



NATIONAL MANAGEMENT ASSOCIATION, INC. (NMA)

POLICY & PROCEDURE MANUAL

July 2010



THE NATIONAL MANAGEMENT ASSOCIATION, INC.

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TABLE OF CONTENTS

	Page #
<u>INTRODUCTION</u>	1
<u>SECTION 1 – PROCEDURE</u>	
101. Adoption and Amendment.....	1-1
102. Numbering System.....	1-1
103. Revision Procedure.....	1-1
<u>SECTION 2 – MEMBERSHIP AND DUES</u>	
201. Application for Membership.....	2-1
202. Organization Membership	2-1
203. Chapter Members.....	2-2
204. Individual Members	2-2
205. Spousal Members	2-2
206. Life Members.....	2-2
207. Associate Members.....	2-2
208. Affiliate Members.....	2-2
209. Privileges of Membership	2-2
210. Dues/Fees	2-3
211. Good Standing	2-3
212. Inactive Status.....	2-3
213. Renewals.....	2-4
214. Delinquent Dues.....	2-4
<u>SECTION 3 – DIRECTORS</u>	
301. Role	3-1
302. Responsibilities	3-1
303. Qualifications.....	3-2
304. Director Call To Service	3-2
305. Petitions.....	3-3
306. Absences and Alternates	3-3
307. Associate Director	3-3
308. Lifetime Director	3-3
309. Orientation Meeting For Directors	3-3
310. Changes In Director Status	3-4
311. Director Installation.....	3-4
312. Indemnity (See Constitution Article IX – Section I)	3-4
313. Procedure for Removal of a Director.....	3-4

SECTION 4 – OPERATIONS

401. Board of Directors 4-1
402. Executive Committee 4-1
403. Committees 4-2
404. Elected Officers 4-3
405. Scheduling of Meetings 4-3
406. Director-Staff Relationship 4-4

SECTION 5 – PLANNING

501. Policy 5-1
502. Plans & Objectives 5-1
503. Membership 5-1

SECTION 6 – PROFESSIONAL DEVELOPMENT

601. Policy 6-1
602. Cost Effective Materials 6-1
603. Chapter Educational Dividend Policy 6-1
604. Sponsored Speaker Allowance 6-1
605. Additional Educational Dividend Credit: New Chapter Development 6-1
606. Pricing Policy 6-2

SECTION 7 – DIRECTOR MENTORING

701. Policy 7-1
702. Mentoring Process 7-1
703. Mentoring Guidelines 7-1
704. Mentoring Process Survey 7-2

SECTION 8 – THE NMA LEADERSHIP MODEL

801. Policy 8-1
802. Leadership Development 8-1
803. The Leadership Model 8-1
804. Leadership Model Competencies 8-1

SECTION 9 – CHAPTER & COUNCIL DEVELOPMENT

901. Policy 9-1
902. Chapters 9-1
903. Councils 9-1
904. Leadership Development Conferences 9-2
905. Loss of Chapters/Councils 9-2

SECTION 10 - RECOGNITION

1001.	Policy.....	10-1
1002.	Achievement Awards	10-1
1003.	Hall of Fame Award.....	10-2
1004.	Wilbur M. McFeely Award	10-2
1005.	Executive of the Year Award.....	10-3
1006.	Member of the Year Award	10-3
1007.	Outstanding Publications	10-4
1008.	Council Gold Knight	10-5
1009.	Chapter Silver Knight	10-5
1010.	Leadership Award	10-5
1011.	Shield of Excellence Award.....	10-6
1012.	New Chapter Development Award.....	10-6
1013.	Chapter Growth Award.....	10-7
1014.	Professional Development Award	10-7
1015.	Community Services Award	10-8
1016.	Waiver Procedure.....	10-8

SECTION 11 - CONFERENCE PLANNING

1101.	Policy.....	11-1
1102.	Annual Conference and Meeting.....	11-1
1103.	Leadership Development Conferences (LDCs)	11-2
1104.	Conference Registration Fees.....	11-3
1105.	Complimentary Registrations and other Benefits	11-3

SECTION 12 - FINANCE AND ADMINISTRATION

1201.	Policy.....	12-1
1202.	Fiscal Budget.....	12-1
1203.	Audits and Reviews.....	12-1
1204.	Credit Cards	12-2
1205.	Conference Funding.....	12-2
1206.	Fees and Charges.....	12-2
1207.	Publications, Literature, and Materials	12-2
1208.	Mailings and Deadlines	12-3

SECTION 13 – INTEGRATION AND OPERATIONS

1301.	Computer Operations.....	13-1
-------	--------------------------	------

APPENDIX A - ORGANIZATION CHART

A.1 - Voluntary Organization Charts.....	A.1-1
A.2 - Staff Organization Chart	A.2-1
A.3 - Standing Committee Organization Chart.....	A.3-1

APPENDIX B - POSITION DESCRIPTIONS - EXECUTIVE COMMITTEE & OTHERS

B.1 - Chairman of the Board.....	B.1-1
B.2 - Vice Chair	B.2-1
B.3 - Treasurer	B.3-1
B.4 - Secretary	B.4-1
B.5 - Immediate Past Chairman of the Board.....	B.5-1
B.6 - NMA President.....	B.6-1
B.7 - Area Chairs.....	B.7-1
B.8 - Representative to ICPM.....	B.8-1
B.9 - Parliamentarian.....	B.9-1

APPENDIX C – DESCRIPTIONS OF SPECIAL AND STANDING COMMITTEES

C.1 - Finance Committee	C.1-1
C.2 - Policy Committee.....	C.2-1
C.3 - Nominating Committee	C.3-1
C.4 - Planning Committee	C.4-1
C.5 - Personnel	C.5-1
C.6 - Executive Advisory Committee.....	C.6-1
C.7 - Association Development and Services	C.7-1
C.8 - Community and Communications.....	C.8-1
C.9 - Professional Development.....	C.9-1
C.10 - Recognition	C.10-1

APPENDIX D – ETHICS AND PRINCIPLES

D.1 - Code of Ethics	D.1-1
D.2 - Statement of Principles.....	D.2-1
D.3 - Mission Statement and Vision Statement.....	D.3-1

INTRODUCTION

This manual has been compiled for use by NMA's Board of Directors and Staff for the following purposes:

- To guide Directors and Staff in the performance of their duties
- To identify and delineate duties and responsibilities of Directors and Staff
- To provide the means for efficient leadership of NMA functions within the framework of the Constitution & Bylaws of NMA.
- To provide for the sharing of information with the membership
- To provide for a smooth transition of changes in NMA leadership

Policies presented in this manual are, by definition: ⁽¹⁾*“a definite course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions.”* These policies—along with associated procedures documenting the steps or activities designed to accomplish the goals and directives of a related policy—provide for a decisive process that one may follow, under various circumstances, to achieve consistency in the approach to decision-making processes. Aligned with the principles of NMA, outlined in its Constitution and Bylaws, these policies and procedures provide for day-to-day operational guidance for NMA activities.

⁽¹⁾ Merriam-Webster Dictionary

SECTION 1**PROCEDURE****101. ADOPTION AND AMENDMENT**

- a. A Policy and Procedure Manual (PPM) to implement the Constitution and Bylaws shall be adopted, or amended, by the Executive Committee as set forth in the Constitution. It shall be maintained by the Policy Committee and be furnished to each member of the Board of Directors.

102. NUMBERING SYSTEM

- a. The latest date of revision to the PPM will be listed on the lower right hand corner of each page. The PPM is published in sections to allow one or more sections to be revised without the need for reprinting the entire manual. For revisions to the PPM after a complete reprinting, the date on the bottom of the page will change and an "R" will be placed by the paragraph revised or added. Periodically the manual will be reprinted to remove the "Rs".
 - (1) The last two digits in a paragraph number are sequence numbers. The digits to the left of the sequence numbers identify the pertinent section. Thus, "1206h(1)" is a complete identification of a unique subparagraph.

103. REVISION PROCEDURE

- a. Any Director or Chapter/Council President may recommend revision of the PPM. The recommendation must clearly identify the changes to be made and propose specific language to accomplish the desired result. Send recommendation to NMA Headquarters, Attn: Chairman, Policy Committee.

SECTION 2**MEMBERSHIP AND DUES****201. APPLICATION FOR MEMBERSHIP**

- a. The NMA President shall approve applications for chapter affiliations, where there is no conflict with established policies and rules. In the event an opportunity presents itself for new affiliation, but established policies and rules pose a potential barrier, the Chairman of the Board can authorize the NMA President to offer a time-limited provisional arrangement that waives or changes established requirements. These situations would be reported to and monitored by the Executive Committee for fiscal and growth effectiveness.

202. ORGANIZATION MEMBERSHIP

- a. Chapter Constitution and/or Bylaws – As a requirement for affiliation, each new Chapter's Constitution and/or Bylaws shall contain the following:
 - (1) A statement of objectives that conforms with NMA's purposes as set forth in the Constitution
 - (2) A restriction against the organization's acting as a collective-bargaining agent
 - (3) Eligibility that conforms with NMA's Bylaws
 - (4) The requirement that every Chapter member shall be a member of NMA
 - (5) A purpose for the Chapter is to provide advanced management/leadership development thru education of its NMA members
 - (6) Notification to NMA Headquarters at least 90 days in advance of any vote on disbandment
 - (7) There be at least four standing committees, with general responsibility for membership growth, professional development, communications, and community services
- b. Charter - The Charter to a newly affiliated Chapter shall be presented by an Elected Officer whenever possible. Next in order should be an Area Chair or a Director in the local Area of the new organization.
- c. Charter Kit - The NMA shall provide a charter kit to each new Chapter, which includes the following items:
 1. Charter
 2. Gavel and sounding block
 3. Podium banner
 4. A President's lapel pin for the first president
- d. Membership Card - A membership card showing national affiliation shall be furnished to each member upon request.
- e. Disaffiliation - A Chapter disaffiliating from NMA shall be dropped from the rolls within 90 days after receipt at NMA Headquarters of their letter of disaffiliation.

203. CHAPTER MEMBERS

- a. A Chapter member is defined as an individual holding membership in NMA through an officially chartered/affiliated Chapter.

204. INDIVIDUAL MEMBERS

- a. The NMA President shall approve applications for individual memberships when there is no conflict with established policies and rules. Individual Members shall have all the rights and privileges of Chapter members.

205. SPOUSAL MEMBERS

- a. This is a special category of NMA Individual Membership. To be eligible for this category, an individual shall be a spouse or a significant other who resides at the same physical location of a current NMA member in good standing.
- b. The NMA President shall approve applications for spousal membership to ensure there is no conflict with established policies and rules.
- c. Spousal membership dues shall be \$25/year to be paid directly to NMA. Additionally, the normal registration fee of \$20, which is applied to each new NMA member, has been waived by the Executive Committee for this membership category.
- d. Spousal members shall receive a 20% discount on conference registration fees when attending a conference with their spouse, who is also a registered conference attendee and a current NMA member.

206. LIFE MEMBERS

- a. NMA shall issue memberships to life, life retirement, and honorary member provided applications are properly executed and approved.
- b. An officially recognized retired member of a non-affiliated organization shall become eligible for NMA life retirement membership if the organization affiliates with NMA.

207. ASSOCIATE MEMBERS

- a. Membership in NMA shall be open to any membership organization such as a trade group, professional association, or other employer group to whom NMA extends an invitation and accepts as members. Such members shall have an interest in the scope and purpose of NMA, such as management, leadership, and personal & professional development. Associate Members shall have no voting rights or dues requirements.

208. AFFILIATE MEMBERS

- a. An "affiliate member" of NMA shall be an entity that is a member of an Associate Member group. Affiliate members shall have no voting rights or dues requirements.

209. PRIVILEGES OF MEMBERSHIP

- a. Individual members along with life, honorary and retired members shall have the privilege of attending or participating in NMA sponsored programs or activities upon payment of the same fees applicable to Chapter members of NMA.

210. DUES/FEEES

- a. Membership dues shall be forwarded to NMA by each Chapter for each Chapter member.
- b. A registration fee of \$20 shall apply to each new member of NMA, who has never paid a registration fee. As per the Bylaws, the Executive Committee shall have the authority to waive fees in any specific situation.
- c. If a new Chapter is in the process of chartering prior to the time a new dues rate becomes effective, it may charter at the old rate for its first administrative year only.
- d. Annual Chapters collecting dues directly from the member shall pay the members' dues on an annual basis at the start of the Chapter's fiscal year, except payments of one-half the annual dues shall be permitted for new members joining during the last half of a Chapter's fiscal year.
- e. There shall be no refund of NMA dues after payment. Substitute of new Chapter members will be accepted in the place of members who have lost their eligibility for Chapter membership and who do not retain NMA membership.
- f. The NMA annual dues schedule for membership categories is as follows:

(1) Chapter members prior to 01-01-09	\$35.00
Chapters chartering after 01-01-09.....	48.00
(2) Individual Members.....	48.00
(3) Spousal Members.....	25.00
(4) Life members	As determined by the Executive Committee-0-
(5) Life retired members.....	-0-
(6) Honorary members	-0-
(7) Associate/Affiliate members	-0-
- g. NMA shall recommend that the Chapter establish a sufficient annual dues structure to pay national dues and to sustain Chapter activity. NMA shall also recommend that companies support Chapters in all reasonable ways.
- h. The Chairman of the Board, with the concurrence of the Elected Officers, may recommend some dues and/or registration fee adjustment as part of the membership campaign, initiated by a committee and/or approved by the Executive Committee.

211. GOOD STANDING

- a. Chapter or Individual Members who are not delinquent in their dues shall be considered in "good standing".

212. INACTIVE STATUS

- a. A Chapter may be placed on "inactive" status at the request of the Chapter President, NMA President, or Director. "Inactive" status is used when a Chapter is in severe financial or organizational difficulties and, in effect, is "in limbo" until such time as the Chapter reorganizes, disaffiliates or disbands. During that time, the Chapter shall be denied all rights, benefits, and privileges of NMA affiliation to include but not necessarily limited to: right to vote or be represented at the Board of Directors in managing affairs of NMA; attending NMA sponsored activities at

member rates; distribution of member publications, purchase of goods and materials at member rates; participation in the Educational Dividend Policy; presentation of any individual NMA awards to include the Silver Knight of Leadership Awards; and all such rights, benefits and privileges available to Chapters in good standing.

A Chapter shall not be eligible for group awards for any Chapter administrative year during which it has been on "inactive" status.

213. RENEWALS

- a. Prior to the start of each Chapter's fiscal year, NMA Headquarters shall forward to each affiliated Chapter a computerized membership list, a set of membership cards (if specifically requested), and appropriate instructions for the renewal process. The Chapter shall then begin the renewal process.
 - (1) Annual Chapter - The term "renewal process" for a Chapter whose dues are paid annually is the entire procedure of a Chapter submitting their annual dues payment and reconciling membership records (names, addresses, e-mail addresses, etc.) – in response to the computer listing mailed from NMA Headquarters.
 - (2) Payroll Chapter - The term "renewal process" for a Chapter whose dues are deducted through payroll deduction is the entire procedure of a Chapter submitting their dues payment monthly, and, once a year, reconciling membership records (names, addresses, e-mail addresses, etc.) in response to the computer listing mailed from NMA Headquarters.

