



NATIONAL MANAGEMENT ASSOCIATION, INC.

Policies and Procedures Manual

Rev. 11 September 2018

THE NATIONAL MANAGEMENT ASSOCIATION, INC.

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NMA Policy and Procedure Manual

Change Summary

Revision and Change Number	Revision Date	Description of Change	Authorized by
Rev 1	09/03/2014	Major change Changed title of Section 102 from “Numbering System” to “Change Process.” Defines process for making changes to PPM.	Policy Committee
Rev 1	09/03/2014	Major change Changed title of Section 306 from “Absences and Attendance” to “Meeting Attendance.” Describes requirements and limitations for virtual attendance of Board of	Policy Committee
Rev 1, Chg 1	10/20/2014	Minor change Added clarification to Section 1006, “National” Officers and “National” Directors are excluded from the National Member of the	Policy Committee
Rev 2	1/24/15	Major change Changed the verb “volunteer” to “serve” . Changed the noun “volunteer” to “member” or “candidate as applicable.” Changed “volunteer organization” to “member-based organization” in Appendix B, NMA Executive Director, Section G. Revised Appendix A, Organization Charts.	Policy Committee

		<p>Model.</p> <p>Editorial changes to capitalization and punctuation.</p> <p>Revised Parliamentarian Duties and Responsibilities.</p> <p>Changed Chapter Activity Report (R1) to Chapter Achievement Roadmap (CAR1).</p> <p>Changed Council Activity Report (RC-603) to Chapter Achievement Roadmap (CAR2).</p> <p>Changed Educational Dividend Policy to Chapter Rewards Program.</p> <p>Removed references to SMS and LEADS programs.</p> <p>Section 603 deleted; duplicate of</p>	
Rev 3	1/24/15	<p>Minor Change</p> <p>Sec 304 eliminated “c” which referred to “Normal Cycle” of Director Call to Service.</p> <p>Sec 305 eliminated “b” which referred to “Out of Cycle” of Director Call to Service.</p>	Policy Committee
Rev 3	1/24/15	<p>Minor Change</p> <p>Sec 307 added the word “Guests” following Associate Director.</p>	Policy Committee
Rev 3	1/24/15	<p>Minor Change</p> <p>Position Description for Vice Chair</p> <p>Added “Receives and Reviews Director Reports” to Duties & Responsibilities</p>	Policy Committee
Rev 3	1/24/15	<p>Minor Change</p>	Policy Committee

		Position Description for Representative to ICPM D – Term of Office Changed from 2 year term to 3 year term	
Rev 4	6/27/15	Conflict of Interest Statement added to Appendix D – Ethics & Principles	Policy Committee
Rev 4	6/27/15	LDCs renamed to CLT (Chapter Leadership Training)	Policy Committee
Rev 4	6/27/15	SEC 404 a – Officer nomination notification should be sent to Directors (add) and Lifetime Directors	Policy Committee
Rev 5	11/16/15	Major Change NMA Executive Director renamed NMA Executive Director	Policy Committee
Rev 5	11/16/15	Minor Change Format changes	Policy Committee
Rev 6	1/23/16	Add to Vice Chair's responsibilities "Oversee the National Director activities & schedule periodic telecoms to discuss chapter/council activities"	Policy Committee
Rev 6	1/23/16	Add to Chairman's responsibilities "Chairman of the Board may appoint a Past Chairman to serve as an advisor to Special Committees"	Policy Committee
Rev 6	1/23/16	Add to Committee Chair responsibilities "Forward Committee calendar information to NMA Staff for posting on NMA Web Site"	Policy Committee
Rev 6	1/23/16	Add "Annual Conference date & site selection must be completed by year end."	Policy Committee
Rev 6	2/25/16	Add "Should an Area Chair position be vacant, Directors of that area should report to the Vice Chair"	Policy Committee
Rev 6	6/16/16	Added the <i>Chapter Program Award</i> description – Section 10 (1015)	Policy Committee

Rev 6	6/24/16	Wording change to Sec 1102-D and 1104-A4 Annual Conference	Policy Committee
Rev 6	9/23/16	ICPM Representative Position wording added to Appendix B (<i>NMA Representative is a volunteer and does not received funding from NMA</i>)	Policy Committee
Rev 6	9/23/16	Recognition Committee recommended changes re: Sec 1007-C (newsletters) & Sec 1007-F (Size Groups)	Policy Committee
Rev 6	9/23/16	Wording added to Sec 4 – 404B “In the event of a vacancy, the Chairman of the Board may appoint the Area Chair”	Policy Committee
Rev 7	1/13/17	“Tiered Membership” added to Sec 2	Policy Committee
Rev 7	1/13/17	“Committee Chairs” description added to Appendix C	Policy Committee
Rev 7	1/13/17	Updated wording of the “Representative to ICPM” Appendix B	Policy Committee
Rev 8	6/15/17	Clarification of SEC 1003.E (HOF), 1005.E (EOY) & 1006.E (MOY) Change wording “July” to “Mid-Year”	Recommended by REC Committee – Policy Approved
Rev 8	6/15/17	Appendix C – Change “Executive Advisory Committee” to “Leadership Development Alliance”	Recommended by Planning Committee – Policy approved
Rev 9	9/06/17	Wording changes/addition to Sec. 1008, 1009 & 1010 (Gold Knight, Silver Knight, Leadership Award)	Policy Committee
Rev 10	01/31/18	Sec 303 Director Qualifications – wording added regarding Individual Member qualifications. Sec 305 Petitions – wording added defining <u>Director Terms</u>	Policy Committee
Rev 10	01/31/18	Sec 10 – 1007c Outstanding Publications Entry Submittal wording (clarification)	Policy & Recognition Committees
Rev 10	7/30/18	Sec 305A – For an affiliated chapter member, petition requires 4 signatures, Chapter Member, Chapter President, Co. Exec. Or Chapter Advisor <u>and Supervisor</u>	Policy Committee
Rev 11	9/12/18	Sec 307-Assoc Directors may serve on Standing Committees w/no voting rights. Guests may attend Bd Meetings if approved by CoB. Guest <u>may not attend Standing Committee Meetings</u>	Policy Committee

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INTRODUCTION

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

- A. To guide Directors and Staff in the performance of their duties
- B. To identify and delineate duties and responsibilities of Directors and Staff
- C. To provide the means for efficient leadership of NMA functions within the framework of the Constitution and Bylaws of NMA.
- D. To provide for the sharing of information with the membership
- E. 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. POLICY CHANGE PROCESS

- A. A change summary shall be included in the PPM immediately before the table of contents. The change summary will document any revisions to the PPM and its attachments or appendices. The change summary will identify the revision number, the date of the revision, a brief description of the revision, and who authorized the revision. The description shall identify the type of change (editorial, minor, or major change).
- B. Types of Changes
 - 1. Editorial Change - Correction of grammatical or spelling errors that:
 - a. Do not affect numbers other than page, table, figure title numbers, or obvious and demonstrable typographical errors. (Changes in decimal points, units of measure are not editorial changes.)
 - b. Update position or organization names or titles.
 - c. Reword phrases, sentences, and paragraphs, without changing the meaning.
 - d. Change the format of the document (e.g., rearrange unnumbered lists of items, rescale items, move details to new sheets, pagination, table, or figure title number changes, etc.).
 - e. Add/update document references.
 - f. Changes to clarifying languages that do not introduce conflicting language, add, or change requirements.

- g. An editorial change does not:
 - Make contextual or technical changes.
 - Change the meaning, overall scope, or purpose.
 - Create a new procedure.
- h. The Policy Chair authorizes editorial changes.
- i. The Revision Number is not changed and the Change Number is increased.

2. Minor Change

- a. Any change to the PPM and its attachments or appendices that meet any of following conditions. The change is:
 - Reformatting that does alter the contextual or technical content (such as: correcting grammar, typographical, or spelling errors; renumbering sections, pages, tables, figures, or attachments or appendices.)
 - Updating organizational names or titles provided organizational responsibilities are not changed.
 - Updating or changing reference citations where the technical requirements are equivalent or more rigorous.
 - Clarifying language that does not introduce conflicting language and does not add or delete specific requirements.
- b. The Policy Chair authorizes minor changes.
- c. The Revision Number is not changed and the Change Number is increased when a minor change is made (e.g., Rev 0, Chg. 1).

3. Major Change

- a. Any change to the PPM and its attachments or an appendix that does not meet the criteria for an editorial or a minor change.
- b. The Policy Committee authorizes major changes.
- c. The Revision Number is changed and there is no Change Number when a major change is made (e.g., Rev 1).

