would also like to encourage those chapters/members who do not participate to do so in 2015. As the chair for the recognition committee, I've had the privilege to witness firsthand, the benefits of acknowledgment and gratitude for a job "well-done"! Chapters and members do so much throughout the year ... they deserve national recognition for it!!

First, I'd like to make you aware that the RI and RC1 forms have been re-named! They are now known as **CAR1 & CAR2** - Chapter Achievement Report 1 for Chapters and Council Achievement Report 2 for Councils. The recognition committee felt the form needed re-naming. Because the form is the vehicle we use to monitor the Chapters and Council activities and successes, it seemed appropriate!



Next, I want to introduce you to the many recognition opportunities through NMA ... probably many of them unknown to you. NMA provides opportunities to recognize individuals not only on a local level, but also on a National level.

Please select the links for additional information, rules and forms for these awards. Remember, your chapter/council receives points on CAR1 / CAR2 for submitting nominations.

Reminder: National Individual Awards Nominations are due at NMA by June 1, 2015

- Executive of the Year (<https://nma1.org/documents/awards-recognition/eoy.doc>)
- Hall of Fame (<https://nma1.org/documents/awards-recognition/hof.doc>)
- Member of the Year (<https://nma1.org/documents/awards-recognition/moy.doc>)
- McFeely Award (due to NMA by Dec. 1)
- Publications Contest (entry is due at NMA by 5/1/15) (<https://nma1.org/documents/awards-recognition/pub.doc>)

Visit our NMA Website at: <https://nma1.org/> to download nomination / entry forms for these important National Awards ... or, follow the links provided by the name of each award at the left!! Honor someone special in your chapter, your organization, or your community!!

There are also many opportunities for recognition that are available for little to no cost through NMA. The following link lists all available awards, certificates, merchandise etc., available through NMA <https://nma1.org/awards-mdse-for-purchase/>

I strongly encourage you to browse through these items! I am certain you'll find an opportunity to recognize a deserving someone in your chapter, council, and/or community.



MEMBER EMAIL ADDRESSES!

Know members of your chapter who would like to receive updates from NMA on a regular basis?? If so, please have them (or you) send us their email address and we will gladly update our database to include them! Email to: sue@nma1.org, robin@nma1.org, or kim@nma1.org. Be sure and include their name and chapter number OR, if you don't know the chapter number, the chapter name and city and state.

We want to touch as many members as we can because we have lots of new and exciting offerings coming your way in 2015!



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Foundations of Management



Every business professional—and every business—is dealing with lightning-fast change and long-term uncertainty. Only the strongest will survive. Having robust skills in multiple areas opens up a whole new world of possibilities for success. You will adapt more easily, erase shortcomings, collaborate more successfully, and become far more valuable to your organization. – Management Centre Europe



Make sure you are prepared for the challenges ahead.

NMA's *Foundations of Management* Program offers 28 hours of contemporary management and leadership skills training. It's a tremendous opportunity to join with your colleagues in sharing best practices and lessons learned.

Course 1 – MANAGEMENT FUNDAMENTALS

- The Manager's Role in the Workplace
- Discovering the Leader Within You
- Developing Effective Communication Skills
- Solving Problems and Making Ethical Decisions
- Delivering First Rate Customer Service

Course 2 – MANAGERIAL FUNCTIONS

- Planning for Goal Achievement
- Organizing Work, Relationships and Teams
- Staffing, Training and Appraising Human Resources
- Leading and Motivating People
- Controlling to Improve Results

Course 3 – BUSINESS CONCEPTS FOR MANAGERS

- The Business Environment
- The Role of Economics in Business
- Basic Concepts of Information Technology
- Managing Accounting and Financial Information

Cost: \$79 per course / \$99 per leader guide

For more on *Foundations of Management*, go to the Education tab at www.nma1.org!



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Remember Your Benefits Available for NMA Members!

- OFFICE DEPOT
- T MOBILE
- NMA VISA CARD
- LIBERTY MUTUAL INSURANCE
- MARSH INSURANCE GROUP

Don't Forget to Help Us Share NMA's



With Your Chapter Members!!!

NMA members have access to exclusive savings on our endorsed programs. The savings that people enjoy can more than cover their annual national (and often local) membership dues. Through NMA, members are treated to special, competitive offers, dedicated customer-service teams, and individualized treatments in order to offer you multiple opportunities to save money via your Association membership.