214. DELINQUENT DUES

- a. Annual Chapter - A Chapter that pays dues annually is responsible for remitting NMA dues during its first fiscal month. Any Annual Chapter whose dues are not paid within 60 days of the last day of its first fiscal month shall be declared delinquent and will be given a written notice of the delinquency.
 - (1) **Any Annual Chapter that fails to pay its dues within 30 days of its delinquency shall not be eligible to receive group awards and/or give individual awards for the administrative year in which the delinquency occurred.**
- b. Payroll Chapter - A Chapter that collects dues from its members through payroll deduction is responsible for remitting NMA dues on a monthly basis. Any payroll Chapter whose dues are not paid within 60 days of the end of the month due shall be considered delinquent and will be given a written notice of the delinquency.
 - (1) **Any Payroll Chapter whose dues are delinquent more than one time during its administrative year shall not be eligible to receive group awards and/or give individual awards during the administrative year in which the delinquency occurred.**
- c. During the period in which a Chapter's dues are delinquent, it shall be denied all rights, benefits, and privileges of NMA affiliation.
- d. There may be compelling reasons or special circumstances that cause a Chapter or Council to be delinquent, more than once, in their payment of dues. A letter requesting a waiver explaining the reason for the delinquent dues may be submitted to the Recognition Committee Chair (see paragraph 1016 in the PPM for an explanation of the waiver procedures.)

SECTION 3**DIRECTORS****301. ROLE**

- a. The role of the Director is key to the success of NMA...THE Leadership Development Organization. Each Director has an opportunity to make a substantial contribution to the progress of NMA; to expand personal leadership skills; and to make lasting personal and professional friends. How much one gains in personal growth and experience is directly related to the involvement, commitment and contributions one makes to NMA.

302. RESPONSIBILITIES

- a. There are four words that represent the main responsibilities of a NMA Director. These are: **AID, INTERPRET, COOPERATE and LISTEN.**
 - (1) Directors need to AID chapter officers in organizing and conducting efficient and effective chapter operations. Successful chapters set goals and plan activities for the year along with emphasizing the value of continuous education and service to the community.
 - (2) Directors need to INTERPRET NMA policies and new developments in professional development products and classes to leaders in assigned chapters as well as to executives in affiliated companies.
 - (3) There is a need to COOPERATE with other Directors and NMA staff in the development of new initiatives that benefit existing chapters as well as helping to identify new chapter leads in their area. Also, the Director needs to help chapters promote teamwork and leadership development.
 - (4) Directors need to LISTEN to those they serve
- b. Responsibilities to the Board of Directors
 - (1) Attend three board meetings each year
 - (2) Represent chapter views on board policy decisions
 - (3) Counsel chapters on board decisions affecting chapter operations
 - (4) Be aware of views of other Directors on the board and in your area
- c. Responsibilities to Assigned Committees
 - (1) Serve on assigned board committees
 - (2) Attend each committee meeting and participate fully
 - (3) Follow through on committee activities, which may occur between meetings
- d. Responsibilities at Assigned Chapters/Councils
 - (1) Maintain monthly communication with assigned chapters/councils
 - (2) Visit each chapter as often as possible, at least once each year
 - (3) Assist chapter leaders in establishing annual goals and objectives
 - (4) Keep chapters informed of NMA programs and new initiatives

- (5) Encourage chapters to participate in NMA Awards and Recognition Program
- (6) Meet with executive advisors of assigned chapters as needed
- (7) Keep chapter membership aware of connection with NMA Headquarters
- (8) Install chapter officers
- (9) Encourage chapters to join a council, if possible
- e. Responsibilities to Area Chair
 - (1) Receive chapter/council assignments from the Area Chair
 - (2) Submit Director's Monthly Service Report electronically
 - (3) Advise Area Chair of any chapter's special needs
 - (4) Promptly inform Area Chair when you are unable to fulfill a commitment
- f. Responsibility to NMA Headquarters
 - (1) Encourage chapters to use the NMA staff as a source of information
 - (2) Keep the NMA staff informed of activities
 - (3) Submit a copy of your Director's Monthly Service Report
 - (4) Cooperate with NMA staff when asked to assist with conferences
 - (5) Submit possible new chapter leads to NMA staff

303. QUALIFICATIONS

- a. Volunteers need to have the following minimum qualifications
 - (1) A chapter or individual member, in good standing, who desires to be of service
 - (2) For an affiliated chapter volunteer, the person needs the support of their chapter president, supervisor and organization along with having served in a leadership role in their chapter or council
 - (3) Needs to have demonstrated basic leadership skills
 - (4) Needs good communication skills and is willing to speak before NMA groups
 - (5) Organization allows time to perform required director duties and responsibilities
 - (6) Individual Members are encouraged to volunteer if finances and personal time permit performing the duties and responsibilities of a director
 - (7) Must agree to follow NMA's Code of Ethics and the Statement of Principles

304. DIRECTOR CALL TO SERVICE

- a. The Nominating Committee, shall be responsible for inviting all NMA members, in good standing, to volunteer to serve as a director for a 1 or 3-year term or a one year appointment
- b. The Nominating Committee shall send an announcement electronically, no later than June 30, to all chapters, directors and individual members inviting NMA members, in good standing, to volunteer to become a director. Included with the announcement, is a Director Petition and information describing The Director's Role. Only one director is allowed from each affiliated chapter. There is an exception to this rule that is described in Paragraph 304 c, below.
- c. There are three distinct situations that need director positions to be filled:

(1) The Normal Cycle Director Call to Service is described in paragraph 304 b above

(2) If an unplanned event occurs during the year requiring a director's position to be filled, the volunteer can submit a completed 1 or 3-year Director Petition or a one year Director Appointment Petition to NMA headquarters and have it approved by the Executive Committee. An appointed director's term is valid until the end of the year appointed, December 31.

(3) The third type situation occurs when a director also serves on the Executive Committee or as an Area or Committee Chair. In this case, the Executive Committee may appoint an additional director from the chapter or area for a one-year term.

305. PETITIONS

- a. In order to fill a Normal Cycle Director Call to serve for a 1 or 3-year term, the volunteer needs to complete and submit a Director Petition to NMA headquarters. For an affiliated chapter member, the petition requires the signatures of the volunteer, chapter president, the volunteer's supervisor and an organization executive. For an individual member, the petition only requires the signature of the volunteer.
- b. At other times during the year, a Director Appointment Petition is required for filling director positions. For an affiliated chapter member, the appointment petition requires the four signatures mentioned in Paragraph 305 a. For an individual member, the petition only requires the signature of the volunteer. The petition is submitted to NMA headquarters and is approved by the Executive Committee. Such appointments are valid until December 31 of the year appointed.

306. ABSENCES AND ALTERNATES

- a. When a director is unable to attend a Board of Directors meeting, the director is asked to provide a written notice of their absence to the NMA Secretary.
- b. In their absence and if available, the director may appoint an alternate, who is a NMA member in good standing, to be a substitute at the meeting. The director needs to provide a written notice to the NMA Secretary of their action. An alternate may exercise all the rights of a director except that he/she can not appoint another alternate.

307. ASSOCIATE DIRECTOR

- a. The Area Chair may designate an Associate Director to assist the regularly assigned director in providing support to a specified chapter(s). Associate Directors must possess the same qualifications as a director. They may attend board meetings only as an observer and are not eligible to serve on standing or special committees.
- b. The Area Chair's report to the Board of Directors, should summarize the number of Associate Directors designated in their area. The term of the Associate Director expires on December 31 of the year appointed.

308. LIFETIME DIRECTOR

- a. A Lifetime Director is one who served a full term as a NMA Chairman of the Board or as an IMC President. They can attend board meetings and vote at them but must be present. They cannot send an alternate unless representing a chapter as its officially assigned director.
- b. Their attendance shall not be counted as part of the required number to establish a

quorum unless they are assigned to service a chapter.

309. ORIENTATION MEETING FOR DIRECTORS

- a. An Orientation meeting for new and continuing directors shall be the responsibility of the Chairman of the Board. A new director orientation meeting may be held at a convenient time at the Annual Conference while the orientation meeting for continuing directors may be held at the January Board Meeting.

310. CHANGES IN DIRECTOR STATUS

- a. If a director leaves his/her sponsoring chapter/company, the person may continue to serve as a director until the expiration of his/her term, provided the director continues to maintain the status as a member in good standing.
- b. If a director is no longer a member of a chapter as a result of the chapter disbanding or disaffiliating, the person may continue to serve as a director until the expiration of his/her term, provided the director continues to maintain the status as a member in good standing.

311. DIRECTOR INSTALLATION

- a. New and directors renewing their service can be installed in a brief ceremony at the Annual Conference, at a Board of Director meeting, or at a Leadership Development Conference. The following official pledge for directors will be administered by the Chairman of the Board or a designated representative:

“On my honor...I solemnly pledge myself...to accept the responsibilities of the Office of Director...to abide by the Constitution and Bylaws...to uphold the dignity and prestige of NMA...to conduct myself according to its principles...to believe in and lead by the Code of Ethics...and to further all NMA objectives”

312. INDEMNITY – (Constitution –Article IX, Section 1)

- a. NMA agrees to indemnify its officers and directors against expenses actually and necessarily incurred by them or any one of them in connection with the defense of any pending or threatened action, suit, or proceeding, criminal or civil, to which he or she may be made a party by reason of having been such officer or director, provided:
 - (1) They, he, or she is adjudicated or determined not to have been negligent or guilty of misconduct in the performance of their, his, or her duty as an officer or director of NMA.
 - (2) They, he, or she is determined to have acted in good faith in what they, he, or she reasonably believes to be the best interest of the organization.
 - (3) In any manner the subject of a criminal action, suit, or proceeding, they, he, or she is determined to have had no reasonable cause to believe that they, his, or her conduct was unlawful.

The determination as to matters contained in subparagraphs (2) and (3), and in the absence of an adjudication as to the content of subparagraph (1) by a court of competent jurisdiction, shall be made by the directors of NMA, acting at a meeting at which a quorum consisting of directors who are party to or threatened with any such action, suit, or proceeding shall not be qualified to vote; and if for this reason a quorum of directors cannot be obtained to vote on such indemnification, such determination shall be made

by a party or parties to be selected by the directors who are qualified to vote as above set forth, but no party shall be an officer or director of NMA.

Such indemnification shall not be deemed exclusive of any other rights to which such officers or directors may be entitled under the Constitution and Bylaws of NMA.

313. PROCEDURE FOR REMOVAL OF A DIRECTOR

- a. A Director may be removed from their elected office as set forth in NMA's By-Laws. This PPM section defines the procedure to be used to ensure that any action taken is fair to the concerned parties. The NMA Code of Ethics will guide this process and in particular the following:

(1) I will recognize that all individuals inherently desire to practice their occupations to the best of their abilities. I will assume that all individuals want to do their best.

(2) I will maintain a broad and balanced outlook and will recognize value in the idea and opinion of others.

(3) I will be guided in all my activities by truth, accuracy, fair dealing and good taste.

a) Review Process

1. A matter of concern for which it may be necessary to take some action or removal of a Director should be addressed in writing to the individual's Area Chair or an Elected Officer. This needs to be a signed statement by a fellow Director.
2. The Area Chair will receive all copies of the concern and will provide a copy of the written concern to the Secretary.
3. The Area Chair will do a preliminary review to investigate the situation and determine if the allegations should be considered for further action.
4. The Area Chair will advise the Secretary if the concern should receive further review or if there are clarifying matters that lead to the conclusion that no action is required. The Area Chair will advise both the filer of the concern and the party that it was directed to as to the disposition (e.g. no further action or it is being referred for review). No further action is necessary if a "no action" conclusion is made.
5. If there is a review needed based on the Area Chair's evaluation then the Secretary will be so advised and the reasons for that opinion.
6. The Secretary will have prepared a letter to the Director about whom the concern is filed and have it approved and signed by the Chairman of the Board. The letter will be mailed to the Director prior to the next regular Executive Committee meeting. The letter will include the following information:
 - a. The name of the Director that is cited in the concern

- b. A written statement of the concern in sufficient detail to give the responding Director sufficient notice of the concern and the facts supporting the allegation
 - c. The name of the Director filing the concern
 - d. The date the response is due
 - e. The date of the next Executive Committee meeting at which the concern will be reviewed
 - f. The possible penalties
 - g. The right of appeal and the time limit to file for an appeal
 - h. Any other information that may be relevant
7. The Chairman will have the letter mailed, via certified mail, to the Director cited in the concern. The Director cited has 30 days from when the letter was mailed in which to submit a written response addressing the issues in the concern.
8. Based on the written response, if any, and any additional information forthcoming the Chairman will include a review of the concern at the next regularly scheduled Executive Committee meeting as stated in the notification letter (step 6 above). The costs for attendance at the Executive Committee meeting for the respondent will be the responsibility of the respective Directors involved and not the responsibility of NMA. Upon showing of good cause the Chairman may decrease or increase the time limits for any of the foregoing.
9. The Executive Committee, with the Chairman presiding, will consider the concern and any relevant information. The Director who was cited in the concern will be provided the opportunity, if present, to provide any additional information and ask any other individuals to present information on their behalf. The Director who presented the concern will also have the opportunity to provide any additional clarification of the information.
10. If the Executive Committee determines that no action is needed the matter is closed.
11. If the Executive Committee determines by a two thirds vote that the concern has merit and that disciplinary action should be taken it will determine the specific action to be taken and when. The Committee has wide latitude in determining the appropriate action based on the complaint and may include removal from the board. The Director cited in the concern will be notified of the action to be taken, timing and the appeal process if desired. This notification may be provided verbally and followed by a written statement mailed within four days of the conclusion of the Executive Committee review.

b. Appeal Process

1. The Director for which the disciplinary action was taken may appeal the decision to the full Board of Directors of NMA. If it is desired to have this appeal heard by the Board at a time when both the Executive Committee and the Board meet (such as the January, June/July and Annual Conference meetings) the appeal may be directly heard. This can be done verbally to the Chairman or in writing. Otherwise the Director has until 30 days after the Executive Committee review session in which to file a written appeal that will be heard at the next full Board of Directors meeting.
2. The Chairman will schedule the appeal at the Board Meeting. The Chairman will preside over the appeal session. The Director who was cited in the concern will be provided the opportunity, if present, to provide any additional information and ask any other individuals to present information on their behalf. The Director who presented the concern will also have the opportunity to provide any additional clarification of the information.
3. The Board of Directors will decide the merit of the concern as appealed. If the Board based on a majority vote of those present determines that no action is needed the matter is closed. If the Board of Directors decides, based on a majority vote of those present, that action is appropriate the Board may support the action directed by the Executive Committee or may modify that action as it deems appropriate. The decision of the Board of Directors is final and closes the matter.
4. The Director cited in the concern will be notified of the action to be taken and timing. This notification may be provided verbally and followed by a written statement mailed within four days of the conclusion of the Board review.