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, DUES AND REWARDS

201. APPLICATION FOR MEMBERSHIP

- A. The NMA Executive Director 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 Executive Director 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. The purpose for the chapter is to provide advanced management / leadership development through 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 Executive Director 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 Executive Director 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. COLLEGIATE MEMBERS

- A. A Collegiate Member is defined as an individual who is enrolled as a student or are faculty members at a public or private institution of higher education holding membership in NMA through an officially chartered/affiliated Chapter at the institution.

207. 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.

208. 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 and professional development. Associate Members shall have no voting rights or dues requirements.

209. 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.

210. TIERED MEMBERSHIP

- A. NMA members may apply and/or be appointed for a special category of membership, above and beyond the "chapter member" or "Individual Member" class.
- B. Professional peers from the NMA Board of Directors will review all applications and nominations for advanced levels of membership. Judging may be conducted by the Association Services & Development (AS&D)

standing committee or the NMA Board may choose to appoint a selection committee to review all nominations for membership advancement.

- C. The goal of Tiered Memberships is to recognize and reward NMA members whose professional accomplishments suggest special recognition and its accompanying benefits.
- D. Initial costs and benefits for the program include the following:
 - 1. Certificates; NMA HQ prepares and mails certificates as designated, accompanied by a letter of congratulations; certificate frames may be ordered by the local chapter
 - 2. Media announcements; these are sent via email
 - 3. Special recognition on NMA website and/or via social media; minimal staff time only
 - 4. Annual Conference discounts. Discounts will be adjusted each budget year and published no less than 90 days prior to the Annual Conference.
- E. Three Tiers of Membership
 - 1. Senior Member
 - a) If an NMA member has been in good standing for 5 or more years and would like to document their technical competence, occupational experience in leadership, professional organization responsibility, and/or civic service for personal/professional reasons, then a self-nomination application can be submitted to NMA via the website.
 - b) Applications will be reviewed by the AS&D Committee two times annually, at the January and June NMA Board of Directors meetings. Special meetings may be called by AS&D if necessary.
 - c) Dues and Fees:
 - i. Any NMA member considered for tiered membership will be responsible for any applicable chapter fees or Individual Member fees
 - ii. Senior Member Fee of \$250, paid annually.
 - d) Recognition Package:
 - i. Senior Member Certificate
 - ii. Engraved NMA name badge
 - iii. Annual Conference discount of 25% applied to regular member registration fee.
 - iv. Senior Member recognition on the NMA website

2. NMA Fellow

- a) After three years as a Senior Member in good standing, an individual can be nominated by a business, educational institution, or government, civic, or professional organization for the honor/status of NMA Fellow. A Fellow is an individual of distinction who meets the requirements for Senior Member and has made notable and valuable contributions in not only his/her areas of specialty but also to the fields of management and/or leadership.
- b) Applications are submitted to NMA via the website and they will be reviewed by the NMA Board of Directors annually at its June meeting. In addition to a nominating application, two letters of recommendation (“references”) are required. An endorsement is required to contain information on specific contributions that qualify the nominee for consideration of an advanced membership status.
- c) Dues and Fees:
 - i. Any NMA member considered for tiered membership will be responsible for any applicable chapter fees or Individual Member fees.
 - ii. Applicable annual Senior Member Fees (\$250)
 - iii. A one-time refundable conditional Acceptance Fee of \$500 paid by the nominating entity. Upon receipt of the fee, the acceptance process will be completed.
- d) Recognition Package
 - i. Special NMA Fellow Certificate
 - ii. Engraved “gold” NMA name badge
 - iii. Annual Conference discount of 40% applied to Conference regular member registration fee
 - iv. Announcement from NMA to Member’s hometown newspaper(s) and media outlets
 - v. NMA Fellow biography and photo located on specialty page of NMA website

3. Fellow Emeritus

- a) When an NMA Fellow in good standing has retired from his/her primary occupation and continues to make a significant contribution to the Leadership Body of Knowledge (e.g., a widely-adopted process, program,

etc.) the NMA Board of Directors may invite the individual to submit an application for the designation of Fellow Emeritus.

- b) Announcement of recipient(s) will be made during the NMA Annual Conference.
- c) Dues and Fees:
 - i. Any NMA member considered for tiered membership will be responsible for any applicable chapter fees or Individual Member fees
 - ii. Applicable annual Senior Member Fees (earlier noted as \$250)
 - iii. Applicable NMA Fellow Fee of \$750. This is a one-time fee.
 - iv. All non-chapter-related fees for retirees may be waived if approved by the NMA Board of Directors
- d) Recognition Package
 - i. Special NMA Fellow Emeritus certificate (presented publicly if possible)
 - ii. Engraved "gold" NMA Fellow Emeritus name badge
 - iii. Special Annual Conference Registration Fee of \$250
 - iv. Press release prepared by NMA

F. Judging Criteria (Senior Member, NMA Fellow, Fellow Emeritus)

- 1. Demonstrated Technical Competence (25 points maximum)
 - a) Education (earned BA/BS, 3 pts.; MA/MS, 5pts.; Ph.D. or other professional degree with earned bachelors/masters, 7 pts.)
 - b) Publications (books, journals, blogs, papers, presentations, 10 pts.)
 - c) Nationally recognized certifications/licenses/awards (5 pts.)
 - d) Professional development CEU/PDU earned (3 extra pts.)
 - e) Proven experience/accomplishment in product development, advancement in systems, project management, leadership/management innovation, codes or standards of development (5 extra pts.)

2. Occupational Hand-on Experience in Leadership (25 points maximum)
 - a) 20 plus years (20 pts.)
 - b) 19-16 years (15 pts.)
 - c) 15-12 years (10 pts.)
 - d) Consulting and/or teaching (5 extra points)

 3. Professional Society/NMA or other Organization Responsibility (25 points maximum)
 - a) National level (25 pts.)
 - b) Regional level (20 pts.)
 - c) Chapter level (15 pts.)

 4. Public Service - Personal and/or Professional Leadership to the management/leadership profession (25 points maximum)
 - a) National level (25 pts.)
 - b) State/regional level (20 pts.)
 - c) Local community (15 pts.)
- G. Judging Criteria Points Determinations
1. Senior Member nominees shall have earned a minimum of 50 points
 2. Fellow nominees shall have earned a minimum of 75 points
 3. Fellow Emeritus nominees shall have earned a minimum of 85 points
- H. Exceptions
1. The NMA Board of Directors may make exceptions to the tiered level of membership criteria, subject to a vote of approval by the majority of the Board present at a meeting or via an electronic vote. Similarly the Board may consider “grandfathering” certain individuals at the inception of the Tiered Membership Program. The AS&D Committee may chose to vote during an NMA Board of Directors meeting or do so electronically, depending upon time constraints.
 2. The NMA Board of Directors shall reserve the right to limit the number of Senior Members, Fellows, and Fellows Emeritus.

211. 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.

212. DUES / FEES

- 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. A registration fee of \$10 shall apply to each new Collegiate Member of NMA, who has never paid a registration fee.
- 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. Collegiate	
Members.....	25.00
5. Life members.....as determined by the Executive	
Committee.....	-0-
6. Life retired	
members.....	-0-
7. Honorary members	
.....	-0-
8. 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.

213. GOOD STANDING

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

214. INACTIVE STATUS

- A. A Chapter may be placed on "inactive" status at the request of the Chapter President, NMA Executive Director, 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 Chapter Rewards Program; 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.

215. 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.

216. 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).

217. CHAPTER REWARDS PROGRAM (CRP)

- A. At the beginning of each calendar year (January 1) and the start of NMA's fiscal year, each Chapter in good standing is entitled to a two dollar (\$2)/member credit based on the official December 31 NMA Membership

Report (reflecting the number of members reported to NMA as of 12/31 of the previous year). This program will henceforth be known as Chapter Rewards Program (CRP).

- B. As an example, if your Chapter had a reported end of year membership of 100 members, your Chapter has earned \$200 in CRP credit.
- C. Listed in Products and Services is the percentage off the item that may be used toward the purchase of the NMA products and services (see below) up to the total amount of the Chapter's CRP credit.
- D. Each Chapter will be notified by January 31st of its CRP Credit available with another notice sent out to each Chapter by September 31st providing the credit balance.
- E. There is no carryover from year to year.
- F. Products and Services

- Awards and Merchandise – 10% off
- CLT Registration (in addition to early bird discount) 10% off (after early bird discount)
- Annual Conference Registrations – 10% off (after early bird discount)
- President and Past President Pins – 20% off
- Foundations of Management - 20% off
- Faciliskills - 50% off
- Building Virtual Teams 50% off
- NMA's Next Top Leadership Model - 50% off
- Live Online Group Login - 100% off
- Sponsored Speaker – 100% off up to \$200.00

218. SPONSORED SPEAKER ALLOWANCE

- A. Chapters may designate one speaker per year as a "sponsored speaker". A reimbursement, up to a maximum of \$200 may be made for the speaker. A copy of the paid invoice or other verification of the fee paid must be submitted to NMA headquarters.