MEMBER BENEFITS



Your "key to savings!"

To view a list of your member benefits and access links for all of them, go to

www.nma1.org.

- BUDGET
- AVIS
- WYNDHAM HOTELS
- RED ROOF INNS
- AND MORE...





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Become a Leadership Speech Contest Donor!

Support Our Most Popular Youth Program



You may now support the NMA Speech Contest at one of several different levels! Become a donor and receive a beautifully embossed certificate, framed in a goldtone-trimmed plaque, prepared especially for you! In addition, you will be recognized in *NMA Breaktime* as well as during our Annual Conference National Speech Contest Finals! Individual Members and chapters earn points on the monthly R-I report too!

You, too, may receive one of these beautifully framed certificates!

Select Your Donation Level Today!

Bronze Level - \$25 Donation

Silver Level - \$50 Donation

Gold Level - \$100 Donation

Platinum Level - \$250 Donation

Diamond Level - \$500 Donation

To make a donation, contact an NMA staff member by calling 937-294-0421 or go to www.nma1.org and click on "Become a Speech Contest Donor". You may pay by credit card or request an invoice in order to pay by check/money order.

Remember: Donations to the NMA Educational Foundation, Inc., (a 501-c-3 organization) and its Speech Contest are tax deductible. Your chapter will also receive 5 points for each \$75 contribution received from a chapter member!

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Tax Time is April 15!!

Deduction Available for NMA Dues!

If you itemize on your tax return (Schedule A) you may deduct costs for dues to professional organizations. They are unreimbursed employee business expenses; however, the NMA deduction plus other deductions have to be at least 2% of your adjusted gross income.



2015 NMA Conferences!

2015 West LDC

April 23—25

Red Lion Hotel at the Park
303 W. North River Drive
Spokane, WA 99201

\$115 S/D

<https://nma1.org> (click on the conferences tab)



2015 East LDC

May 28-30

Sheraton Columbus at Capitol Square
75 E. State Street
Columbus, OH 4325

\$119 S/D

<https://nma1.org> (click on the conferences tab)



2015 NMA Annual Conference

October 30-November 1

Peppermill

2707 S. Virginia Street
Reno, NV 89502

\$99 S/D

Information will be on our website soon!



Visit nma1.org today and register for one of our Leadership Development Conferences. Information and registration information for our 2015 Annual Conference will be on the website soon!



www.nma1.org



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LMLA San Antonio Launches!

By Steve Menke, CM / 2013 NMA Chairman of the Board
Lockheed Martin Leadership Association / Palmdale, CA

Welcomed by a large crowd of employees, national NMA leaders were on hand for the chartering event of the newest chapter of Lockheed Martin Leadership Association (LMLA) in San Antonio. Several attendees were unaware of just how much LMLA can benefit them, and were inspired to become members. Here are some photos of the event.



(above, from left) Michael Williams, NMA West Regional Chair, swore in LMLA San Antonio officers President Lindsey Roberts, Vice President Ismael Rodriguez, Secretary Glory Reyes, Treasurer Lisa McClinton, Professional Development Chair Sarah Thorn, and Communications Chair Americo Medina. Membership Chair Steve Barbee is not pictured.

Welcome!

(below, from left) Kiran Dambala, PMP, CM, 2014 NMA Chairman of the Board, presented the LMLA San Antonio charter to Mark Crowell, Robert Kirsch and Mike Ramsower





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My View!

By Mark Knoblach / Past Chapter President

Lockheed Martin SSC-LA Greater New Orleans #555 / New Orleans, LA

Note: Article originally appeared in "inside LM", Space Systems Company—Global Edition, February 4, 2015

Ever hear talk in the hallways about the Lockheed Martin Leadership Association (or LMLA)? Our company has had a long-standing relationship with the non-profit **National Management Association** (NMA) dating back to the **fifties**, and has active chapters of that organization all across the United States. Believe it or not, Lockheed Martin is by far the largest corporate affiliate of the NMA and our employees comprise the majority of its membership.