SECTION 4**OPERATIONS****401. BOARD OF DIRECTORS**

- a. **Purpose** – The Board of Directors is the policy making body of NMA and is composed of members, in good standing, who are volunteers from affiliated chapters or are individual members.
- b. **Responsibilities**
 - (1) Establishes policy guidelines for the Executive Committee
 - (2) Votes on proposed amendments to the NMA Bylaws
 - (3) Establishes NMA members dues
 - (4) Determines eligibility requirements for NMA membership
 - (5) Upon recommendation from the Executive Committee, votes on the term of office and appointment of the NMA President
 - (6) Elects the Chairman of the Board, Vice Chair, Treasurer and Secretary
 - (7) Approves proposed fiscal budget
 - (8) Approves NMA's annual and long-range plans
 - (9) Receives reports from the Standing Committees and accepts or rejects their recommendations and Action Items
 - (10) Reviews and updates Action Item list at every board meeting
 - (11) Administers the affairs of NMA in the event of disbandment
- c. **Policies**
 - (1) The Board of Directors shall meet at least three times each year
 - (2) The time and place of the meetings shall be determined by the Executive Committee and a meeting notice shall be sent to each director
 - (3) Agendas for meetings shall include, under items of unfinished business, any open referral and recommendations.
 - (4) Meeting minutes shall be sent to NMA staff, all board members, Past Chairmen and Associate Directors
 - (5) The board shall follow NMA's Code of Ethics and Statement of Principles
 - (6) The American Flag, as well as the flag of those countries that have an elected or appointed NMA attendee at a board meeting shall be displayed
 - (7) Paid NMA employees are ineligible to serve on the Board of Directors

402. EXECUTIVE COMMITTEE

- a. **Purpose** - The Executive Committee shall administer and manage NMA's affairs and policies including those of the NMA Educational Foundation. There shall be a core group on the committee including the Elected Officers, the Immediate Past Chairman and the NMA President. It also develops NMA operations policy.

b. **Responsibilities**

- (1) Establishes the policy and rules for chartering chapters affiliating with NMA
- (2) Reviews and recommends annual fiscal budget for approval by board
- (3) Approves the PPM annually after review by the Policy Committee
- (4) Reviews the functions of the Standing Committees
- (5) Creates ad-hoc committees as needed
- (6) Recommends appointment of the NMA President
- (7) Approves new staff positions recommended by the NMA President
- (8) Directs the duties of the NMA President and reviews performance
- (9) Appoints an additional director to the board from a chapter or area when a director serves on the Executive Committee or is an area or committee chair
- (10) Selects public accountants and other professional services as needed
- (11) Authorizes legal action when necessary
- (12) Serves as Trustees of the NMA Educational Foundation

c. **Policies**

- (1) The Executive Committee shall meet prior to each board meeting
- (2) The Executive Committee shall meet in separate session as requested by the Chairman in conjunction with any scheduled board meeting
- (3) The Executive Committee shall meet in special session, as requested by the Chairman with a 30 day notice
- (4) The Executive Committee shall meet by referendum of at least 50 percent of its members
- (5) Acting as the Board of Trustees of the NMA Educational Foundation, an annual meeting shall be conducted
- (6) The Executive Committee shall follow NMA's Code of Ethics and Statement of Principles

403. COMMITTEES

a. The following **STANDING COMMITTEES** are established

Association Development and Services
 Community and Communications
 Professional Development
 Recognition

b. The following **SPECIAL COMMITTEES** are established

Finance Committee
 Nominating Committee
 Planning Committee
 Policy Committee
 Personnel Committee

- c. Special Committees - Special committees are created by the Executive Committee in accordance with the Bylaws. Special committee chairs are members of the Executive Committee.
- d. Ad Hoc Committees - The Chairman of the Board may appoint these committees as needed, as well as select members, appoint a chair and assign responsibilities and duties. Ad-hoc committee appointments automatically expire on December 31.
- e. All Committees shall be guided by NMA's Code of Ethics and Statement of Principles

404. ELECTED OFFICERS AND AREA CHAIRS

- a. The Nominating Committee shall send an announcement electronically, no later than June 1, soliciting candidate names for the positions of Chairman of the Board, Vice Chair, Treasurer and Secretary from NMA directors along with candidate names for all six Area Chair positions. The names are to be received by July 22. After notifying the candidates, they need to verify that they are committed to run for the nominated position by submitting a completed Nomination Petition to NMA headquarters.
- b. Nomination Petitions for Elected Officers and Area Chairs shall be submitted to NMA headquarters at least three weeks prior to the beginning of the Annual Conference. The resulting names for the Elected Officer positions shall form a slate of officers to be elected by directors present at the Annual Conference meeting. The Area Chair candidates shall be elected in their respective area meetings, also at the Annual Conference.
- c. Elected Officer and Area Chair candidates shall be members in good standing, on the Board of Directors. All candidates shall have had at least one year of service as a director prior to assuming office, unless otherwise specified by the Executive Committee.
- d. Elected Officer candidates shall be presented to the Board of Directors at the Annual Conference meeting on a written ballot. Ballots will be cast by Board Members, who must be present, and counted by tellers. The candidate receiving a majority of votes shall be deemed elected. An exception to using the ballot process occurs when there is only one candidate for a position, the election shall then be by voice vote.
- e. The duties and responsibilities of the Elected Officers and Area Chairs shall be those described in Appendix B.
- f. The Elected Officers and Area Chairs shall be presented annually with pins symbolic of their respective office.

405. SCHEDULING OF MEETINGS

- a. All Committee and Board of Director's meetings shall be scheduled to make use of weekend time to the maximum extent possible so directors will minimize the time spent away from their jobs. This means the scheduling of meetings to include Saturday and Sunday, with adjournment early enough on Sunday to allow return travel for directors by Sunday evening.
- b. The Annual Conference and both Leadership Development Conferences shall be scheduled so they do not conflict with major holidays. Exception to this policy needs to be approved by the Executive Committee.

406. DIRECTOR – STAFF RELATIONSHIP

- a. All NMA Staff activities shall be directed by the NMA President

SECTION 5**PLANNING****501. POLICY**

- a. It is the policy of NMA to develop and publish written plans that are long range, that is, covering 3-5 years in the future and annual one year plans that are to be accomplished in the current calendar year.

502. PLANS AND OBJECTIVES

- a. Strategic Plan - The Strategic Plan establishes where NMA intends to be 3 to 5 years in the future. It is not very definitive, but it offers a concept of future opportunities and possibilities. Its major value lies in the sense of purpose and direction it provides. It is essential that the strategic objectives be reviewed annually by the Planning Committee to ensure that changing conditions and evolving opportunities are considered. The Committee plans should be consistent with the Strategic Plan.
- b. Annual Plan - The Annual Plan describes goals and objectives that are to be accomplished during the current calendar year by the various Standing Committees. Both goals and objectives should be specific in terms of quantities and completion dates.
- b. Performance Objectives – These are specific statements about what is to be done, by whom and when. They should be challenging, yet attainable, while providing a basis for positive control of performance. They are the bench marks for measuring progress, determining follow-up actions and to revise priorities for both strategic and annual goals.

503. MEMBERSHIP

- a. The Vice Chair serves as Committee Chair. The Chairman of the Board, Treasurer, Secretary, Immediate Past Chair, Committee and Area Chairs serve as members. The NMA President is the Committee Staff Advisor.

SECTION 6**PROFESSIONAL DEVELOPMENT****601. POLICY**

- a. One of the cornerstones of NMA is emphasis on managerial/leadership development, both professional and personal. It is the purpose of NMA to help provide this development to its chapter members.

602. COST EFFECTIVE MATERIALS

- a. NMA provides cost-effective management/leadership education through the lecture/study/discussion format. It shall be the policy of the Professional Development Committee in cooperation with NMA staff to provide reasonably priced courses and materials for use by NMA chapter members. This may be material developed by/for NMA or from an outside source having been judged by the Professional Development Committee and/or NMA staff to be suitable for use by chapter members.

603. CHAPTER EDUCATIONAL DIVIDEND POLICY

- a. At the start of NMA's fiscal year, beginning on January 1, each NMA Chapter is entitled to an Educational Dividend Credit (EDC), which may be applied to the purchase of NMA proprietary materials, excluding shipping costs, with no annual carry-over.
- b. Each NMA Chapter is entitled to a dividend of \$2 per member based upon membership effective January 1 each year. The Educational Dividend will be used for only NMA proprietary educational materials. The Dividend may not be used for any other purpose, including shipping cost, nor be carried over into the following year.

604. SPONSORED SPEAKER ALLOWANCE

- a. Chapters may designate one speaker per year as a "sponsored speaker." The Chapter must obtain prior approval from NMA Headquarters for eligibility under this program. Applications for reimbursement may be made for 50% of the cost of that speaker up to a maximum of \$200. (A copy of the paid invoice or other verification of the fee paid must be included with the application for reimbursement.) Chapters electing not to request reimbursement for an NMA sponsored speaker may use the \$200 credit to acquire additional NMA proprietary educational materials.
 - (1) The Educational Dividend/Sponsored Speaker Reservation Form, obtained on NMA Website, must be received at NMA Headquarters prior to January 1 each year.

605. ADDITIONAL EDC: NEW CHAPTER DEVELOPMENT

- a. In addition to the EDC entitlements identified above, Chapters may further increase the amount of EDC available by participating in new chapter development.
- b. A Chapter that sponsors a new Chapter in accordance with procedures established by the Association Development Committee is entitled to receive an additional \$6 in EDC for each member of the new Chapter on its charter date.

606. PRICING POLICY

- a. Member Price - Member prices for all NMA proprietary courses and programs will be set at 100 to 150 percent above direct cost for producing the programs.
- b. Non-member Price - Non-member prices will be set at a figure at least 100 percent above the member price based upon marketing comparison and reflecting current market conditions.
- c. Adjustment - The NMA staff may adjust the price of materials within the given range as costs of materials and production rise. Any deviation beyond the range would require additional authorization from the Executive Committee.
- d. Non-proprietary Materials - The NMA shall enter into contracts with other training organizations with the intent of obtaining their courses and programs at a favorable discount. Any savings, exclusive of shipping and handling charges, shall be passed along to members and Chapters.
- e. Proprietary Materials – Quantity Discount – For the sale of NMA proprietary educational materials on orders of any quantity, paid at the time of the order, a five (5) percent discount will apply. "At the time of the order" means that a check must accompany the order. All relevant shipping information must be supplied at the same time. Shipping costs will be billed following shipment.
 - (1) The Vice President of Professional Development should be contacted to request price quotations. This policy does not apply to orders where payment is made using Educational Dividends.
 - (2) The NMA President will have responsibility for the price and terms quotations on all exceptionally large orders.
 - a) As a guideline: For the sale of NMA proprietary educational materials on single large orders of 250 or more manuals of one title, a five (5) percent discount will apply with an increase to a ten (10) percent discount for those orders paid at the time of the order. All relevant shipping information must be supplied at the same time. Shipping costs will be billed following shipment.
 - (3) This policy does not apply to orders where payment is made using Educational Dividends.

SECTION 7

DIRECTOR MENTORING**701. POLICY**

- a. The objectives of the Director Mentoring Program are to prepare new Directors for their first Board of Directors meeting and to provide needed support to assure their success as Directors.
- b. The **Association Development and Services Committee Chair** is responsible for facilitating the implementation of the new Director Mentoring Program. This includes periodic evaluation and improvement, if needed, of the mentoring process.

702. MENTORING PROCESS

- a. The **Association Development and Services Committee Chair** will identify experienced Directors, who will volunteer, to be the Mentors for each new Director (preferably from the same area). The Committee Chair will provide to the Mentor the name, address, phone, e-mail and fax numbers of the new Director plus Mentoring guidelines, which follow:

703. MENTORING GUIDELINES

- a. The Mentor will immediately contact the assigned Director to introduce himself/herself, and state the purpose of call. The following exchange should take place as part of this call.
 - (1) The importance of Directors
 - (2) Your commitment to the new Director's success
 - (3) Background information
 - (4) Review the upcoming Board of Directors meeting agenda and communicate what to expect (include typical evening activities)
 - (5) Exchange telephone, e-mail and fax information
 - (6) Schedule additional contact(s) prior to Board of Director meeting, if necessary
- b. Follow up contact(s) by the Mentor with the new Director should:
 - (1) Address specific questions
 - (2) Discuss committee assignment(s)
 - (3) Make arrangements to meet the new Director upon arrival at the Board of Director meeting
- c. The Mentor's meeting with the new Director at the first Board of Director meeting should:
 - (1) Address any additional questions
 - (2) Agenda discussion and review of the general Board of Director meeting process
 - (3) Introduce the new Director to as many people as possible.
 - (4) Make it a point to introduce to all Elected Officers, NMA President and Staff,

Area Chairs, and the Chairman of the committees to which the Director is assigned.

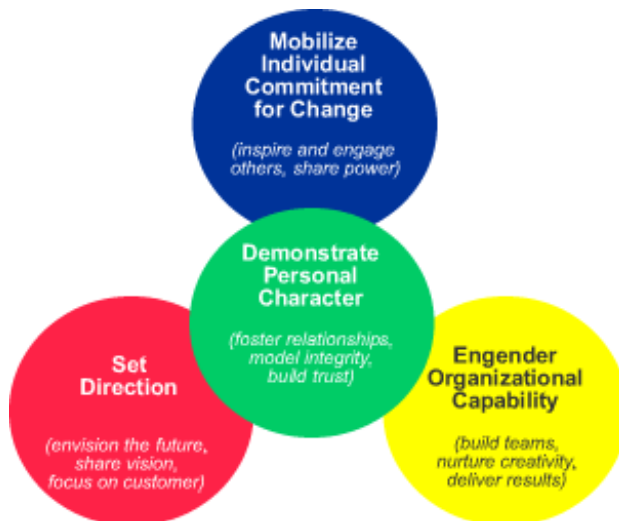
- (5) Accompany the new Director to first Board of Director session and formally introduce to entire Board, providing some work/chapter background information.
- (6) Provide additional assistance as required throughout the board meeting.
- (7) Offer to include Director in evening plans. *(After the first day, make yourself available to support the Director, but allow the Director to determine level of continued "mentoring" support.)*

704. MENTORING PROCESS SURVEY

- a. The Association Development and Services Committee Chair shall conduct a survey on mentoring process annually. This would include sending a letter/e-mail to the Mentors and those Directors that had mentors requesting feedback on the mentoring process. Ask what was especially beneficial, what could be improved, and what should be added to the process. This information should be compiled and reviewed with NMA staff, along with recommended changes to the mentoring process as needed.

SECTION 8

THE NMA LEADERSHIP MODEL

**801. POLICY**

- a. While no model and no list of leadership behaviors, traits, or competencies can ever fully capture all the critical components, NMA has chosen a results-oriented model. The reason being performance-rated evaluations by boards, stockholders, employees, and the general public are increasingly the norm. Results matter. Culture matters. They are not the complete picture, but they are a reality of the contemporary workplace.

802. LEADERSHIP DEVELOPMENT

- a. NMA encourages systemic leadership development programming at all levels of the organization and the chapter. Change is everywhere. The talent pool must grow to meet new challenges. Every employee can be a leader and be imbued with a sense of entrepreneurship. The list of leadership competencies reflects the appropriate list of skills, behaviors, and imperatives for the enterprise and the individual to thrive.

803. THE LEADERSHIP MODEL

- a. Setting directions, mobilizing individual commitment for change, and engender organizational capability, and demonstrate personal character, comprise the new competencies. Yet they will not be fully realized unless the leader demonstrates the personal character that foster the necessary relationships and creates an atmosphere of trust. Success is realized when strategic leadership development efforts are proven to be linked to positive organizational outcomes.