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 (either physically or virtually; Directors should attempt to physically attend whenever possible and at least once a 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 to 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. Directors 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 member, 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. Need to have demonstrated basic leadership skills.
 4. Need good communication skills and is willing to speak before NMA groups.
 5. Organization allows for Director duties and responsibilities.
 6. Individual members are encouraged to serve if finances and personal time permit performing the duties and responsibilities of a Director
 7. For an individual member, the person needs to be sponsored by one of the National Officers. The sponsor will review the petition with the National Officers. The National Officers will evaluate the petition and make a decision to approve or disapprove the petition.
 8. 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 serve as a Director for a 1 or 3-year term or as an Associate Director.
- 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 become a Director or Associate Director.

305. PETITIONS

- A. Members interested in serving as a Director need to complete and submit a Director Petition to NMA headquarters. For an affiliated Chapter member, the petition requires the signatures of the Chapter member, Chapter President, Company Executive or Chapter Advisor and Supervisor. For an individual members, the person needs to be sponsored by one of the National Officers. The sponsor will review the petition with the National Officers. The National Officers will evaluate the petition and make a decision to approve or disapprove the petition. Filing an Associate Director position is described in Paragraph 307.
- B. Petitions can be submitted for a one or three-year term. Terms will start either in January or June, but all terms will end in December. If a Director starts his/her term in June, the Director will serve seven months for a one-year term, or 2 years and 7 months for a three-year term.

306. MEETING ATTENDANCE

- A. Directors may attend required meetings virtually or be physically present. Directors should attempt to physically attend whenever possible and at least once a year. Virtual attendance may include audio or both audio and visual connections. The Director must contact the appropriate staff person at NMA headquarters no later than three days before the meeting to ensure equipment compatibility and that proper procedures are followed with the virtual connection. Virtual attendance shall be counted as part of the number of attendees required to establish a quorum.
- B. The chair of a meeting can attend the meeting virtually but needs to assign a person that is physically in attendance to act as a moderator who will assist with taking notes, handouts, and technology. Directors in attendance either physically or virtually at meetings of the Board of Directors, the Executive Committee, other committees, and Area meetings are included to form a quorum for transacting business.
- C. When a Director is unable to attend a Board of Directors meeting, the Director shall provide a written notice of their absence to the NMA Secretary. In their absence, the Director may appoint an alternate, who is a NMA member in good standing, to be their substitute at the meeting. The alternate may exercise all the rights of the Director except appointing another alternate.

307. ASSOCIATE DIRECTOR / GUESTS

- A. The Area Chair may assign 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 and need to complete and submit an Associate Director data form to NMA headquarters. Associate Directors may attend and serve on Standing Committees but have not voting privileges.
- B. Guests – Guests may attend a portion or all of the Board Meeting if approved in advance by the Chairman of the Board. Guests may not attend Standing Committee Meetings and do not have voting rights.
- C. The Area Chair's report to the Board of Directors should summarize the number of Associate Directors assigned 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 are included in the electronic voting process for the elected officers.
- 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

- A. An Orientation meeting for new and continuing Directors shall be the responsibility of the Chairman of the Board in cooperation with the NMA Executive Director. An 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 person continues to maintain his / her status as a Chapter member, if possible, or as an individual 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 person continues to maintain the status as an individual member in good standing.

311. DIRECTOR INSTALLATION AND OATH

- A. New and Directors renewing their service can be installed in a brief ceremony at the Annual Conference, at a Board of Directors meeting, or at a Chapter Leadership Training event. The following official Director's oath will be administered by the Chairman of the Board or a designated representative:

"On my honor as a professional manager... I pledge to accept the responsibilities of National Director... to abide by the Constitution and Bylaws... to uphold the dignity and prestige of the Association... to conduct myself according to its principles... to believe in and lead by the Code of Ethics... and work to further all Association 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 Bylaws. 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
- 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.
 - The Area Chair will receive all copies of the concern and will provide a copy of the written concern to the Secretary. The Area Chair will do a preliminary review to investigate the situation and determine if the allegations should be considered for further action.
 - The Area Chair will do a preliminary review to investigate the situation and determine if the allegations should be considered for further action. 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.

- The Area Chair will do a preliminary review to investigate the situation and determine if the allegations should be considered for further action. 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.
- The Area Chair will do a preliminary review to investigate the situation and determine if the allegations should be considered for further action. 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:
 - i. The name of the Director that is cited in the concern.
 - ii. 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.
 - iii. The name of the Director filing the concern.
 - iv. The date the response is due.
 - v. The date of the next Executive Committee meeting at which the concern will be reviewed.
 - vi. The possible penalties.
 - vii. The right of appeal and the time limit to file for an appeal.
 - viii. Any other information that may be relevant.
- The Area Chair will do a preliminary review to investigate the situation and determine if the allegations should be considered for further action. 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.

- The Area Chair will do a preliminary review to investigate the situation and determine if the allegations should be considered for further action. 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.
- 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.
- If the Executive Committee determines that no action is needed the matter is closed.
- The Area Chair will do a preliminary review to investigate the situation and determine if the allegations should be considered for further action. 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 Chapter members 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 Executive Director.
 - 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.
 - 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 referrals 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 Executive Director. The Executive Committee 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 the Board of Directors.
 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 Executive Director.
 7. Approves new staff positions recommended by the NMA Executive Director
 8. Directs the duties of the NMA Executive Director and reviews performance.
 9. Selects public accountants and other professional services as needed.
 10. Authorizes legal action when necessary.
 11. Serves as Trustees of the NMA Educational Foundation.
 12. The Secretary shall collect the written proposed Action Items at every

board meeting for review by the Executive Committee who will determine whether the item is to appear on the main action item list.

a). The main Action Item List shall be maintained by the Secretary. It will be accessible on the NMA Web Page for directors to review. Updates to the list with actions taken and identification of completion dates will be performed by the NMA Staff.

b). Actions within a committee shall remain on the particular committee's action item list that is maintained by the Committee Chair.

c). Meetings

1. The Executive Committee shall meet prior to each Board of Directors meeting.
2. The Executive Committee shall meet in separate session as requested by the Chairman in conjunction with any scheduled Board of Directors meeting.
3. The Executive Committee shall meet in special session, as requested 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 Services and Development
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 and Lifetime Directors along with candidate names for all six Area Chair positions. The names are to be received by July 12. 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 along with a picture and paragraph describing their qualifications.
- B. Nomination Petitions along with a picture and paragraph describing their qualifications 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 all Directors and Lifetime Directors electronically. The Area Chair candidates shall be elected by Directors from their respective areas also electronically. In the event of a vacancy, the Chairman of the Board may appoint the Area Chair.
- 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. The election process for Officers and Area Chairs is described in the Bylaws, Article 5, Section 3A. The Officer and Area Chair candidates receiving a majority of votes shall be deemed elected. The elected Officers and Area Chairs shall serve for a term of one year.
- 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. ELECTED OFFICER INSTALLATION AND OATH

- A. The Chairman of the Board shall be installed at the Annual Conference's Executive of the Year banquet using the following oath:

"I, ____, do solemnly swear to uphold and abide by the NMA Constitution and Bylaws, and will, to the best of my ability promote its Code of Ethics, mission and goals. Furthermore, I will at all time conduct the affair of the Association in a professional, progressive, and responsive manner, being ever mindful that true leadership is always a call to service".

- B. The other elected Officers of Secretary, Treasurer, and Vice Chair are installed at another function at the Annual Conference using the follow oath:

"I, _____, do solemnly swear to uphold and abide by the NMA Constitution and Bylaws, and will, to the best of my ability promote its Code of Ethics, mission and goals. I will at all times conduct the affairs of the Association in a professional, progressive, and responsive manner".

406. SCHEDULING OF MEETINGS

- A. All Committee and Board of Directors 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.

407. DIRECTOR-STAFF RELATIONSHIP

- A. All NMA Staff activities shall be directed by the NMA Executive Director.

SECTION 5 - PLANNING

501. POLICY

- A. It is the policy of the NMA... The Leadership Development Organization to develop, implement, and publicize a formal, written plan that covers three years in the future that identifies a direction and opportunity for development and growth of the association.