Here are a few fun facts:

- The Corporation has **21** LMLA chapters in all **six** regions of the country, and eight of those 21 chapters hail from Space Systems locations.
- Within our LM family we have had **five NMA Executives of the Year** awarded in the past decade, including Bob Stevens who rolled out the concept of Full Spectrum Leadership during his 2004 acceptance speech.
- At one time (in the early '90s), Lockheed Martin's Bay Area Council had a **40 percent participation rate** among its Silicon Valley employee base.

2014 Michoud LMLA/WIN Fundraising Summary

Diabetes Tour de Cure	10 events	\$1,830.00
Baton Rouge MS Walk	2 events	\$370.00
Team Gleason	4 events	\$1,600.00
Children's Hospital	5 events	\$1,142.00
Einstein Charter School	5 events	\$900.00
Race for the Cure	6 events	\$2,263.00
Wounded Warrior Project	4 events	\$1,337.00
Total to date	37 events	\$9,442.00

Each chapter is organized differently, with different goals but one common theme: to help develop the leader that resides in each of us. The LMLA is *not* an organization with its membership restricted to those in the executive suites. Rather, LMLA is for everyone, and in fact, most National Members of the Year are not formal leaders or managers.

At some point in our lives, each of us has an opportunity to step up as a leader — whether at home, church, at work or during special projects or assignments. When those opportunities arise, the LMLA provides tools and camaraderie to make those efforts more successful.

In 2006, I had the honor of being asked to lead a start-up team to investigate forming the first chapter ever attempted in New Orleans. This was the year after Hurricane Katrina, when most people were busy rebuilding their homes. The first step was to perform a survey to investigate the needs of potential members. The results were clear. Most of them cited three things — networking, training and mentoring — as most important. We established the chapter in 2007 and I was elected its first president.

Over the years, the organization has had many successes at our Michoud facility (outside New Orleans) and we would adjust our goals to support our membership based on the current needs. When the Space Shuttle was retired, for example, we sponsored events on speed mentoring, résumé writing and interviewing practice to help displaced members to land on their feet.



Sandra Hindman, Rachel Encalarde and Melanie Jennings represented the Lockheed Martin team in the delivery of school supplies.

Our resilient site, as well as our LMLA organization, continues to thrive today with 75 members from our 250 person population. Our dynamic 2014-2015 president Rachel Encalarde and her Board engage us in fun lunch meetings where we have guest speakers who tell us their personal success stories. The group raised the bar on our community service activities during 2014, assisting seven charities by raising \$9,400 in donations and with outstanding site participation. The photo at the left was taken during a "delivery event" and includes some of our LMLA team members as well as members from other Michoud-based companies (Boeing, Jacobs Engineering and the Coast) who joined forces in support of the school drive. Many thanks to our award-winning community services chair, Melanie Jennings!

If you have a chapter of the LMLA at your location, I encourage you to get involved. The fact that we have been able to enroll 30 percent of our employee population here at Michoud should tell you all you need to know about how rewarding it can be.



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2015 Membership Campaign!

NMA 2015 MEMBERSHIP CAMPAIGN



2014 Membership Campaign

Summary

Thanks to all the recruiters that promoted NMA last year; due to your efforts, **1,045** New Members were reported to NMA Headquarters during the 2014 Membership Campaign!!!

The top recruiters receiving a \$100 VISA Gift Cards were

Anna Johnson from Savannah River Site Chapter #773

Tara Stearman from Lockheed Martin Chapter #565

Darcy Kerr from The Blues Chapter #145

The Chapter with the highest percent of net growth for 2014 was the Lockheed Martin Baltimore Chapter #558; they will receive a free 2015 Annual Conference Registration.



SELECT A SALE MONTH FOR REDUCED REGISTRATION FEE

Start planning your Chapter's 2015 Membership Campaign today. Chapters may select a "Sale" month (of your choice) during 2015 in which the National New Member \$20 Registration Fee will be reduced to \$10 per new member. No special forms are required, simply indicate "Sale Month" on the Chapter Dues Worksheet.

Several marketing brochures have been developed to promote the "Chapter Experience" and can be used as a tool when advertising your Membership Campaign. Contact NMA Headquarters for more information.

robin@nma.org or call 937-294-0421



NMA... THE LEADERSHIP DEVELOPMENT ORGANIZATION

2210 Arbor Boulevard
Dayton, OH 45439
937-294-0421 office • 937-294-2374 fax
www.nma.org

Leadership Quote

The ultimate measure of man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.

- Dr. Martin Luther King, Jr.