804. LEADERSHIP MODEL COMPETENCIES

- a. Set Direction – be clear about where the chapter is going
 - (1) Maintain internal and external customer focus
 - (2) Translate strategy into actionable objectives and plans

- (3) Share vision, values and accountability at all levels
 - (4) Maintain direction and consistency in big-picture and daily challenges
 - (5) Create a win-win atmosphere
 - (6) Create an environment where all can stretch, take risks, create, contribute and learn
 - (7) Seize changes as opportunities
- b. Mobilize Individual Commitment For Change – be vigilant about involving and engaging others, build teams
- (1) Stress open and honest communications
 - (2) Energize, excite and motivate others
 - (3) Lead by example with high expectations
 - (4) Convey purpose and mission to motivate others
 - (5) Celebrate successes and learn from disappointments
 - (6) Implement continuous improvement aimed at world-class performance
 - (7) Build teams to maximize success
 - (8) Inspire in ways consistent with the organization values
- c. Engender Organizational Capability – be new and creative – deliver a return on people's investment
- (1) Take advantage of diversity
 - (2) Provide effective controls/metrics
 - (3) Mentor and coach for growth and success
 - (4) Maintain an effective customer network to spot issues
 - (5) Demonstrate strong operational skills
 - (6) Use complexity as leverage
 - (7) Ensure operational performance
 - (8) Capitalize on unanticipated opportunities
- d. Demonstrate Personal Character – lead through the strength of your own personality and background, Show The Way
- (1) Model the organization values
 - (2) Earn trust and respect
 - (3) Promote integrity and ethical behavior
 - (4) Meet your commitments
 - (5) Be accountable for your actions and decisions
 - (6) Keep promises under pressure
 - (7) Marshall all leadership attributes

SECTION 9**CHAPTER & COUNCIL DEVELOPMENT****901. POLICY**

- a. Chapter and Council Development encompasses the health and well-being of existing Chapters and Councils as well as the development of new Chapters and Councils. Expanding NMA's membership through chartering new Chapters, adding new members from within existing Chapters, providing quality customer service, as well as retaining members is the focus of the Association Development and Services Committee.

902. CHAPTERS

- a. A chapter can be eligible for NMA affiliation provided it conforms to the policy and rules established by the Executive Committee. Chapters can be sponsored by a single company or a chapter can be formed in a community with many companies providing members.
 - (1) Forming a Chapter - Whether forming a company chapter or a community chapter some commonalities apply.
 - a) First and foremost, identify a key individual who can drive the decision to form the chapter through the organization or the community.
 - b) Contact NMA Headquarters so they can provide information that will help explain the benefits of NMA affiliation. They can also put new chapters in touch with other organizations which have existing in-house NMA chapters to answer questions and provide invaluable guidance.
 - c) Identify an executive in the company, who is respected and has influence, to appoint a committee to get the chapter up and running. With a community chapter it is much the same. There's a well known community leader who can help identify and contact the organizations which might be interested in participating.
 - d) Once a Formation Committee has been identified, it's simply a matter of the team making sure that they understand what steps are needed to form a chapter. An abbreviated formation process called "30 Days to Forming a Chapter" is available from NMA Headquarters.
 - e) After the chapter officers have been elected, a chapter kit containing all necessary guide books to operate a chapter is sent from NMA Headquarters.

903. COUNCILS

- a. Councils may be formed when Chapters in a specific geographic area desire to organize to further strengthen the Chapters—through service, sharing of information, and training.

- (1) Standards - Councils shall meet the following minimum standards before applying for a charter.
 - a) The Council name will include the name or initials of NMA and the general geographical area represented. Company or other organization names shall not be used.
 - b) Membership in the Council shall be open to all NMA-affiliated Chapters within the geographic area of the Council.
 - c) The name, financial basis and organizational structure of the Council will meet the requirements established by the Executive Committee.
- (2) Applications - The Council's charter shall conform to the policy and rules established by the Executive Committee.
- (3) Directory - NMA's Directory shall include only those Councils that have been chartered.
- (4) Council Objectives - The following are the primary objectives for the Council. Others may be established as needed.
 - a) To strengthen and improve its member Chapters
 - b) To promote NMA throughout its geographical area and develop new Chapters
 - c) To serve as an information resource for exchanging ideas and resources of all Chapters represented in the Council
 - d) To serve as a training, orientation, and development center by conducting, planning, promoting, and coordinating NMA sponsored activities. The activities may include serving as host for a leadership development conference and the annual conference.
- (5) Charter Kit - A charter kit will be provided to each new Council.
- (6) Financial Support - Councils, like Chapters, are expected to be financially self sufficient. No financial support of any type shall be available from NMA.

904. LEADERSHIP DEVELOPMENT CONFERENCES

- a. NMA shall sponsor two leadership development conferences (LDC).
- b. The specifics of planning, procedures, and responsibilities for the leadership conferences are outlined in Section XI – Conference Planning

905. LOSS OF CHAPTERS/COUNCILS

- a. Past history demonstrates that NMA will occasionally lose Chapters/Councils. Detailed records will be maintained by NMA Staff documenting the reasons for Chapters/Councils leaving NMA. The NMA President and assigned Staff may undertake necessary investigation to understand the reasons. Chapters/Councils that choose to leave the affiliation of NMA will be classified as follows:
 - (1) Disbanded - A Chapter/Council that will no longer exist in any form after it leaves NMA. These losses are often the result of plant closings and other similar events.
 - (2) Disaffiliated - A Chapter/Council that plans to continue to function after it leaves NMA, either as an independent "chapter/council" or an affiliate of some other organization.

SECTION 10**RECOGNITION****1001. POLICY**

- a. Chapters and Councils may earn an achievement award by meeting or surpassing standards of performance established by the Recognition Committee. Earning an achievement award demonstrates that the Chapter or Council offered balanced and well-rounded activities to its members. It also demonstrates that the Chapter or Council membership, through above average support and participation, valued the activities offered.

1002. ACHIEVEMENT AWARDS**a. Description**

- (1) The achievement awards that Chapters or Councils can earn are listed in order of increasing standards: Excellent, Superior, and Outstanding. Chapters and Councils earning an achievement award will receive a certificate at NMA's Annual Conference.

b. Qualifications

- (1) **Documentation** — Chapters are to file the Chapter Activity Report (R-1) that tabulates the points needed to earn an Excellent, Superior, or Outstanding Award within 30 days after the end of the month covered by the report. The R-1 automatically tabulates the points that determine the recipients of the NMA's Community Services Award and the Professional Development Award.

Councils are to file a Council Quarterly Activities Report (RC-1) that tabulates the points needed to earn an Excellent, Superior, or Outstanding Award. This is to be done within 40 days after the end of the quarter covered by the report.

- (2) **Delinquent Financial Obligations** — Any Chapter with delinquent dues more than one time during its administrative year will not be eligible to give or receive any group or individual awards during the administrative year in which the delinquencies occurred. In addition, Chapters or Councils that have any delinquent (60 days or more past due) outstanding financial obligations to NMA(including Chapter dues) at the time of the NMA Annual Conference will neither receive nor be recognized for any award they may have earned during their administrative year.

- c. **Notification** — The Chairman of the Recognition Committee will send a letter to the Chapter or Council President who was in office during the period when the award was earned
- d. **Final Rating** - The NMA staff will tabulate the totals from the submitted **R-1s** and **RC-1s**, determine the rating each Chapter or Council earned, as well as informing them of their award.

1003. HALL OF FAME

- a. **Description** — This award is given to an Individual in recognition of significant personal and professional contributions to the development of management/leadership – its advocacy through exemplary personal behavior, or its development via writing, teaching, or theory development. Consideration is also given to outstanding achievements in the related areas of human resource development, training, ethics, and transformational leadership. The recipient will be “inducted” during a general session of NMA’s Annual Conference.
- b. **Qualifications** — Nominees are generally nationally or internationally recognized for outstanding managerial, leadership, and human resource developmental accomplishments. They are leaders, innovators, and thinkers in their chosen field(s) and their achievements should be shown to have significantly impacted the workplace. Recipients may be retired from their primary career and the honor may also be bestowed posthumously. The recipient or some representative must be present to accept the award. While NMA membership is not a requirement, the individual exemplifies the principles included in the NMA’s Code of Ethics.
- c. **Nomination Submittal** — Award nominations must be submitted by the designated deadline date, on the approved forms made available to all Chapters and Councils, and contain a Chapter or Council endorsement.
- d. **Review and Scoring** — The Recognition Committee will receive and review all nominations submitted for the Hall of Fame Award. Each committee member will score the four areas of the nomination.
- e. **Ranking and Final Judging** — The scores from the entire committee will be compiled to determine which nomination has the most points. The nominee with the highest number of points will be declared the recipient of the award by the Recognition Committee.

1004. WILBUR M. McFEELY AWARD

- a. **Description** – This award is given in recognition to an individual who has made outstanding contributions to the field of management/leadership development through published books, articles, theory development, positions held, or teaching. The award was established as a tribute to Wilbur M. McFeely, a creative thinking individual who made significant contributions to the field of human relations in management. An award will be presented to the recipient at NMA’s Annual Conference. The recipient will also be expected to participate in the education portion of the conference by giving a presentation in their field of expertise.
- b. **Qualifications** – Nominees are either nationally or internationally recognized for accomplishments in the field of management/leadership development. They are visionary and innovative thinkers whose ideas have influenced the operation of both organizations and the people who work in the organizations. While membership in NMA is not a requirement, the nominee should be an advocate of NMA’s Code of Ethics. This honor cannot be awarded posthumously. The recipient must agree to be present to accept the award.
- c. **Nomination Submittal** – Chapters, councils, or individual members may submit the name of a qualified nominee to the Recognition Committee Chair and Staff Advisor by December 1 for the following year.

- d. **Review and Selection** – The Recognition Committee Chair, Staff Advisor to Recognition, NMA President, & Chairman of the Board will select the nominee. The nominee shall be contacted by the NMA President.

1005. EXECUTIVE OF THE YEAR AWARD

- a. **Description** — The objective of the award is to recognize a senior executive who has gained significant recognition for managerial and leadership accomplishments, conducted both personal and business affairs in accordance with NMA's Code of Ethics. This is NMA's highest individual award. A plaque will be presented to the recipient at NMA's Annual Conference.
- b. **Qualifications** — A nominee must be a senior executive with a demonstrated record of managerial and leadership accomplishments over his/her career and have received formal recognition for them. Also, the nominee must have supported the principles of contemporary management and been substantially involved in the community. To be considered for this award, a nominee need not have held membership in NMA, but should have been a lifelong advocate of NMA's Code of Ethics.
- c. **Nomination Submittal** — Award nominations must be submitted by the designated deadline date, on the approved forms made available to all Chapters and Councils, and contains a Chapter or Council endorsement.
- d. **Review and Scoring** — The Recognition Committee will receive and review all nominations submitted for the Executive of the Year Award. Each committee member will score the 5 areas of the nomination.
- e. **Ranking and Final Judging** — The scores from the entire committee will be compiled to determine which nomination has the most points. The nominee with the highest number of points will be declared the award recipient by the Recognition Committee.

1006. MEMBER OF THE YEAR

- a. **Description** - The objective of the award is to recognize a current NMA member for his/her efforts during the past 12 months that enhanced the effectiveness of the Chapter or Council and advanced the purpose and the image of NMA. The award recipient will be recognized at the NMA's Annual Conference and will receive a \$500 cash award and a plaque. Elected Officers and Directors are excluded from receiving this award.
- b. **Qualifications** - A nominee must be a continuous NMA member for the past two years and have made significant contributions to Chapter or Council operations and activities.
- c. **Nomination Submittal** - Award nominations must be submitted by the designated deadline date using the approved forms made available to all Chapters and Councils. The nominations must be endorsed by a NMA Chapter or Council and be signed by two officers of the nominating organization. It is extremely important to discuss in the Chapter/Council endorsement the significance and consequences of the nominee's specific efforts, accomplishments, and activities during the past year of NMA leadership.
- d. **Review and Scoring** - The Recognition Committee will receive and review all nominations submitted for the Member of the Year Award. Each committee member will score the two areas of the nomination.

- e. **Ranking and Final Judging** - The scores from the entire committee will be compiled to determine which nomination has the most points. The nominee with the highest number of points will be declared the recipient of the award by the Recognition Committee.

1007. OUTSTANDING PUBLICATIONS

- a. **Description** — The objective of the award is to recognize Chapters and Councils, in each size group that published an effective Chapter or Council newsletter. Plaques will be awarded for the best newsletter in each size group, along with second and third place certificates, at the NMA’s Annual Conference.
- b. **Qualifications** — Publications are judged on NMA objectives of publicizing and promoting Chapter or Council activities, advancing the principles of NMA, promoting Chapter or Council membership, plus format, writing style, and layout.
- c. **Nomination Submittal** — Award nominations must be submitted by the designated deadline date using the approved forms made available to all Chapters and Councils. There are two parts, A and B, to the nomination. Part A is self scoring. Part B is scored by the Recognition Committee Members. Two newsletters are to be submitted. One issue must have been published between May 1 and December 31, and the other must have been published between January 1 and May 1. Fifteen copies of two separate issues must be submitted with the nomination. Chapters/councils not submitting the required number of newsletters for the committee will be excluded from being evaluated.
- d. **Review and Scoring** —
 - (1) **Part A** —In the self-scoring portion of the entry form, a point will be awarded for each newsletter published during the Chapter/Council administrative year. Also, a point will be awarded for the publication of an article on the topics listed in Part A. To receive credit in this portion, a copy of each newsletter in which an article on the topic appears must be included with the entry. Each article must be identified with the appropriate topic number. Headquarters Staff will verify the accuracy of this self-scoring portion of the entry.
 - (2) **Part B** of the entry form will be scored by the members of the Recognition Committee.
- e. **Ranking and Final Judging** – The total points earned in Part A will be added to the totals received from Part B (as scored by Recognition Committee members) to determine the total points for each entry. The NMA Staff will compile these totals and list them in descending order by size group to determine the first, second, and third place winners for each size group. These, in turn, will be submitted to the Recognition Committee for final approval.
- f. **Size Groups**
 - Group 1..... 700 or more members
 - Group 2..... 201-699 members
 - Group 3..... 151 to 200 members
 - Group 4..... 101 to 150 members
 - Group 5..... 61-100 members
 - Group 6..... 30-60 members
 - Group 7..... 29 & fewer members
 - Group 8..... Councils
 - Group 9..... Electronic Publications

1008. COUNCIL GOLD KNIGHT AWARD

- a. **Description** - Each NMA Council may present a Gold Knight once a year to an outstanding individual that meets the qualifications established by NMA. This is the highest award a NMA Council can give.
- b. **Qualifications** - The nominee must be an individual whose reputation for outstanding leadership is well known in the area served by the Council. The nominee must be a person who has demonstrated the highest qualities of leadership in business or government as well as being involved in community activities. Further, the nominee should have motivated others to practice the principles of NMA's Code of Ethics, contributed to a better understanding of NMA.
- c. **Nomination Submittal** - Councils must submit a letter of qualifications, with concurrence from the Council's assigned Director, to the NMA President, not less than **60 days** prior to the presentation of the award. The letter should address the length of the nominee's management career along with accomplishments, leadership qualities, and actions the nominee performed or influenced.
- d. **Final Approval/Award Presentation** - The NMA President shall review the nomination and approve each award recipient. The award should be presented locally so superiors, peers, subordinates, friends and family can witness the presentation.

1009. CHAPTER SILVER KNIGHT AWARD

- a. **Description** - Each NMA Chapter may present a Silver Knight once a year to an outstanding individual that meets the qualifications established by NMA. This is the highest award a NMA Chapter can give.
- b. **Qualifications** - The nominee must be an individual whose outstanding leadership is well known to the members of the organization and whose example has inspired them. The nominee must be a person who has demonstrated the highest qualities of leadership in business or government as well as being involved in community activities. Further, the nominee should be a person who regularly applies the principles of NMA's Code of Ethics, contributes to a better understanding of NMA.
- c. **Nomination Submittal** - Chapters must submit a letter of qualification, with concurrence from the Chapter's assigned Director, to the NMA President, not less than **60 days** prior to the presentation of the award. The letter should address the length of the nominee's management career along with accomplishments, leadership qualities, and actions the nominee performed or influenced.
- d. **Final Approval/Award Presentation** - The NMA President shall review the nomination and approve each award recipient. The award should be presented locally so superiors, peers, subordinates, friends and family can witness the presentation.