502. STRATEGIC PLAN

- A. The plan should contain general objectives and goals that identify what NMA intends to do in the three year period. The plan should also identify more specific current year goals and performance objectives along with identifying a person or committee to lead each particular initiative.
- B. The performance objectives should be 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 should become benchmarks for measuring progress, determining follow-up actions and, if needed, revising priorities.
- C. It is essential that the strategic and performance objectives along with the key initiatives of the plan be reviewed at each Board of Directors meeting to measure progress and to ensure that changing conditions and evolving opportunities are identified and considered.
- D. The current year plans of the four standing committees should be consistent with and support the goals, objectives and key initiatives of the strategic plan.
- E. The Vice Chair, with assistance from the Executive Committee, Committee Chairs, and Area Chairs shall be responsible for drafting a new three-year strategic plan, addressing pertinent strategic issues.

503. RESPONSIBILITIES AND REPORTS

- A. The Planning Committee shall be responsible for the initiation, coordination, review, and updating of the strategic plan. The Vice Chair shall serve as the committee chair.
- B. The members of the Planning Committee shall consist of the Executive Committee, that is, Chairman of the Board, the Vice Chair, Treasurer, Secretary, Immediate Past Chair along with the

current four standing committee Chairs and the six Area Chairs.
The Committee Staff Advisor is the NMA Executive Director.

- C. A recording secretary shall be appointed for each Planning Committee meeting to record meeting decisions and discussion items.
- D. At each Board of Directors meeting, a review of the strategic plan shall be made by the Planning Committee. A report shall be made to the board outlining progress made to date on the plan's goals, objectives and key initiatives.
- E. The Planning Committee shall coordinate with the Finance Committee to ensure that the costs of key initiatives are considered.

SECTION 6 - PROFESSIONAL DEVELOPMENT

601. POLICY

- A. The principal thrust of NMA affiliation is the professional growth of its members through continuing education. It is NMA's policy to provide reasonably priced courses, programs, and materials for use by both Chapters and Individual members. This may be material developed for NMA or materials offered through a third party vendor that has been evaluated by both the Professional Development Committee and the NMA Staff to be acceptable for member use.

602. TRAINING FORMATS

- A. NMA is committed to provide cost-effective management/leadership courses and materials through the lecture/study/discussion format or through other appropriate formats as e-learning, mobile learning, virtual classroom, or self-study.

603. PRICING POLICY

- A. Member Price - Member prices for all NMA 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. Vendor Materials - The NMA shall enter into contracts with other training organizations with the intent of obtaining their courses and programs at a favorable discount and/or with revenue sharing arrangements.

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 Services and Development 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 Services and Development 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 Directors meeting, if necessary.

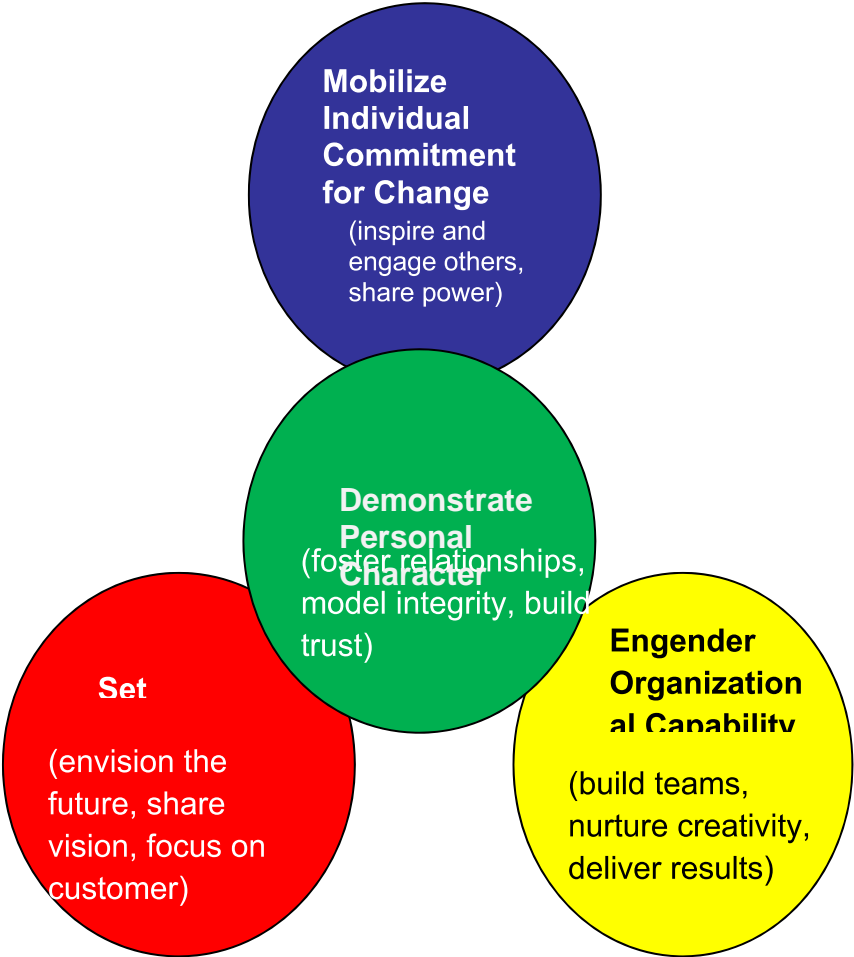
- B. Follow up contact(s) by the Mentor with the new Director should:
 - 1. Address specific questions.
 - 2. Discuss committee assignment(s).
 - 3. Make arrangements to meet the new Director upon arrival at the Board of Directors meeting.

- C. The Mentor's meeting with the new Director at the first Board of Directors meeting should:
 - 1. Address specific questions.
 - 2. Agenda discussion and review of the general Board of Directors 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 Executive Director 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 Directors 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 Services and Development 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. DESCRIPTION

- A. The NMA Leadership Model was derived from a similar model in *Results-Based Leadership* by Ulrich, Zenger, & Smallwood. It also incorporates elements of leadership models created by NMA’s sponsoring companies. NMA’s Leadership Model is depicted as a Venn diagram of four circles with a center circle intersecting with three other independent circles. The circles represent one of the four NMA leadership core competencies. The center circle represents the core competency “demonstrate personal character.” The other three circles represent the core competencies of “set direction,” mobilize individual commitment for change,” and “engender organizational capability.”

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 and Council Development

901. POLICY

- A. Chapter and Council Development encompass 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 Services and Development 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 is 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 is 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 desire to organize for the purpose of strengthening the Chapters—through service, sharing of information, and training.
 - 1. Standards – Councils shall meet the following minimum standards before being presented with a charter.
 - a. Membership in the Council shall be open to all affiliated Chapters and Individual members as specified in the Council's Bylaws.
 - b. The name, financial basis and organizational structure of the Council will meet the requirements established by the Executive Committee.
 - 2. Applications - The Council's application for charter shall be approved by the Executive Committee provided it conforms to established policy and rules.
 - 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 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. CHAPTER LEADERSHIP TRAINING

- A. NMA shall sponsor two Chapter Leadership Training (CLT) Meetings.
- 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 Executive Director and assigned Staff may undertake necessary investigation to understand the reasons.
- B. 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 - 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 Achievement Roadmap (CAR1) 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 CAR1 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 Achievement Roadmap (CAR2) 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 - 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 CAR1's and CAR2's, 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 contains 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 NMA Staff will combine the scores submitted from the Recognition Committee to determine the top 3 nominations.
By the mid-year committee meeting, the 3 nominees with the highest number of points will be evaluated and a recipient of the award declared.

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 NMA Staff will prepare a list of qualified nominees and with the advice and counsel of the Recognition Committee Chair and the Chairman of the Board, the NMA Executive Director will make the appropriate contacts to secure an honoree.

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 NMA Staff will combine the scores submitted from the Recognition Committee to determine the top 3 nominations.
By the mid-year Committee meeting, the 3 nominees with the highest number of points will be evaluated and a recipient of the award declared.

1006. MEMBER OF THE YEAR AWARD

- 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 National Officers and National 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 NMA Staff will combine the scores submitted from the Recognition Committee to determine the top 3 nominations. By the mid-year committee meeting, the 3 nominees with the highest number of points will be evaluated and a recipient of the award declared.