1010. LEADERSHIP AWARD

- a. **Description** - NMA Councils or Chapters may present a Leadership Award to any member who is in good standing and has exhibited outstanding leadership abilities through participation in Council or Chapter activities. There is no restriction on the number of these awards that can be presented during the year.

- b. **Qualifications** - Besides exhibiting outstanding leadership skills, the nominee should have motivated others to participate in Council or Chapter activities. Also, the nominee should be a person who regularly applies the principles of NMA's Code of Ethics.
- c. **Nomination Submittal** - Councils or Chapters must submit a letter of qualification, with concurrence from the Council's or Chapter's assigned Director, to the NMA President not less than **60 days** prior to the presentation of the award. The letter should describe the nominee's effort, impact and importance of the effort, personal attributes, and an example of applying NMA's Code of Ethics.
- d. **Final Approval/Award Presentation** – The NMA President shall review the nomination and approve each award recipient. The award should be presented locally so superiors, peers, subordinates, friends and family can witness the presentation.

1011. SHIELD OF EXCELLENCE AWARD

- a. **Description** –NMA Councils or Chapters may present the Shield of Excellence Award to any member or non-member who made a significant contribution to a Council or Chapter activity. There is no restriction on the number of these awards that can be presented during the year.
- b. **Qualifications** - The nominee should have performed a significant accomplishment that contributed to the success of a Council or Chapter activity. In addition, the nominee should be a person who regularly applies the principles of NMA's Code of Ethics.
- c. **Nomination Submittal** - Councils or Chapters must submit a letter of qualification, with concurrence from the Council or Chapter assigned Director, to the NMA President not less than **60 days** prior to the presentation of the award. The letter should describe the nominee's effort, impact and importance of the effort, personal attributes, and an example of applying NMA's Code of Ethics.
- d. **Final Approval/Award Presentation** - The NMA President shall review the nomination and approve each award recipient. The award should be presented locally so superiors, peers, subordinates, friends and family can witness the presentation.

1012. NEW CHAPTER DEVELOPMENT AWARD

- a. **Description** - The purpose of this award is to recognize a member who initiates the development of a new Chapter and provides support to NMA up to the time of new Chapter chartering. The award will be presented at the Annual Conference.
- b. **Qualifications** - The nominee must be instrumental in making the initial contact with the prospective organization or potential Chapter and must make an exceptional contribution to the formation of the new Chapter.
- c. **Nomination Submittal** - The nomination for the individual must be made in writing to NMA Headquarters. The nomination should provide the details of initial contact and outline the support that the nominee provided leading to new Chapter chartering. The nomination should be written within 30 days of new Chapter chartering.
- d. **Final Approval** - The nominations will be reviewed by the Association Development and Services Committee Chair and forwarded with recommendation to the Staff Advisor (NMA President) who approves the Award.

1013. CHAPTER GROWTH AWARD

- a. **Description** - This award is presented to one Chapter, in each size group, which experiences the greatest increase in growth for its administrative year. Chapters earning this award will be recognized at the NMA’s Annual Conference.
- b. **Qualifications** - To be considered for this award, a Chapter must participate in NMA’s Recognition Program by submitting a monthly Chapter Activity Report (R-1 Form) to NMA Headquarters and must achieve a minimum rating of Superior for all other activities conducted during its administrative year.
- c. **Nomination Submittal** - No documentation is required.
- d. **Ranking and Final Judging** - The NMA Staff will track the growth of qualified Chapters during their administrative year and will select the Chapter, in each size group, to receive this award.
- e. **Size Groups**
 - Group 1..... 700 or more members
 - Group 2..... 201-699 members
 - Group 3..... 151 to 200 members
 - Group 4..... 101 to 150 members
 - Group 5..... 61-100 members
 - Group 6..... 30-60 members
 - Group 7..... 29 & fewer members

1014. CHAPTER PROFESSIONAL DEVELOPMENT AWARD

- a. **Description** - This award is presented to any Chapter who meets the criteria listed in section b, c, and e. A Chapter can have an outstanding Professional Development and Certified Manager Program through conducting both NMA and non-NMA courses, having an active Certified Manager (CM) program, and involving executive managers in the Professional Development program, whether as facilitators, reviewers of course material, or direct participation. Chapters earning this award will be recognized at NMA’s Annual Conference.
- b. **Qualifications** – To be considered for this award, a Chapter needs to participate in NMA’s Chapter Recognition Program by submitting a monthly Chapter Activity Report (R-1 Form) to NMA Headquarters and achieving a minimum rating of Superior for all other activities reported during their administrative year.

 In addition, Chapters must achieve points in both the Professional Development (B1) and Certified Manager (B6) categories. In section B1, 10% of the total points must come from items B1c (NMA Courses) and B1d (Non NMA Courses). All chapters need to earn at least 5 points in section B6 (Certified Manager).

 Also, a Chapter must submit the name of their Professional Development Chairperson AND must have a current B3 CEU Authorization approval on file with NMA Headquarters.
- c. **Nomination Submittal** - The R-1 Form will be used by the NMA Staff to document and score Professional Development and Certified Manager Program activities. No other documentation is required.

- d. **Final Selection** - This award will be presented to qualifying Chapters that have met the criteria listed in section b and c above, and earned a minimum number of combined points on the R-1 Form in the Professional Development and Certified Manager categories based on the formula listed in section e below.
- e. **Points Required – Chapters with more than 50 members:**
 Minimum points (Min) = $.1 \times \# \text{ Chapter *Members} + 50$
 *Membership figure is the number of paid members that have been reported to NMA as of the last day of the chapter's administrative year.
 Chapters with 50 or fewer members need 35 points for this award:
 Example: A chapter with 100 members needs 60 Min points: Min points = $.1 \times 100 + 50 \text{ points} = 60 \text{ points}$

1015. COMMUNITY SERVICES AWARD

- a. **Description** - This award is presented to Chapters, in each size group, which have demonstrated creativity and innovation in promoting Community Service Activities within the Chapter, company, organization, and community during their administrative year. Chapters becoming award winning will be recognized at NMA's Annual Conference.
- b. **Qualifications** - To be considered for this award, a Chapter must participate in NMA's Recognition Program by submitting a monthly Chapter Activity Report (R-1 Form) to NMA Headquarters. Community Services award activities are listed under the Community Services Area, Section D of the R-1 **Form**.
- c. **Nomination Submittal** - The R-1 Form will be used by the NMA Staff to document and score Chapter participation. No other documentation is required.
- d. **Final Selection** – This award will be presented to Chapters that have met the criteria listed in section b above, and obtained the minimum points as determined by the formula listed in section e below.
- e. **Points Required**
 Minimum Points (Min) = $.2 \times \# \text{ of Chapter *Members} + 35$
 *Membership figure is the number of paid members that have been reported to NMA as of the last day of the chapter's administrative year.
 Example: A chapter with 100 members would need 55 Min points:
 Min points = $.2 \times 100 + 35 = 55 \text{ points}$

1016. WAIVER PROCEDURE

There may be compelling reasons or special circumstances that cause a Chapter or Council to be delinquent, more than once, with their payment of dues or have an unpaid financial obligation that is more than **60 days** past due. This situation prevents a Chapter or Council from receiving an achievement award or from giving any individual awards for its administrative year. A letter requesting a waiver of the delinquent dues or financial obligation requirement may be submitted to the Recognition Committee Chair. The letter, which should be received no later than **45 days** prior to NMA's Annual Conference, should explain why the delinquency occurred and what procedural corrections were made so the delinquency will not recur in the future.

The waiver letter explaining the reasons for the delinquency will be reviewed by the Recognition Committee Staff Advisor and the Committee Chair, and both need to concur for the waiver to be approved. The Staff Advisor will inform Chapter or Council of the outcome of this waiver request.

SECTION 11**CONFERENCE PLANNING****1101. POLICY**

- a. NMA shall conduct an Annual Conference as well as two area Leadership Development Conferences. Attendance at the conference will be open to any NMA member, as well as non-members.

1102. ANNUAL CONFERENCE AND MEETING**a. Purpose**

- (1) Showcase the national organization of NMA, thus providing Chapter/Council leaders the opportunity both to see and meet their national leaders and professional staff and better understand services provided, benefits of membership, and the challenges facing NMA.
- (2) Provide educational opportunities for the attendees through participation in Educational Forums, workshops, and general sessions on management and leadership development topics.
- (3) Recognize achievements of NMA Chapters, Councils, Members, and industry leaders through presentation of awards.
- (4) Provide networking opportunities through both formal and informal gatherings, meetings, receptions, and meal functions.
- (5) The conference time period will also be used for meetings of the Board of Directors, Executive Committee, and other Committees.
- (6) The Annual Business Meeting of NMA will be part of the annual conference.

b. Location

- (1) The location of the annual conference shall be established by NMA Staff
- (2) Generally, the geographic location of the conference will be moved around the country from year-to-year to equalize travel considerations for the members. The following conditions will be carefully considered as part of the criteria for selecting a conference location:
 - a) Location, quality, and cost of hotel accommodations
 - b) Size, number, adequacy, and cost of meeting rooms
 - c) Ease of airline and ground access to the conference city
 - d) Transportation options including cost between the airport and the hotel, incidental costs such as hotel parking

c. Planning Responsibilities

- (1) The planning and administration of the conference, including programs, shall be the responsibility of the NMA President, with assistance from the NMA Staff.

d. Financial Responsibilities

- (1) The NMA President will have final financial responsibility for the Annual Conference. This includes budget approval and submitting an end of conference financial accounting of all income and expenses as a part of the final report. This report will be submitted to the NMA Treasurer.

1103. LEADERSHIP DEVELOPMENT CONFERENCES (LDCs)

The two area leadership development conferences will be held in the months of April or May. One will be designated a West LDC and the other an East LDC.

a. Purpose

- (1) The Conference program is designed for newly elected or appointed Chapter leaders to receive training on the “How To’s” of being a more effective Chapter leader.
- (2) It offers personal leadership development training and the opportunity to meet other Chapter leaders, Directors, Elected Officers, and NMA Staff to share and exchange information and ideas.

b. Location

- (1) The NMA Staff shall be responsible for selecting the final site and host hotel for both leadership conferences with suggestions from the Area Directors.

c. Planning Responsibilities

- (1) The leadership conference shall be under the direction of the NMA Staff with the support of Directors, and hosting Chapter Leaders.
- (2) The NMA Staff shall be responsible for planning the program and meals, with involvement of Directors, and hosting Chapter Leaders.
- (3) The major presentations and workshops are designed specifically to address the needs of the Chapter and Council members in attendance. In addition, there may also be common subjects presented at both LDCs. The NMA Staff shall prepare the agenda for each conference.

d. Financial Responsibilities

- (1) All financial contracts/agreements shall be negotiated by NMA Staff with final approval of the NMA President.
- (2) The NMA President and Staff will have final financial responsibility for the LDCs. This includes budget approval and submitting an end-of-LDC financial accounting of all income and expenses as a part of the final report, to be submitted to the NMA Treasurer.

e. LDC Level Speech Contest and Liaisons

- (1) Combined area competitions within the East and West regions will be conducted at the East and West LDCs.
- (2) Speech contestants representing chapters/councils in the Northeast, Central and Southeast Areas shall compete at the East LDC. Speech contestants representing chapters/councils in the Pacific North, Pacific South and Southwest Areas shall compete at the West LDC.
- (3) Liaisons shall be identified by participating chapters to assist their contestants.

1104. CONFERENCE REGISTRATION FEES**a. Annual Conference**

- (1) Establishment of the registration fee(s) for the Annual Conference will be the responsibility of the NMA President, with assistance from the NMA Staff.
- (2) There will be an "Early Registration" fee for the conference. Payment of this fee regardless of the method of registration will be only accepted up to and including a date established by the NMA Staff. Registrations after this date will be higher than the "Early Registration" fee.
- (3) A higher fee structure will be established for non-members. All fees will be established well in advance of the conference and will be clearly published in conference registration material.
- (4) The conference income should include a net return of 10 percent to 30 percent over cost of the conference.
- (5) The registration fees will include a \$5 contribution to support the NMA Speech Contest Fund.

b. Leadership Conferences

- (1) The registration fee(s) for all leadership conferences will be established by the NMA Staff.
- (2) There will be an "Early Registration" fee for the conferences. Payment of this fee regardless of the method of registration will be only accepted up to and including a date established by the NMA Staff. Registrations after this date will be higher than the "Early Registration" fee.
- (3) A higher fee structure will be established for non-members. All fees will be established well in advance of the conference and will be clearly published in conference registration material.
- (4) The conference income should include a net return of 10 percent to 30 percent over cost of the conference.
- (5) The registration fees will include a \$5 contribution to support the NMA Speech Contest Fund.

1105. COMPLIMENTARY REGISTRATIONS AND OTHER BENEFITS

- (1) a. Complimentary registrations and other benefits paid by NMA at the annual and leadership conferences will be specifically limited as described below. Deviations to this policy require Executive Committee approval. Southwest Areas shall compete at the West LDC.

(1) Annual Conference

- a) The current Chairman of the Board and spouse/guest receive full complimentary registrations at the Annual Conference where he/she is Chairman, including lodging (Lodging is normally negotiated as a part of the hotel arrangements at no cost to NMA. If this is not possible, it would be incorporated into the conference expenses). If the Chairman is not in attendance, the lodging will be made available to the senior Elected Officer in attendance.
- b) Past Chairmen of the Board receive full complimentary registration to any Annual Conference they attend. This only includes conference

registration and does not include lodging.

- c.) The Spouse/Guest of the Immediate Past Chairman will receive a full complimentary registration. Spouse/Guests of other Past Chairmen will not receive full complimentary registrations, but will be guests of NMA at the Member of the Year and Executive of the Year functions. They also may purchase tickets to other conference functions at NMA cost.
- d) Full complimentary registrations will be provided to the NMA Member of the Year and his/her spouse/guest.
- e) Major award recipients, such as the Executive of the Year and the Hall of Fame inductee, will be provided complimentary meals and lodging for the period that they are at the conference at the discretion of the NMA Staff.
- f) Recipient(s) of the Wilbur M. McFeely Award will be provided complimentary travel/transportation, lodging, meals, and cost of incidentals, for the purpose of attending the award presentation. These costs will not be part of the conference budget, but are paid from the McFeely Fund.
- g) NMA Staff conference costs are paid out of the conference budget, and are not considered complimentary registrations.
- h) Members of NMA's Executive Advisory Committee, as well as other representatives from affiliated organizations, will not be provided complimentary registrations unless specific Executive Committee authorization is granted.
- i) All past Chairmen of the Board in attendance, as well as their spouse/guest, will be guests of NMA at an annual Past Chairmen's Lunch or Dinner to be held during each year's Annual Conference.

(2) Leadership Development Conferences

- a) The current Chairman of the Board will receive full complimentary registration at Leadership Development Conferences during the year he/she is Chairman. Complimentary lodging is also provided. (Every attempt should be made to negotiate this lodging as part of the hotel arrangements, at no cost to NMA). If the Chairman is not in attendance, this will be made available to the senior Elected Officer in attendance.
- b) Additional complimentary lodging shall be made available to the NMA Staff.
- c) NMA Staff conference costs are paid out of the conference budget, and are not considered complimentary registrations.

SECTION 12**FINANCE AND ADMINISTRATION****1201. POLICY**

- a. The following procedure shall be used in approving the fiscal budget.

1202. FISCAL BUDGET

- a. Budget Submittal
 - (1) The proposed fiscal budget shall be prepared by the NMA Finance Manager and submitted by the NMA Treasurer to the Executive Committee.
 - (2) The Executive Committee shall review the fiscal budget proposal at the Executive Committee meeting prior to the Annual Conference meeting of the Board of Directors.
 - (3) The Executive Committee shall present its recommendation on total income and expense for the fiscal budget to the Board of Directors at its Annual Conference meeting for approval.
- b. Exceeding Budget - Contemplated action by the Board of Directors requiring expenditures in excess of the budget limits for a particular classification shall be referred to the Executive Committee to determine the availability of funds.
- c. Contingency – Emergency Authority – The Elected Officers and Immediate Past Chairman in consultation with the NMA President and Finance Manager have the authority to expend up to the balance of the Reserve Fund in the event of emergency or unforeseen expenses occurring between board meetings.
- d. Delegation of Authority
 - (1) The NMA President and Finance Manager are authorized to approve leases and/or contracts on behalf of NMA for goods or services that do not exceed \$20,000 provided such goods or services have been included in the approved budget for that fiscal year. This authority is granted only for leases and /or contracts that do not extend beyond the current fiscal year.
 - (2) Leases and/or contracts that exceed \$20,000 and which are included in the approved budget for that fiscal year require approval by the Finance Committee upon recommendation of the NMA President.
 - (3) Expenditures for leases and/or contracts which would exceed the approved budget or which are not included in the approved budget fall under the governance of 1202.b. No delegation is granted in this instance.

1203. AUDITS AND REVIEWS

- a. Definitions:
 - (1) Review - Analytical procedures used to understand the relationships among general ledger accounts and fluctuations in general ledger accounts from period to period. Also includes ensuring that details of certain general ledger accounts agree with the underlying ledger detail.

- (2) Audit - The same procedures as a Review but which also includes testing the underlying transactions that comprise the operation (e.g. examining support for collection of receivables, confirming bank balances, etc.). Testing also generally includes examining internally prepared records.
- b. Schedule:
 - (1) A Review of NMA's books and records shall be conducted annually by an accredited accounting firm.
 - (2) An Audit of NMA's books and records shall be conducted at the request of the Finance Committee.
- c. Authority:
 - (1) The Finance Committee can request that an Audit be included in any fiscal year budget.

1204. CREDIT CARDS

- a. No credit cards in the name of NMA shall be issued to any employee, officer, or member of NMA without designated approval of the Finance Committee.

1205. CONFERENCE FUNDING

- a. The NMA shall not financially underwrite any conference unless specifically authorized by the Executive Committee.

1206. FEES AND CHARGES

- a. The pricing for jewelry, awards, certificates, etc., available to Chapters/Councils shall be the responsibility of the NMA President.
- b. Registration fees for national seminars and special conferences shall be established by the NMA Staff. Such fees will cover all direct and indirect costs associated with the activity and should include a net return of 10 to 30 percent over cost.
- c. The pricing of NMA course and program material shall be the responsibility of the NMA Staff in accordance with the Pricing Policy outlined in the PPM, Section 606.

1207. PUBLICATIONS, LITERATURE, AND MATERIALS

- a. A Chapter shall receive material necessary for effective operation.
- b. Replacement charters, gavels, and sounding blocks may be ordered through NMA Headquarters.
- c. A past President's certificate shall be signed by the NMA's Chairman of the Board and the NMA President. It shall be presented to the outgoing president of each Chapter and Council.
- d. Special lapel pins for Presidents and Past Presidents shall be available for purchase.
- e. Certificates for leaders shall be available through NMA Headquarters.
- f. Chapters/Councils shall be permitted to use NMA educational materials when conducting programs for business clubs and local colleges or universities subject to the following regulations:
 - (1) The materials shall be requested from NMA Headquarters by a Chapter/Council in accordance with present procedure.

- (2) The Chapter/Council shall be charged for the materials at the non-member rate and be held responsible for the charges.
- (3) The business club must be a formally organized group in an accredited college or university.
- (4) A Director shall coordinate activities related to this program.

1208. MAILINGS AND DEADLINES

- a. When the return of a form or a letter by a specified date is required for a vote on NMA business, the postmark date on the envelope or date of email shall be considered the final determination as to date submitted. This applies also to a request for services or an entry for an award.
- b. Bulletins, letters, literature, or other mailings which are the responsibility or under sponsorship of NMA shall be approved by the NMA President.

SECTION 13**INTEGRATION AND OPERATIONS****1301. COMPUTER OPERATIONS**

- a. Integration and Operations Division (I&O) will supervise all facets of NMA's computer system network, including systems analysis, design, programming, database development, and documentation.
- b. I&O will coordinate all membership information and financial records with the Administration Division, assist with the preparation of reports, and perform appropriate programming.
- c. I&O will work closely with Professional Development in performing all CEU and sales records programming.
- d. I&O will supervise the collection and reporting of all chapter/council awards information.
- e. I&O will keep abreast of and make recommendations concerning the latest hardware and software development.
- . I&O will track present and future NMA information systems requirements, including related peripherals to support and enhance NMA's business plan.
- g. I&O is responsible for all development and maintenance of NMA's website.

APPENDIX A

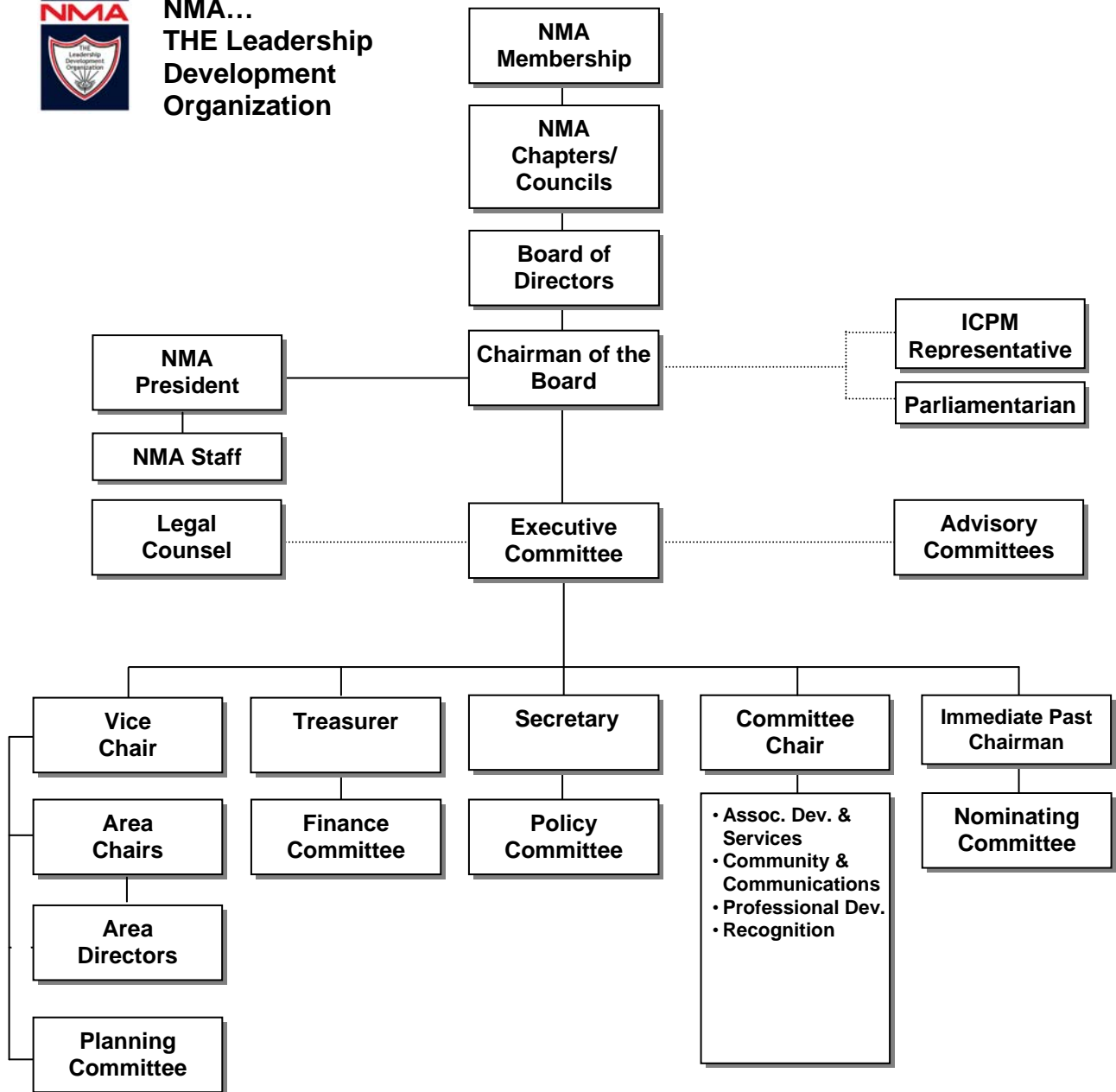
ORGANIZATION CHARTS

APPENDIX A.1

***VOLUNTARY ORGANIZATION CHART**



**NMA...
THE Leadership
Development
Organization**



*Updated January 2009

APPENDIX A.2

STAFF ORGANIZATION CHART



**NMA...
THE Leadership
Development
Organization**

**NMA BOARD OF
DIRECTORS
EXECUTIVE COMMITTEE**

EXECUTIVE OFFICE

NMA President

(Association Development and Services)

**NMA EDUCATIONAL
FOUNDATION, INC.**

ADVISORY COMMITTEES
Executive Advisory
Leadership Development
Advisory Panel

**LEGAL
COUNSEL**

**INTEGRATION AND
OPERATIONS**

**Vice President
Integration & Operations**

Assistant, Integration and
Operations

(Recognition)

**For a description of
staff functions, see
the NMA Employee
Manual.**

**FINANCE
BUILDING & GROUNDS**

**Finance
Manager**

Customer Service Specialist,
Part-Time
Maintenance Part-Time

(Finance)
(Nominating Committee)

**PROFESSIONAL
DEVELOPMENT**

**Vice President
Professional Development**

Shipping and Materials
Coordinator

(Professional Development)

**MEMBER
SERVICES**

**Member Services
Manager**

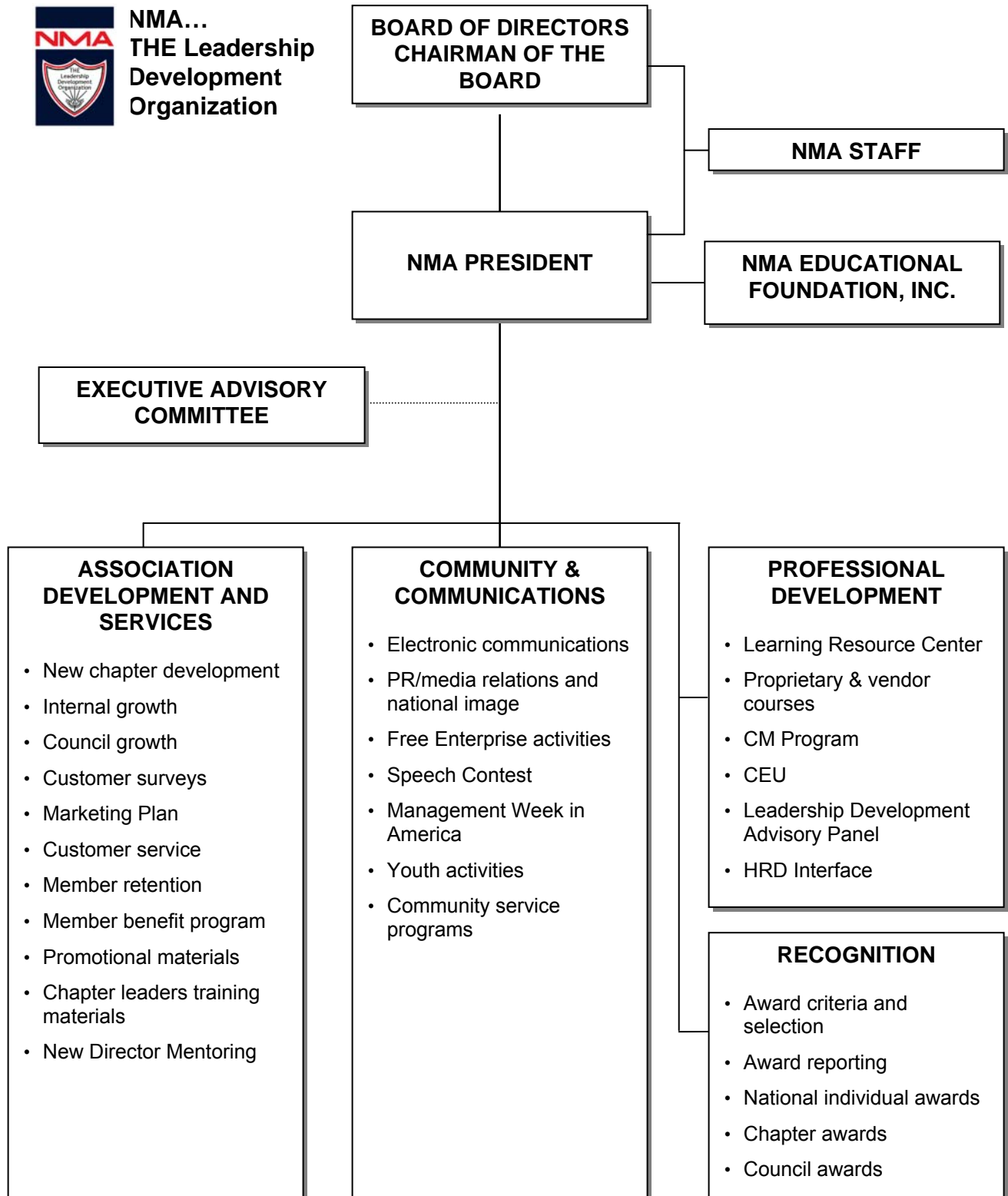
(Community & Communications)
(Policy)

APPENDIX A.3

***STANDING COMMITTEE ORGANIZATION CHART**



**NMA...
THE Leadership
Development
Organization**



*Updated January 2009

APPENDIX B

POSITION DESCRIPTIONS

EXECUTIVE COMMITTEE

Chairman of the Board

Vice Chair

Treasurer

Secretary

Immediate Past Chairman of the Board

NMA President

Others:

Area Chairs

ICPM Representative

Parliamentarian

APPENDIX B.1**CHAIRMAN OF THE BOARD****A. BASIC FUNCTION**

The Chairman of the Board represents NMA before member and non-member organizations, presides over the annual meeting, meetings of the Executive Committee, and meetings of the Board of Directors.

B. MAJOR DUTIES AND RESPONSIBILITIES

1. Serves as Chair of the Executive Committee
2. Serves as an ex-officio member of the Board of Directors and presides at its meetings
3. Serves as Chairman of the Personnel Committee
4. Serves as a member of the Finance Committee
5. Serves as a member of the Policy Committee
6. Serves as a member of the Planning Committee
7. Serves as a trustee of the NMA Educational Foundation, Inc.
8. Leads all meetings of the Board of Directors
9. Participates in NMA's Annual Conference, LDCs, chapter meetings, and special events
10. Appoints committee chairs
11. Based on the recommendation of the NMA Staff, approves appointment of the committee members
12. The NMA's Chairman of the Board, as a condition of office, shall not be required to serve NMA on a full-time basis

C. METHOD OF ELECTION

As provided in the Bylaws

D. TERM OF OFFICE

One-year term of office; limited to two consecutive terms

APPENDIX B.2**VICE CHAIR****A. BASIC FUNCTION**

The Vice Chair represents NMA when requested and shall preside over meetings in the absence of the Chairman of the Board.