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. Entry Submittal - Publications Contest entries 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. Part A is self-scoring. Part B is scored by the Recognition Committee Members. All entries must be submitted electronically in a .pdf format. Two newsletters are to be submitted for judging purposes. Both issues must have been published between May 1 of the prior year and April 30 of the current year; i.e. if the awards are to be presented at the 2018 Annual Conference, both issues must have been published between May 1, 2017 and April 30, 2018.
- 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. In space provided, please state in which copy and on what page each supporting article appears. 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 and fewer members
Group 8	Councils

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 Executive Director, 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 - The NMA Executive Director shall review the nomination and verify the award was not presented to another recipient from the Council within the past administrative year. The Executive Director shall prepare a recommendation to the Executive Committee to approved or disapprove the award. The recommendation shall also state if the award has been presented to another recipient from the Council within the past administrative year. The Executive Committee shall respond with their decision within 3 working days and the NMA Executive Director will notify the Council of the decision. If approved, the NMA Executive Director shall order the award.
- E. Award Presentation – The award should be presented locally by the Council 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 Executive Director, 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 - The NMA Executive Director shall review the nomination and verify the award was not presented to another recipient from the Chapter

within the past administrative year. The Executive Director shall prepare a recommendation to the Executive Committee to approved or disapprove the award. The recommendation shall also state if the award has been presented to another recipient from the Chapter within the past administrative year. The Executive Committee shall respond with their decision within 3 working days and the NMA Executive Director will notify the Chapter of the decision. If approved, the NMA Executive Director shall order the award.

- E. Award Presentation – The award should be presented locally by the Chapter 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 Executive Director 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 – The NMA Executive Director shall review the nomination and prepare a recommendation to the Executive Committee to approve or disapprove the award. The Executive Committee shall respond with their decision within 3 working days and the NMA Executive Director will notify the Chapter of the decision. If approved, the NMA Executive Director shall order the award.
- E. Award Presentation – The award should be presented locally by the Council or Chapter so superiors, peers, subordinates, friends and family can witness the presentation.

1011. 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 Services and Development Committee Chair and forwarded with recommendation to the Staff Advisor (NMA Executive Director) who approves the Award.

1012. 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 Achievement Roadmap (CAR1 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 1700 or more members
- Group 2201-699 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 and fewer members

1013. 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 Achievement Roadmap (CAR1 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. Ten percent of the total points must come from courses completed under B1. 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 CAR1 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 CAR1 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 x # 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 minimum points:

Minimum points = .1 x 100 + 50 points = 60 points

1014. 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 Achievement Roadmap (CAR1 form) to NMA Headquarters. Community Services award activities are listed under the Community Services Area, Section D of the CAR1 form.
- C. Nomination Submittal - The CAR1 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 X # 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 x 100 + 35 = 55 points

1015. CHAPTER PROGRAMS AWARD

A Chapter can receive this award by conducting monthly programs that enhance the members' professional and/or personal growth when they attend the chapter's membership meetings.

- a. **Description** — The “Chapter Programs Award” will be presented to any Chapter that meets the criteria listed under a, b, and c. A Chapter can receive this award by conducting monthly programs that enhance the members' professional and/or personal growth when they attend the chapter's membership meetings. Points for these programs will be recorded on the CAR1 under B2, Monthly Meetings/Programs. Chapters earning this award will be recognized at NMA's Annual Conference.
- b. **Qualifications** — To be considered for this award, a Chapter MUST participate in NMA's Chapter Recognition Program by submitting a monthly Chapter Achievement Report (CAR1 Form) to NMA Headquarters and earning a minimum rating of Superior for all activities reported during their administrative year. In addition, each chapter must submit the name of their Program Chairman (or equivalent officer) to NMA Headquarters.
- c. **Submittal** — Chapters must submit a total of 2 monthly program communications (flyers) during the administrative year. 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. All entries must be submitted electronically in a .pdf format. They may be submitted with any CAR1 during the year.

At the end of the administrative year, these flyers will be reviewed by the Recognition Committee Judges. They will review them for support of innovative programs, i.e., thinking outside the box, trying different things, speakers, venues, and topics. Each committee member reviewing the chapter's communications will assign 0-10 points for each. Those total points will be added to your end-of-year B2 total.

In addition, each chapter MUST submit a “Chapter Programs Award Official Entry Form” no later than June 1. There are two parts, A and B. Part A is self-scoring (you enter the scores). Part B is scored by the Recognition Committee Judges.

The minimum number of points required under B2 for a Chapter Programs Award for all chapters is 85 points.

- d. **Final Selection** — The “Chapter Programs Award” will be presented at NMA's Annual Conference to ALL qualifying Chapters that have met the criteria listed in section a, b, and c above. After the Recognition Committee

Judges have reviewed the flyers (communications) submitted by each chapter and added their total points from the “Chapter Programs Award Official Entry Form”, to the B2 CAR1 points, **ONE** chapter earning the most total points will be selected by the Recognition Committee to receive the “Chapter Outstanding Programs Award” for the year.

1016. WAIVER PROCEDURE

- A. 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.
- B. 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.
- C. 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 Chapter Leadership Training programs. 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; the conference date and site must be completed by year end for the next year's annual conference.
 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 -The planning and administration of the conference, including programs, shall be the responsibility of the NMA Executive Director, with assistance from the NMA Staff. The Annual Conference date and site selection must be completed by year end for the following year.
- D. Financial Responsibilities - The NMA Executive Director will have financial responsibility for executing the approved budget for the Annual Conference. The NMA Executive Director will develop the conference budget, approved it and also obtain concurring approval from the Chairman of the Board and Treasurer. This includes budget approval and submitting an end of conference financial accounting of all income and expenses as part of the final report. This report will be submitted by the NMA Treasurer.

1103. CHAPTER LEADERSHIP TRAINING (CLT)

The two Area Chapter Leadership Training programs will be held in the months of April or May. One will be designated a West CLT and the other an East CLT.

- A. Purpose
1. The program is designed for newly elected or appointed Chapter leaders to receive training on the “How to’s” of being an 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 training 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 CLTs. The NMA Staff shall prepare the agenda for each program.
- D. Financial Responsibilities
1. All financial contracts/agreements shall be negotiated by NMA Staff with final approval of the NMA Executive Director.
 2. The NMA Executive Director and Staff will have final financial responsibility for the CLTs. This includes budget approval and submitting an end-of-CLT financial accounting of all income and expenses as a part of the final report, to be submitted to the NMA Treasurer.
- E. CLT Level Speech Contest and Liaisons
1. Combined area competitions within the east and west regions will be conducted at the east and west CLTs.
 2. Speech contestants representing Chapters/Councils in the northeast, central and southeast areas shall compete at the east CLT. Speech contestants representing Chapters / Councils in the pacific north, pacific south and southwest areas shall compete at the west CLT.
 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 Executive Director, 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 shall at least break even over the cost of the conference.
5. The registration fees will include a \$5 contribution to support the NMA Speech Contest Fund.

B. Chapter Leadership Training

1. The registration fee(s) for all leadership training programs will be established by the NMA Staff.
2. There will be an "Early Registration" fee for the program. 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 program and will be clearly published in program registration material.
4. The program income should include a net return of 10 percent to 30 percent over cost of the programs.
5. The registration fees will include a \$5 contribution to support the NMA Speech Contest Fund.

1105. COMPLIMENTARY REGISTRATIONS AND BENEFITS

Complimentary registrations and other benefits paid by NMA at the annual conference and leadership training program will be specifically limited as described below. Deviations to this policy require Executive Committee approval.

A. Annual Conference

1. 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.
2. 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.
3. 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.
4. Full complimentary registrations will be provided to the NMA Member of the Year and his / her spouse / guest.
5. 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.
6. 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.
7. NMA Staff conference costs are paid out of the conference budget, and are not considered complimentary registrations.
8. Members of NMA's Leadership Development Alliance, as well as other representatives from affiliated organizations, will not be provided complimentary registrations unless specific Executive Committee authorization is granted.
9. 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.

B. Chapter Leadership Training

1. The current Chairman of the Board will receive full complimentary registration at Chapter Leadership Training programs 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.
2. Additional complimentary lodging shall be made available to the NMA Staff.
3. 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 Executive Director 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 Executive Director 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 Executive Director.

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 Executive Director.
- 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, ARTICLES 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 Executive Director. 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 at 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 Executive Director.

1209. COMMUNICATIONS SYSTEMS POLICY

- A. Purpose - It is the policy of NMA to provide or contract for the communication services and equipment necessary to conduct its business. All communication systems are the property of NMA and are to be used primarily for business purposes. Information transmitted by, received from, or stored on these systems are properties of NMA and as such are to be used primarily for job-related purposes. Electronic and paper communications may be monitored as needed by authorized personnel. The inappropriate use by an employee, Chapter member, or individual member of a communication system (electronic, paper or otherwise) will subject the employee to disciplinary action up to and including termination, and the Chapter member to loss of privilege, up to and including dismissal from the Board of Directors, if applicable.

- B. Scope

This policy covers all employees and NMA members, including members of the Board of Directors. Communication systems include but are not limited to the following:

1. Telephones (including cell phones)
2. Voice mail
3. Facsimile machines
4. Electronic communications
5. E-mail
6. Text messaging
7. Online reference systems

8. Intranet
9. Internet
10. Social Media sites
11. Interoffice mail
12. U.S. mail

C. Prohibited Use Policy

1. Communication systems shall not to be used for the creation or distribution of any disruptive or offensive messages, including the display or transmission of images, messages, or cartoons that contain ethnic slurs, racial epithets, sexual innuendos or anything that may be construed as offensive, harassing or disparaging of others based on race, sex, ethnicity, gender, hair color, disabilities, age, sexual orientation, religious beliefs and practice, political beliefs, or national origin, or anything pornographic in nature. Employees who receive any emails or correspondence with this content from any NMA employee, Chapter member, or individual member should report the matter to the Executive Committee.
2. Communication systems, whether electronic or paper, should not be used to solicit or proselytize others for commercial ventures, religious or political causes, outside organizations, or other non-NMA related activities.

D. Personal Use Policy - NMA's address (street or e-mail) shall not be used for receiving personal mail, and NMA stationery and postage, or e-mail, shall not be used to send personal mail. Employees and NMA members should exercise care so no personal correspondence appears to be official communication of NMA. Generally, employee or NMA member's use of communications systems for private purposes is against policy and may subject the offending individual to disciplinary action up to and including termination of employment.

E. Monitoring - NMA employees and NMA members shall have no expectation of privacy in anything they store, send or receive utilizing NMA's communication systems. NMA may monitor messages without prior notice and by utilizing NMA's equipment, employees and NMA members are consenting to have such use monitored by authorized personnel at NMA's discretion. NMA reserves the right to access or disclose all messages over its electronic systems or other communication systems for any purpose.

F. Enforcement

1. Any employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment. Any NMA member found to have violated this policy may be subject to loss of privilege, up to and including removal from the Board, if applicable.
2. Violations of this policy shall be directed to the Executive Committee of the Board of Directors for appropriate handling.

G. Term Definition

1. Email-The electronic transmission of information through a mail protocol such as SMTP or IMAP. Typical email clients include Google and Microsoft Outlook.

SECTION 13 – CHAPTER MARKETING INCENTIVE PLANS

1301. COMMISSIONED MARKETING REPRESENTATIVE (CMR)

- A. Basic function - A CMR will be a specially commissioned salesperson approved by the Association to work with the NMA Staff and Directors in the development of new NMA Chapters.
- B. Major duties and responsibilities
 1. Survey local geographic area and/or personal and professional “spheres of influence” to find organizations/communities suitable for an NMA Chapter.
 2. Call upon representatives/key decision-makers therein, in order to introduce the NMA Chapter concept to appropriate audiences.
 3. Establish, maintain, and “work” all promising leads, calling upon the NMA Staff and/or Chapter leaders (Directors, Chapter leaders, etc.) to assist in marketing NMA as appropriate.
 4. Work with the NMA Staff to establish a Steering Committee and provide advice and counsel to individuals working toward the establishment of a Chapter.
 5. Guide said new Chapter(s) through formation and chartering.
 6. Serve as an ex-officio advisor to new Chapter during its first year of operation.
- C. Method of selection
 1. CMR candidates may contact NMA headquarters to express interest in the position or potential candidates may be contacted by NMA about the position.
 2. CMR will be approved by the NMA Executive Director, with advice and counsel from the Personnel Committee.
 3. Candidates will be approved based upon their perceived ability to represent NMA professionally, their knowledge of NMA, their ability to understand and apply first-rate marketing strategies, and their desire to work collaboratively with the NMA Staff and NMA members.
 4. Any “conflict of interest” concerns or appearances will be fully examined by the Personnel Committee and NMA Executive Director and addressed as appropriate.

5. All CMR's will complete an orientation program established by the NMA Executive Director and will be provided with marketing materials as needed.
- D. Term of appointment - A CMR serves at the recommendation of the Executive Director to the Personnel Committee and may ask to renew the arrangement yearly.
- E. Compensation and expenses
1. \$25 will be paid to the CMR for each member of the new Chapter for whom dues and registration fees are paid and received by NMA.
 2. Payment will be made after the submission of the Membership Report and dues for the first month of the Chapter's operation, and following the 6th and 12th months.
 3. No normal travel and marketing expenses will be reimbursed. The CMR may act as a special NMA representative by direction of the NMA Executive Director and expenses may be pre-approved and reimbursed in rare cases.
2. The CMR is not an NMA employee and is not eligible for employee benefits.

1302. CHAPTERS CHARTERING NEW CHAPTERS

- A. Basic function - A Chapter Marketing Incentive Plan has been designed to get existing NMA Chapters engaged in initiating and sustaining a new Chapter relationship with a potential prospect. Beginning with the 2013 fiscal year, NMA Chapters will be financially incentivized for taking a lead role in chartering new Chapters nearby in their geographic vicinity or within the parent company.
- B. Major duties and responsibilities
1. Survey the local geographic area as well as personal and professional contacts to identify organizations / communities suitable for an NMA Chapter.
 2. Call upon representatives/key decision makers therein, in order to introduce the NMA Chapter concept to appropriate audiences, invite them to Chapter meetings or recognize their executives through an NMA award.

3. Establish, maintain, and work all promising leads, calling upon the NMA Staff and / or NMA members to assist in marketing NMA as appropriate.
4. Work with the NMA Staff to establish a Steering Committee as well as providing advice and counsel to individuals working toward the establishment of a Chapter.
5. Provide guidance to the new Chapter through the steps of formation and chartering along with keeping NMA headquarters informed of all action items and accomplishments.
6. Serve as an ex-officio advisor during the Chapter's first year of operation.

C. Chapter organization

1. A New Chapter Development Committee will need to be formed within the existing Chapter along with appointing a committee chair.
2. The committee chair should contact NMA Headquarters to express interest in learning more or declare their intent to engage in new chapter development.