B. MAJOR DUTIES AND RESPONSIBILITIES

1. Serves as a member of the Executive Committee
2. Serves as an ex-officio member of the Board of Directors
3. Serves as Chair of the Planning Committee
4. Serves as a member of the Policy Committee
5. Serves as a member of the Finance Committee
6. Serves as a member of the Personnel Committee
7. Serves as a trustee of the Educational Foundation, Inc.
8. Coordinates activities of Area Chairs
9. Represents NMA at conferences and meetings
10. Promotes and coordinates NMA planning activities

C. METHOD OF ELECTION

As provided in the Bylaws

D. TERM OF OFFICE

One-year term of office; limited to two consecutive terms

APPENDIX B.3**TREASURER****A. BASIC FUNCTION**

The Treasurer monitors the financial affairs of NMA

B. MAJOR DUTIES AND RESPONSIBILITIES

1. Serves as a member of the Executive Committee
2. Serves as an ex-officio member of the Board of Directors
3. Serves as Chair of the Finance Committee
4. Serves as a member of the Policy Committee
5. Serves as a member of the Personnel Committee
6. Serves as a member of the Planning Committee
7. Serves as a trustee of the NMA Educational Foundation, Inc.
8. Represents NMA at conferences and meetings
9. Monitors the financial policies and operations of NMA and Educational Foundation
10. Makes a financial report at all meetings of the Board of Directors and the Executive Committee
11. Submits proposed fiscal budget to the Executive Committee
12. Presents and reviews the auditor's report for the preceding fiscal year to the Executive Committee

C. METHOD OF ELECTION

As provided in the Bylaws

D. TERM OF OFFICE

One-year term of office; limited to two consecutive terms

APPENDIX B.4**SECRETARY****A. BASIC FUNCTION**

The Secretary coordinates the minutes and Action Item List of the Board of Directors and Executive Committee and the NMA Educational Foundation, Inc.

Reports all correspondence, director alternates, as well as director appointments and resignations, at each Board of Director's meeting.

B. MAJOR DUTIES AND RESPONSIBILITIES

1. Serves as a member of the Executive Committee
2. Serves as an ex-officio member of the Board of Directors
3. Serves as Chair of the Policy Committee
4. Serves as a member of the Finance Committee
5. Serves as a member of the Personnel Committee
6. Serves as a member of the Planning Committee
7. Serves as a trustee of the NMA Educational Foundation Inc.
8. Responsible for the recording and publication of minutes and Action Items from the Executive Committee and Board of Directors' meetings
9. Reviews the minutes of Executive Committee, Board of Directors', and the Educational Foundation meetings for listing of items of unfinished business
10. Represents NMA at conferences and meetings
11. Receives other correspondence and keeps NMA Staff, Executive Committee and Board of Directors informed

C. METHOD OF ELECTION

As provided in the Bylaws

D. TERM OF OFFICE

One-year term of office; limited to two consecutive terms

APPENDIX B.5

IMMEDIATE PAST CHAIRMAN OF THE BOARD

A. BASIC FUNCTION

Provides advice and counsel to the Chairman of the Board and Executive Committee

B. MAJOR DUTIES AND RESPONSIBILITIES

1. Serves as a member of the Executive Committee
2. Serves as Chair of the Nominating Committee
3. Serves as a member of the Policy Committee
4. Serves as member of the Finance Committee
5. Serves as a member of the Personnel Committee
6. Serves as a member of the Planning Committee
7. Serves as a chair or member of a committee when requested by the Chairman of the Board
8. Represents NMA at meetings when requested
9. Serves as a trustee of the NMA Educational Foundation, Inc.

C. METHOD OF SELECTION

Automatically assumes this position after serving as Chairman of the Board

D. TERM OF OFFICE

One-year term; limited to two consecutive terms

APPENDIX B.6**NMA PRESIDENT****A. BASIC FUNCTION**

The NMA President reports to the Executive Committee and Board of Directors and is accountable for the effective leadership of NMA and for the attainment of NMA objectives. This accountability includes regular and frequent communications with elected officers and directors along with coordination of plans, budgets, and the attainment of operating performance goals.

B. DUTIES AND RESPONSIBILITIES**1. Executive Committee and Board of Directors**

- a. Keeps the Executive Committee and Board of Directors informed on conditions and operations of NMA
- b. Using the PPM as a guide, administers operating policies and provides overall policy interpretation and guidance to the Executive Committee and Board of Directors
- c. Presents to the Executive Committee a yearly plan of action
- d. At the appropriate time initiates action to develop a new strategic plan that covers 3-5 years
- e. Serves as a voting member of the Executive Committee, but is neither a member or has a vote on the full Board of Directors

2. NMA Relationships

- a. Promotes an understanding of NMA's purposes, goals/objectives, and activities to the membership and individuals, groups, and organizations outside of NMA
- b. Conducts on a continuing basis an executive contact program, both within the NMA and with executives of prospective organizations, to promote NMA growth
- c. Develops relationships/alliances with other organizations and encourages partnering (working together) and partnerships (usually contractual) for the purpose of synergistic mutual improvement. Whether casual partnering, customer/client partnering, or NMA partnering, the NMA President will keep the Executive Committee and the Board abreast of such relationships and any anticipated/resultant financial and/or labor impact.
- d. Serves as spokesman for NMA along with the Chairman of the Board

3. Staff Leadership

- a. Directs and coordinates all programs, projects, services, and major activities of the staff
- b. Reviews and approves operating plans and forecasts for levels of activity, budget requirements, personnel, and facilities

- c. Develops and maintains a sound organization plan and takes action to provide capable leadership succession. Selects and appoints immediate subordinates and delegates to each the responsibility and authority for performance of their assigned functions.
 - d. Supervises staff personnel in their development of short and long-range objectives for their activities and approves all major programs to realize these objectives
 - e. Obtains maximum utilization of the staff by defining duties, establishing performance standards, conducting performance reviews, maintaining a competitive salary structure, and carrying out an employee benefit program
 - f. Provides liaison and staff support to NMA committees in performance of their functions
 - g. Maintains an up-to-date NMA Employee Manual for the effective and efficient operations of NMA Headquarters
 - h. Executes commitments required for sound operations and recommends leases and/or contracts to the Executive Committee for approval
 - i. Has full and complete responsibility and authority to promote, demote, recruit, employ, reprimand, or discharge any staff employee. In the case of suspension or discharge only, a supervisory employee may petition the Executive Committee for a hearing on appeal of the action.
 - j. The NMA President is responsible for the overall progress of NMA including all divisions and is evaluated on performance objectives within each division
 - k. In the absence of the President, all duties and responsibilities shall be delegated to the senior staff member. Any delegation of authority will be communicated to the Executive Committee.
5. Other Duties
- a. Responsible to the Executive Committee for operations of NMA, along with, interpretation and fulfillment of all functions
 - b. Serves as Staff representative to the Board of Regents, Institute of Certified Professional Managers
 - c. Serves as ex-officio voting member of the Nominating Committee
 - d. Serves as staff advisor and secretary to the Executive Advisory Committee
 - e. Serves as a trustee (NMA President) of the NMA Educational Foundation, Inc.
 - f. Serves as Staff Advisor to the Planning Committee

C. METHOD OF APPOINTMENT

The NMA President is appointed by the Executive Committee and is subject to the approval of the Board of Directors.

D. TERM OF OFFICE

Serves at the discretion of the Board of Directors

E. EDUCATIONAL REQUIREMENTS

A degree in business administration or its equivalent in university courses is required. Special association executive studies are helpful.

F. EXPERIENCE REQUIREMENTS

Working five years for a non-profit Association or related organizational activity in an executive/administrative capacity or had demonstrated achievement in an executive capacity in business, industry, or the public sector

G. SPECIAL QUALIFICATIONS

A highly-developed sense of responsibility for maintaining service is important; an enthusiastic approach to volunteer organization work; ability to motivate personnel and work through others; above-average verbal and written skills are essential; and good health due to travel requirements.

APPENDIX B.7**AREA CHAIRS****A. BASIC FUNCTION**

Area Chairs in each of the six geographic areas directs and coordinates the field service activities of Directors.

B. MAJOR DUTIES AND RESPONSIBILITIES

1. The Area Chairs are encouraged to serve on the Association Development and Services Committee
2. Assigns each Director in the Area to one or more Chapters and Councils for liaison and notifies NMA Headquarters and the assigned Director
3. Works with the NMA President and Directors to assist Chapters and Councils in their area to achieve higher standards of performance
4. Provides special assistance to new Directors in their area through personal contact and group meetings
5. Serves the Chapters assigned as a Director
6. Participates in NMA conferences
7. Receives monthly reports from Directors in the area and makes proper distribution
8. Serves on the Area's Leadership Development Conference committee
9. Serves on the Planning Committee
10. May appoint a director for one year to fill a vacancy within a geographic area
11. May designate an Associate Director to assist in providing support to a specified chapter(s)
12. The number of Associate Directors in each area needs to be reported by the Area Chair at Board of Director meetings

C. METHOD OF ELECTION

As provided in the Bylaws

D. TERM OF OFFICE

One-year term of office; limited to two consecutive terms

APPENDIX B.8**REPRESENTATIVE TO ICPM****A. BASIC FUNCTION**

The representative to the Institute of Certified Professional Managers (ICPM) serves as a liaison between NMA and the Institute. The representative shall be a volunteer representative to the ICPM Board of Regents along with the NMA President.

B. MAJOR DUTIES AND RESPONSIBILITIES

1. Reviews present and future plans of ICPM and reports to the NMA Board of Directors
2. Serves as a sounding board for performance objectives of ICPM, as a representative from the NMA Board of Directors
3. Suggests courses of action, new programs, and other activities on behalf of NMA
4. Interprets policies and procedures of ICPM and explains same to the NMA Board of Directors

C. METHOD OF SELECTION

1. The Institute Representative is appointed by the NMA Chairman of the Board.
2. He or she must be a Certified Manager and a NMA member in good standing

D. TERM OF OFFICE

The Institute Representative serves a two-year term as a member of the ICPM Board of Regents

E. FREQUENCY OF MEETINGS

The representative attends the two meetings of the ICPM Board of Regents

APPENDIX B.9**PARLIAMENTARIAN****A. BASIC FUNCTION**

The Parliamentarian acts as a consultant who advises the Chairman of the Board and other officers, committees, and members on matters of parliamentary procedure. His or her role during a meeting is purely an advisory and consultative one—since parliamentary law gives to the Chair alone the power to rule on questions of order or to answer parliamentary inquiries.

B. MAJOR DUTIES AND RESPONSIBILITIES

1. Advises the Chairman of the Board with regard to matters of parliamentary procedure
2. Familiar with **Robert's Rules of Order** and uses its rules to govern NMA meetings to which they are applicable and are not inconsistent with the Constitution and Bylaws
3. The Parliamentarian should be knowledgeable of the NMA Constitution and Bylaws and the NMA Policy and Procedure Manual
4. Shall confer with the Chairman of the Board before meetings and during recesses in order to anticipate any problems that may arise
5. Shall call to the attention of the Chairman of the Board any error in the proceedings
6. After the parliamentarian has expressed an opinion on a point, the Chairman of the Board has the duty to make the final ruling and, in doing so, has the right to follow the advice of the parliamentarian, or to disregard it
7. Serves as a member of the Policy Committee

C. METHOD OF SELECTION

The parliamentarian is appointed by the Chairman of the Board.

D. TERM OF OFFICE

A one-year term

APPENDIX C

DESCRIPTIONS OF SPECIAL AND STANDING COMMITTEES

APPENDIX C.1**FINANCE COMMITTEE****A. BASIC FUNCTION**

The Finance Committee is responsible for monitoring and coordinating financial planning activities and for recommending action on all financial matters.

B. MAJOR DUTIES AND RESPONSIBILITIES

1. Monitors any actions necessitating the expenditure of funds above and beyond the approved budget and ascertains whether such funds can be made available. A report shall be made to the Board of Directors through the Executive Committee.
2. Continually studies present and future sources of income and makes recommendations regarding such sources to the Executive Committee
3. Reviews annual member dues at least every 2 years to determine the appropriateness of those dues and recommend any changes needed
4. Reviews and recommends action concerning NMA disbursements
5. Coordinates with the Planning Committee to ensure that the financial impact of recommended actions has been considered. Such coordination is to be completed as part of the budget planning and preparation process.
6. Annually reviews and recommends approval of NMA's budget according to the rules set forth by the Board of Directors
7. Annually analyzes receipts and disbursements and makes a report to the Board of Directors at the annual meeting
8. The committee may be assigned to perform special studies as determined appropriate by the Executive Committee
9. The Chair of the committee will report all recommendations of the Finance Committee to the Board of Directors through the Executive Committee

C. COMPOSITION

1. The Chair will be the elected Treasurer of NMA.
2. Other members are the Chairman of the Board, Vice Chair, Secretary and Immediate Past Chairman of the Board.

D. TERM OF OFFICE

One-year term of office

E. FREQUENCY OF MEETINGS

At least three times a year and on call of the Chairman of the Board

F. STAFF ADVISOR

Appointed by the NMA President—customarily NMA's Finance Manager

APPENDIX C.2**POLICY COMMITTEE****A. BASIC FUNCTION**

The Policy Committee recommends boundaries for geographic areas, assists in the interpretation of the PPM, and recommends new policies and procedures for NMA. Makes word and other changes to the PPM after reviewing recommendations from Staff, Standing, Special and Executive Committees as well as the Board of Directors.

B. MAJOR DUTIES AND RESPONSIBILITIES

1. Reviews the Constitution and Bylaws annually and makes recommendations to the Board of Directors
2. Reviews the PPM annually and makes necessary changes
3. Reports new Policies and Procedures to the Board of Directors
4. The Policy Committee Chair shall document recommendations, and the background for establishing new policies and procedures
5. Recommends boundaries for the geographic areas

C. COMPOSITION

The Secretary serves as Chair. The other Elected Officers, and Immediate Past Chairman, as well as the Parliamentarian serve as members.

D. TERM OF OFFICE

One-year term of office

E. FREQUENCY OF MEETINGS

At least three times a year and on call of the Chairman of the Board

F. STAFF ADVISOR

Member Services Manager serves as the secretary to the committee

APPENDIX C.3**NOMINATING COMMITTEE****A. BASIC FUNCTION**

The Nominating Committee shall identify candidates for Elected Officer, Area Chair and for Board of Director positions. No later than June 1, the committee shall solicit candidate names for the positions of Chairman of the Board, Vice Chair, Treasurer and Secretary from the NMA directors along with candidate names for all six Area Chair positions. The solicited names for Elected Officer positions shall form a slate of officers to be elected by directors at the Annual Conference. The Area Chair candidates will be elected in their respective area meetings also at the Annual Conference.

The committee sends an electronic announcement, no later than June 30, to chapters, directors and individual members soliciting volunteers to become members of the Board of Directors. The volunteers need to complete and submit a Director Petition to NMA headquarters with the appropriate signatures.

B. RESPONSIBILITIES

1. Identifies slate of officer candidate names to be placed on a ballot to be elected at Annual Conference meeting along with names of the Area Chairs to be elected at their respective area meetings
2. Identifies qualified volunteers for director positions and encourages them to submit a Director Petition for a three year term on the Board of Directors

C. COMPOSITION

1. Immediate Past Chairman of the Board is designated as committee Chair
2. Member of the NMA Staff

D. METHOD OF SELECTION

1. NMA President selects the staff member to serve on the Nominating Committee

E. FREQUENCY OF MEETINGS

Twice a year and on call of the chair

APPENDIX C.4**PLANNING COMMITTEE****A. BASIC FUNCTION**

The Planning Committee is responsible for leading and coordinating NMA's planning activities.