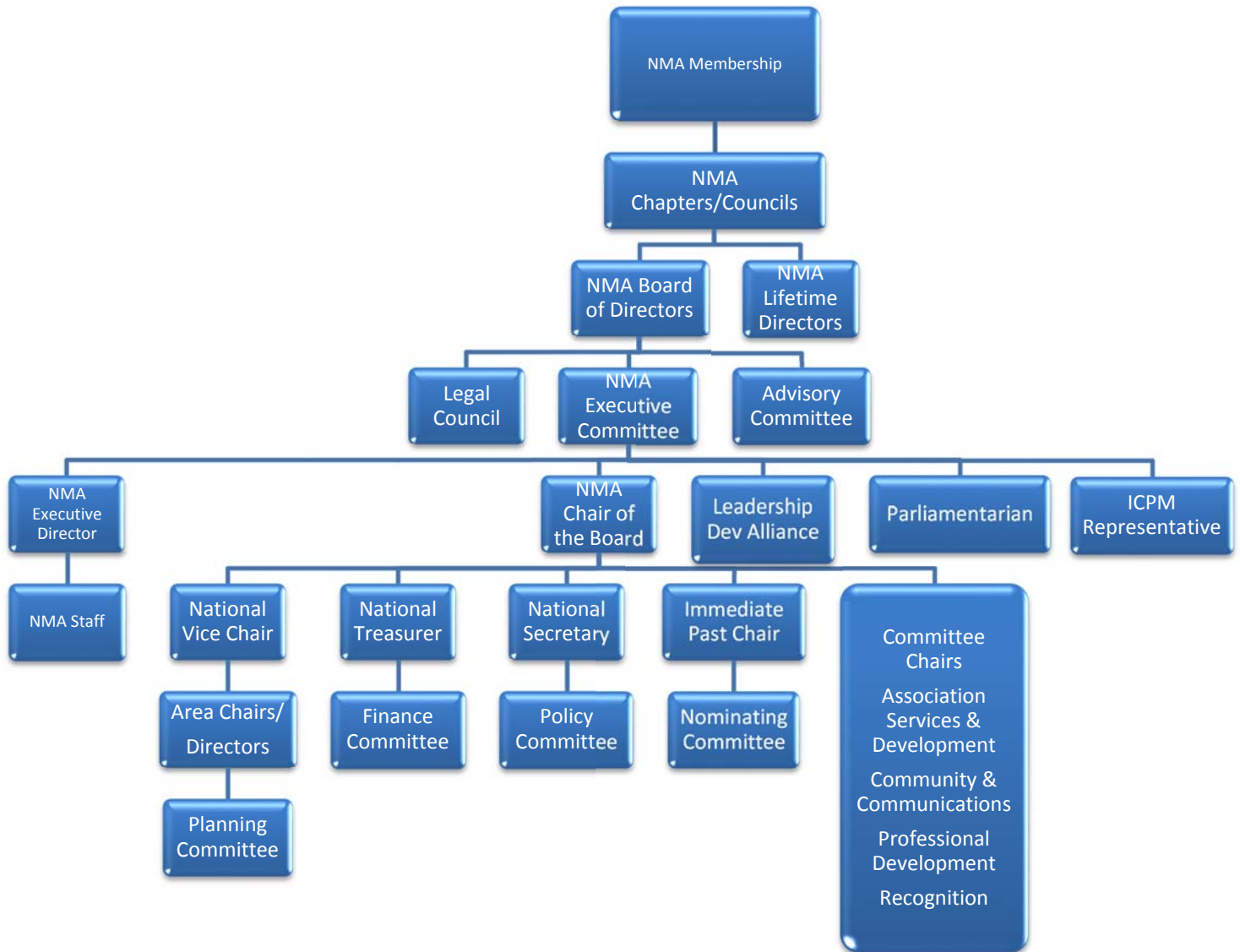
D. NMA headquarters support

1. Interested Chapters can ask for a tutorial on new Chapter development conducted by the NMA Executive Director.
2. The NMA Executive Director or a designated representative will coach and counsel all interested parties in the following areas: ensuring proper knowledge of NMA chartering process and procedures; the ability to understand marketing strategies; the necessity of working in a collaborative manner with NMA Staff and NMA members; and the importance of representing NMA in a professional manner.
3. NMA will provide marketing materials or, if needed, will work to design "targeted" materials with the Chapter. Chapters wanting to develop their own marketing materials are asked to have NMA review them to ensure uniformity and conformity with standard NMA marketing messages and professional appearance.

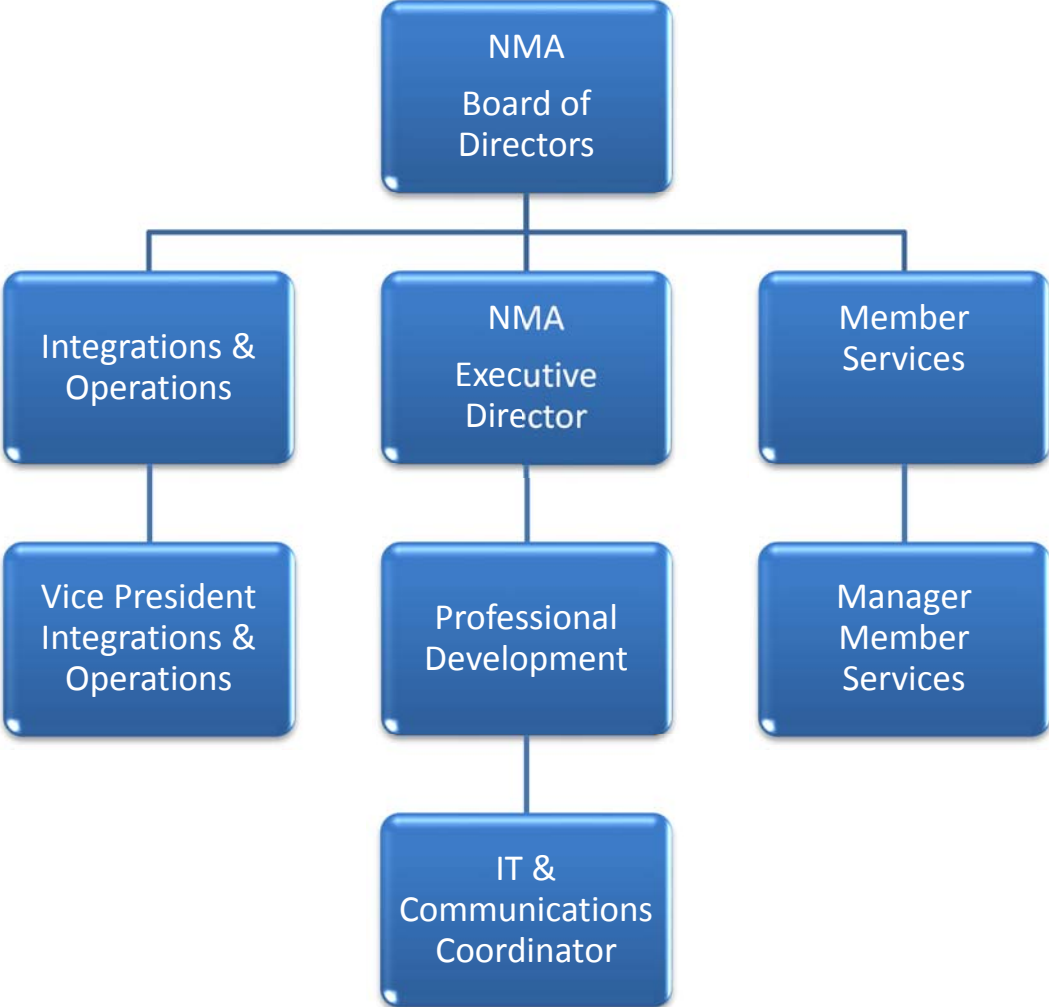
4. Chapters need to identify any possible conflicts of interest, concerns or appearance and need to address them as appropriate.
- E. Compensation and expenses
1. Sponsoring Chapters will be paid \$25 for each member of the new Chapter for whom dues and registration fees are paid and received by NMA.
 2. Payment will be made after the submission of the new Chapter's first Membership Report, along with dues and registration fees.
 3. An additional compensation of \$25/member will be paid at the end of six months if the new Chapter adds new members and their total membership is more at the end of six months than it was at the end of their first month.
 4. No expenses for travel or marketing will be reimbursed.
 5. NMA members who work on new Chapter development projects are not employees of NMA.

APPENDIX A –ORGANIZATIONAL CHARTS

NMA ORGANIZATIONAL CHART



NMA STAFF ORGANIZATIONAL CHART



**STANDING COMMITTEE
ORGANIZATION CHART**



APPENDIX B – POSITION DESCRIPTIONS

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, CLTs, 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.
13. Plans an orientation meeting in cooperation with the NMA Executive Director for new Directors at the Annual Conference or at the January Board Meeting.
14. May appoint a Past Chairman to serve as an advisor to Special Committees.

C. Method of election

As provided in the Bylaws.

D. Term of office

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

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. Oversees National Director Activities & schedules periodic telecoms to discuss chapter/council activities.
10. Represents NMA at conferences and meetings.
11. Promotes and coordinates NMA planning activities.
12. Receives and Reviews Director Reports.

C. Method of election

As provided in the Bylaws.

D. Term of office

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

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.

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 Directors 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.

IMMEDIATE PAST CHAIR 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.

NMA EXECUTIVE DIRECTOR

A. Basic Function

The NMA Executive Director 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. 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 Executive Director 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 Executive Director 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 Executive Director, 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 Staff advisor and secretary to the Leadership Development Alliance.
- d. Serves as a trustee of the NMA Educational Foundation
- e. Serves as Staff Advisor to the Planning Committee.

C. Method of Appointment

The NMA Executive Director 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 member-based professional 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.

AREA CHAIRS

A. Basic Function

Area Chairs in each of the six geographic areas directs and coordinates the field service activities of Directors and works with them to maintain the health and well-being of their assigned Chapter(s). Should an Area Chair position be vacant, Directors of that area should report to the Vice Chair.

B. Major Duties and Responsibilities

1. The Area Chairs are encouraged to serve on the Association Services and Development 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 Executive Director 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.
8. Works with NMA Staff on the East/West Chapter Leadership Training programs.
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.

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 Executive Director.

B. Major Duties and Responsibilities

1. Submit Petition documenting personal and/or Chapter/Organizational acceptance of appointment.
2. Attends ICPM Board of Regents meetings in person. The interactive format of the meetings does not make virtual attendance feasible.
3. Reviews present and future plans of ICPM and reports minutes back to the NMA Board of Directors.
4. Serves as a sounding board for performance objectives of ICPM, as a representative from the NMA Board of Directors.
5. Suggests courses of action, new programs, and other activities on behalf of NMA.
6. 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 ICPM Representative serves a three-year term as a member of the ICPM Board of Regents.