B. MAJOR DUTIES AND RESPONSIBILITIES

1. Establishes planning policies, procedures, and program priorities; develops and coordinates plan formats
2. Creates and coordinates NMA's Strategic Plan for future growth and activities. Publicizes the approved plan throughout NMA. The Strategic Plan shall reflect a three (3) year period of time.
3. Reviews the annual plan and recommends changes as required to support approved goals, objectives, and priorities
4. Reviews all NMA plans and priorities annually, compares performance against performance objectives, and makes appropriate recommendations
5. During the Budget planning process, coordinates recommended actions with the Finance Committee to ensure that their financial impact
6. Identifies specific strategic actions to be implemented so NMA's growth and quality of services are ensured
7. Conducts and recommends special studies, surveys, or similar research as may be required in support of planning objectives
8. Encourages the broadest possible participation in the planning process at all levels of NMA
9. Prepares a report to the Board of Directors that addresses the health of NMA

C. COMPOSITION

The Vice Chair serves as chair. The Chairman of the Board, Treasurer, Secretary, Immediate Past Chairman of the Board, Committee Chairs, and Area Chairs serves as members.

D. RELATIONSHIP STATEMENT

The purpose of these Relationship Statements is to identify the expectations of the various NMA functional areas that interface with the Planning Committee. Such statements serve as a guide to the Planning Committee to ensure that it considers the other functions in the planning process.

1. NMA Staff

The NMA Staff and the Planning Committee address issues of a strategic nature that impact the operation, growth and quality of service of NMA. Occasionally tactical issues will also be addressed where the Planning Committee can serve as a forum to resolve such issues. The NMA Staff can request the Planning Committee to consider specific issues.

2. NMA Elected Officers

The Planning Committee serves the Elected Officers to address issues of a strategic nature or any issue assigned to it that impacts the planning and plan implementation for NMA.

3. NMA Board of Directors

The Planning Committee serves the NMA Board of Directors in a manner that encourages individual Director input into the planning process for NMA.

E. TERM OF OFFICE

One-year term of office

F. FREQUENCY OF MEETINGS

At least three times a year and on call of the Chairman of the Board.

G. STAFF ADVISORS

NMA President

APPENDIX C.5**PERSONNEL COMMITTEE****A. BASIC FUNCTION**

The Personnel Committee provides advice and counsel to the NMA President concerning personnel matters, monitors personnel policies and procedures, conducts evaluations and performance appraisals of the NMA President and makes recommendations to the Executive Committee.

B. MAJOR DUTIES AND RESPONSIBILITIES

1. The committee may participate in the interview process for all staff positions
2. Provides advice and counsel to the NMA President concerning major staff leadership positions
3. Conducts an annual verbal and written evaluation/performance appraisal of the NMA President based on specific and measurable goals
4. Receives from the Executive Committee, items/areas for consideration during the annual review and evaluation/performance appraisal of the NMA President
5. Periodically reviews staff salary schedule and fringe benefits program and NMA Employee Manual and recommends changes to the Executive Committee
6. In the case of a staff suspension or discharge, only the NMA President and his direct reports may petition the Executive Committee for a hearing of the action. The Personnel Committee serves as the review board.

C. COMPOSITION

The members of this committee consist of the Elected Officers and Immediate Past Chairman. The Chairman of the Board will act as Committee Chair and the Secretary shall serve as Secretary to the Committee.

D. TERM OF OFFICE

One-year term of office

E. FREQUENCY OF MEETINGS

The committee will meet on call of the Chairman of the Board.

F. STAFF ADVISOR

The NMA President provides committee meeting coordination and service.

APPENDIX C.6**EXECUTIVE ADVISORY COMMITTEE****A. BASIC FUNCTION**

The Executive Advisory Committee assists in planning the future of NMA

B. MAJOR DUTIES AND RESPONSIBILITIES

1. Reviews progress and future plans of NMA
2. Suggests new approaches and programs
3. Reviews and comments on proposed NMA programs and policies

C. COMPOSITION

The members of this committee consist of business and industry top executives.

D. METHOD OF SELECTION

Members are invited to participate by the Chairman of the Board and the NMA President with the advice and consent of the Executive Committee.

E. FREQUENCY OF MEETINGS

The committee shall meet at the call of the Executive Committee.

F. STAFF ADVISOR

The NMA Staff Advisor is the NMA President, who serves as secretary of the committee.

APPENDIX C.7

ASSOCIATION

DEVELOPMENT AND SERVICES

A. BASIC FUNCTION

The Association Development and Services Committee is responsible for developing plans aimed at increasing NMA membership as well as promoting member retention in chapters and councils. The committee shall also generate ideas and develop plans to focus resources on meeting the needs of NMA chapters, councils and individual members.

B. MAJOR DUTIES AND RESPONSIBILITIES

1. Reviews, and suggests revisions to marketing materials and plans for both increasing and retaining chapter, council and individual members
2. Develops, promotes, and continually improves programs to increase the size and/or number of chapters, councils, along with increasing the number of individual members
3. Monitors the progress of membership growth in chapters and councils
4. Reviews all customer surveys, as well as, related industry information to understand current needs and new services that will impact NMA members
5. Develops and evaluates long-range plans to ensure high quality customer service to chapter, council and individual members
6. Monitors and evaluates current benefits and services to determine if member needs continue to be met
7. Recommends and develops new member benefits and services
8. Develops programs to assist chapters and councils to market themselves and promote internal growth
9. Ensures that committee plans are aligned with the NMA Strategic Plan
10. Develops, conducts and evaluates New Director Orientation and Mentoring Programs
11. Updates and reviews those items, products or programs to maintain quality customer service
12. Establishes, evaluates and reports on annual measurable goals and objectives
13. Coordinate goals with Planning and Finance Committees to ensure agreement and consistency toward the advancement of NMA's objectives
14. Performs other tasks as assigned by the Chairman of the Board

C. COMPOSITION

The committee members consist of directors who are interested in developing plans for increasing individual membership and membership in chapters and councils as well as being interested in providing services that meet the needs of all NMA members.

D. METHOD OF SELECTION

The Chairman of the Board selects the chair of the committee. Committee members volunteer based on the director's preference, experience along with balance from the six geographic areas.

E. TERM OF OFFICE

The term of office for the committee chair is one year. There is no term limit.

F. FREQUENCY OF MEETINGS

The Committee meets three times a year in conjunction with the Board of Directors meeting and on call of the Chairman of the Board.

G. STAFF ADVISOR

The Staff Advisor is appointed by the NMA President

APPENDIX C.8

COMMUNITY
AND
COMMUNICATIONS

A. BASIC FUNCTION

The Community and Communications Committee is responsible for planning and identifying programs and activities that benefit youth and the community along with evaluating various methods used to communicate clear and concise information to individual members.

B. MAJOR DUTIES AND RESPONSIBILITIES

1. Reviews long-range plans in community services area and recommends revisions as appropriate
2. Administers the NMA Leadership Speech Contest
 - a. Each year NMA sponsors a nation wide speech contest for the purpose of promoting an understanding of leadership among our nations' high school age students
 - b. Specific criteria and guidelines are developed by NMA Staff and members of the Community and Communications Committee
 - c. Contest implementation is under the direction of the NMA Staff with committee member support and assistance
 - d. For specific contest information and rules for speech preparation consult the NMA Leadership Speech Planning Guide and the Community Services Guide
3. Administers the Community Services Chapter Award
4. Administers the Management Week in America Program
5. Plans and identifies programs, activities and initiatives that benefit youth and the local community
6. Establishes and guides overall approach to NMA communication efforts that target its diverse audience
7. Develops a consistent message about the value of NMA membership, programs and products that is sent to chapter, council and individual members
8. Evaluates methods used to communicate information to all NMA members; this includes NMA Breaktime and the Individual Member Newsletter as well as other forms of communications sent to members
9. Coordinates public relations, media contact and image programs of NMA
10. Establishes, evaluates, and reports on annual measurable goals and objectives
11. Coordinates goals with Planning and Finance Committees to ensure agreement and consistency toward the advancement of NMA's objectives
12. Provides Association Development and Services Committee with updates and

revisions to those products appropriate to maintain quality customer services

13. Provides advice to other NMA Standing Committees and Staff regarding the promotion of NMA materials to ensure uniform presentation of NMA messaging
14. Performs other tasks as assigned by the Chairman of the Board

C. COMPOSITION

The committee members consist of directors who are interested in communication methods and developing consistent messaging with our diverse membership as well as being interested in community services activities and working on projects that benefit youth.

D. METHOD OF SELECTION

The Chairman of the Board selects the chair of the committee. Committee members volunteer based on the director's preference and experience along with balance from the six geographic areas

E. TERM OF OFFICE

The term of office for the committee chair is one year. There is no term limit

F. FREQUENCY OF MEETINGS

The Committee meets three times a year in conjunction with the Board of Director meetings and on call of the Chairman of the Board.

G. STAFF ADVISOR

The NMA Staff Advisor is appointed by the NMA President

APPENDIX C.9**PROFESSIONAL DEVELOPMENT****A. BASIC FUNCTION**

The Professional Development Committee, is responsible for NMA's Learning Resource Center (LRC). The LRC is a centralized data base of training materials available to individual members as well as to members of affiliated Chapters and Councils. These cost-effective, quality training materials include NMA proprietary courses and those of other vendors for development/training needs of Individual Members, as well as members of affiliated Chapters and Councils.

The Professional Development Committee is also responsible for NMA's services to Human Resources Departments. The committee structure will be flexible.

B. MAJOR DUTIES AND RESPONSIBILITIES

1. Working with NMA staff, provides reasonably priced courses and materials that meet the needs of Individual Members as well as members of affiliated Chapters and Councils
2. Oversee NMA's Learning Resource Center
This includes:
 - Training material mix
 - Training material accessibility (via printed, electronic, or other media)
 - Evaluations
 - Sales and profits data
 - CEU trends data
 - Educational Dividend
 - LRC use
 - Partnership with other companies to provide training materials
3. Oversee standard use materials available through the NMA Professional Development Staff
This includes:
 - PD Resources Guide (Chapter Leader Training Kit)
 - PD LDC materials
 - Course Catalog (and on-line data base)
 - PD Highlights
 - PD Lessons Learned ("Best Practices")
 - Live-On-Line Classes
 - Leader Lab Exercise

4. Establishes, evaluates, and reports on annual measurable goals and objectives. Coordinates goals with the NMA Planning and Finance Committees and other functions to ensure agreement and consistency toward the total advancement of NMA's objectives.
 - The establishment of specific tasks to accomplish the goals is the responsibility of the NMA staff unless the task requires volunteer or committee support to accomplish. In that case, the task will be established through mutual agreement between the committee and the staff.
5. Coordinates Professional Development needs of Individual Members, Chapters, Councils and Human Resource Departments
6. Provides the Association Development and Services Committee with updates and revisions to those products appropriate to maintain quality customer service
7. The Chair of the Professional Development Committee will serve as a Trustee on the NMA Educational Foundation
8. Performs any other tasks as assigned by the Chairman of the Board

C. COMPOSITION

The members of this committee consist of Directors who are interested in training or Professional Development, along with an NMA Staff Advisor.

D. METHOD OF SELECTION

The Committee Chair is appointed by the Chairman of the Board. Members are selected according to the Director's preference, experience, committee, and geographic balance.

E. TERM OF OFFICE

The term of office for the Committee Chair will be one calendar year. There is no limitation to the number of terms.

F. FREQUENCY OF MEETINGS

The Committee will meet at least three times a year in conjunction with the Board of Directors meeting and on call of the Chairman of the Board.

G. STAFF ADVISOR

The NMA Staff Advisor is appointed by the NMA President

APPENDIX C.10**RECOGNITION****A. BASIC FUNCTION**

The Recognition Committee is responsible for providing an awards and recognition program that recognizes chapters, councils, along with their members, and Individual Members and sponsor achievements. The awards and recognition program should be consistent with the goals and objectives of NMA. The committee structure will be flexible.

B. MAJOR DUTIES AND RESPONSIBILITIES

1. Reviews the NMA Chapter Monthly Activity Report, R-1, and makes revisions, additions, deletions, and changes as necessary to satisfy the recognition needs of members, chapters and councils
2. Assists the NMA staff with maintaining a brochure that includes awards and certificates for use by the Chapters and Councils
3. Participates in selecting recipients for NMA awards that include, Hall of Fame, Member of the Year, Executive of the Year and Publications Contest
4. Establishes, evaluates and reports on annual measurable goals and objectives. Coordinate with NMA's Planning and Finance Committees and other committees to ensure agreement and consistency toward the total advancement of NMA's objectives
 - The establishment of specific tasks to accomplish the goals is the responsibility of the NMA staff unless the task requires volunteer or committee support to accomplish. In that case, the task will be established through mutual agreement between the committee and the staff.
5. Provides the Association Development and Services Committee with updates and revisions to those awards appropriate to maintain quality customer service
6. Performs other tasks as assigned by the Chairman of the Board

C. COMPOSITION

The members of this committee consist of Directors who are interested in the Awards and Recognition Program.

D. METHOD OF SELECTION

The Committee Chair is appointed by the Chairman of the Board. Members are selected according to the Director's preference, experience, committee, and geographic balance.

E. TERM OF OFFICE

The term of office for the Committee Chair will be one calendar year. There is no limitation to the number of terms.

F. FREQUENCY OF MEETINGS

The Committee will meet at least three times a year in conjunction with the Board of Directors meeting and on call of the Chairman of the Board.

G. STAFF ADVISOR

The NMA Staff Advisor is appointed by the NMA President.

APPENDIX D

CODE OF ETHICS

STATEMENT OF PRINCIPLES

MISSION STATEMENT

VISION STATEMENT

APPENDIX D.1

Code of Ethics

- I will recognize that all individuals inherently desire to practice their occupations to the best of their ability. I will assume that all individuals want to do their best.
- I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others.
- I will be guided in all my activities by truth, accuracy, fair dealing and good taste.
- I will keep informed on the latest developments in techniques, equipment and processes. I will recommend or initiate methods to increase productivity and efficiency.
- I will support efforts to strengthen management/leadership development through training and education.
- I will help my associates reach personal and professional fulfillment.
- I will earn and carefully guard my reputation for good moral character and good citizenship.
- I will promote the principles of our Free Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.
- I will recognize that leadership is a call to service.

Approved 1925--Revised March 2008

APPENDIX D.2

NMA Statement of Principles

NMA is dedicated to managerial excellence, personal and professional growth, and leadership development. The following principles identify NMA's core beliefs and provide the basis for NMA's Mission Statement.

We believe in the highest standards of personal and organizational integrity and respect for the individual.

We believe in lifelong learning, continuous improvement, and the development of a workforce capable of sustaining a competitive posture in the global economy.

We believe management is a creative, dynamic, and essential process enabling people to achieve personal and organizational objectives.

We believe that managerial responsibility is shared among all individuals at all levels of the organization and that leadership is critical to management success.

We believe that individuals and organizations have a community and civic responsibility.

APPENDIX D.3

NMA Mission Statement

NMA creates leadership development products and opportunities that maximize the potential of our members, sponsoring organizations, and communities.

NMA Vision Statement

NMA is the recognized worldwide partnership of people and businesses inspiring outstanding leadership, and cultivating highly productive workplaces.