E. Frequency of Meetings

ICPM Board of Regents meetings are held every nine months.

F. Expenses

1. ICPM pays for board meals and lodging (up to 2 nights). Continuation of paid lodging is subject to availability of funds from ICPM.
2. Travel and incidental costs are to be paid by the Chapter, sponsoring organization, or self-funded by the ICPM Representative.

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.

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

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 Executive Director—customarily NMA's Finance Manager.

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 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.

NOMINATING COMMITTEE

A. Basic Function

The Nominating Committee shall identify candidates for Elected Officer and Area Chair positions along with soliciting candidates for a position on the Board of Directors or as an Associate Director. The committee shall solicit candidate names, no later than June 1, for the positions of Chairman of the Board, Vice Chair, Treasurer and Secretary from the NMA Directors and Lifetime Directors along with candidate names for the six Area Chair positions. The solicited names for Elected Officer positions shall form a slate of Officers to be elected by all Directors and Lifetime Directors electronically. The Area Chair candidates shall be elected by Directors from their designated areas also electronically.

The committee sends an electronic announcement, no later than June 30, to Chapters, Directors and Individual members soliciting NMA members to become members of the Board of Directors or to serve as an Associate Director. To become a member of the Board, the NMA member needs to complete and submit a Director petition to NMA headquarters with the appropriate signatures. To become an Associate Director, an Associate Director data form needs to be submitted to NMA Headquarters.

B. Responsibilities

1. Identifies the names of Officer and Area Chair candidates to be placed on an electronic ballot.
2. Identifies qualified candidates for Director or Associate Director positions and encourages them to submit a Director petition for a three year term on the Board of Directors or an Associate Director data form.

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 Executive Director selects the staff member to serve on the Nominating Committee.

E. Frequency of Meetings

Twice a year and on call of the committee chair.

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. The Vice Chair, with assistance from the Executive Committee, committee chairs, and area chairs shall be responsible for drafting a new three-year Strategic Plan, addressing pertinent strategic issues.
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. A report shall be delivered at each Board of Directors meeting detailing progress made to date on the goals, objectives, and key initiatives of the strategic plan.

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 Executive Director.

PERSONNEL COMMITTEE

A. Basic Function

The Personnel Committee provides advice and counsel to the NMA Executive Director concerning personnel matters, monitors personnel policies and procedures, conducts evaluations and performance appraisals of the NMA Executive Director 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 Executive Director concerning major staff leadership positions.
3. Conducts an annual verbal and written evaluation/performance appraisal of the NMA Executive Director 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 Executive Director.
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 Executive Director and the NMA Executive Director's 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 at least once a year.

F. Staff Advisor

The NMA Executive Director provides committee meeting coordination and service.

LEADERSHIP DEVELOPMENT ALLIANCE

A. Basic Function

The Leadership Development Alliance 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 Executive Director 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 Executive Director, who serves as secretary of the committee.

COMMITTEE CHAIRS

A. BASIC FUNCTION

Committee Chairs preside over their respective committee meeting and assure that committee initiatives and assignments are appropriate to the responsibilities of the committee, are successfully completed or otherwise closed, and the decisions and actions of the committee are communicated to the NMA officers and Board of Directors.

B. MAJOR DUTIES AND RESPONSIBILITIES

1. Serve as a member of the Planning Committee
2. Lead their respective committee meeting at NMA Board of Directors Meetings
3. Lead the development of initiatives and actions by the committee and staff throughout the year. This includes the use of subgroups or teaming of committee members with other committees or appointed as hoc groups on specific topics
4. Develop and maintain a Committee calendar and provide a committee report out in NMA Board of Directors Meetings
5. Schedule and lead periodic conference calls with committee members as required
6. Ensure meeting minutes are complete and accurate, included and reviewed at the next meeting
7. Send Calendar of Events to NMA Staff for NMA Calendar

C. METHOD OF ELECTION

Appointed by Chairman of the Board

D. TERM OF OFFICE

One-year term of office

ASSOCIATION SERVICES AND DEVELOPMENT COMMITTEE

A. Basic Function

The Association Services and Development 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 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 the NMA Mentoring Program.
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 Planning⁹⁷ 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.
15. Forward Committee calendar information to Staff for posting on NMA Web Site.

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. 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 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 Executive Director.

COMMUNITY AND COMMUNICATIONS COMMITTEE

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 and develops plans in community service activities and recommends revisions as appropriate.
2. Administers the NMA Leadership Speech Contest.
 - a. Each year NMA sponsors a national 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 and reviews the award criteria annually.
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 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 Services and Development 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.
15. Forward Committee calendar information to Staff for posting on NMA Web Site.

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. 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 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 Executive Director.

PROFESSIONAL DEVELOPMENT COMMITTEE

A. Basic Function

The Professional Development Committee is responsible for planning, evaluating, and recommending cost-effective management/leadership courses and materials for use by both Chapter and Individual members. These can be third party/vendor materials, products, and services. The Committee shall also interface with and seek advice and counsel from human resources/training departments of sponsoring organizations.

B. Major Duties and Responsibilities

1. Working with NMA Staff, plans, evaluates, and provides cost-effective training and development materials for the personal and professional growth of NMA members – both at the Chapter and individual levels.
2. Evaluates sales and profit data of educational materials.
3. Recommends pricing of new course offerings.
4. Partners with other organizations to service NMA member development needs.
5. Reviews and expands Live-on-Line webinars.
6. Reviews, improves, and enhances Leader Lab Exercises.
7. Monitors and suggests enhancements to Education tab on NMA website.
8. Establishes, evaluates, and reports on annual measurable goals and objectives.
9. 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.
13. Provides the Association Services and Development Committee with updates and revisions to those products appropriate to maintain quality customer service.
14. The Chair of the Professional Development Committee will serve as a Trustee on the NMA Educational Foundation.
16. Performs any other tasks as assigned by the Chairman of the Board.

17. Administers the Professional Development Award and reviews the criteria annually.
18. Forward Committee calendar information to Staff for posting on NMA Web Site.

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 is one year. There is no term limit.

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 Executive Director.

RECOGNITION COMMITTEE

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 and Council Achievement Roadmaps, (CAR1 and CAR2), 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 and reviews criteria for awards annually.
4. Establishes, evaluates, and reports on annual measurable goals and objectives.
5. Coordinate with NMA's Planning and Finance Committees and other committees to ensure agreement and consistency toward the total advancement of NMA's objectives
6. Provides the Association Services and Development Committee with updates and revisions to those awards appropriate to maintain quality customer service.
7. Performs other tasks as assigned by the Chairman of the Board.
8. Forward Committee calendar information to Staff for posting on NMA Web Site.

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 is one year. There is no term limit.

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 Executive Director.

APPENDIX D – ETHICS AND PRINCIPLES

NMA 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.

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 the Association'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.

CONFLICT OF INTEREST STATEMENT

NMA employees shall not enter into any relationship with persons or organizations in any activity directly or indirectly detrimental to the Association. Some examples include: having a financial interest in a company from which NMA purchases goods or services; participating in an activity unrelated to NMA during normal business hours; accepting gifts, entertainment or sporting event tickets, or other favors from a company or representative seeking to do business with NMA. It is incumbent upon all NMA employees to not allow activities away from the job to adversely affect job performance and the ability to fulfill NMA responsibilities.

Questions concerning possible conflicts of interest of any employee, other than the NMA Executive Director, shall be referred to the NMA Executive Director and the NMA Personnel Committee. Concerns regarding conflicts of interest of the NMA Executive Director shall be referred to the Chair of the NMA Personnel Committee. If a conflict of interest is established, the employee may be subject to disciplinary action and/or discharge.

No NMA employee or director shall engage, directly or indirectly, in conduct which is

disloyal, disruptive, or damaging to NMA. No NMA employee or director, other than the NMA Executive Director, shall enter into an agreement or sign any contract obligating NMA funds. It is the NMA Executive Director who has final approval authority over all financial contracts/agreements.

Questions concerning possible conflicts of interest of any employee, other than the NMA Executive Director, shall be referred to the NMA Executive Director and the NMA Personnel Committee. Concerns regarding conflicts of interest of the NMA Executive Director shall be referred to the Chair of the Personnel Committee. Concerns regarding conflicts of interest of a director shall be referred the Chair of the Personnel Committee. If a conflict of interest is established, employees may be subject to disciplinary action and/or discharge while directors may be subject to director removal as outlined in the Bylaws.

If a potential conflict of interest is reviewed and determined to exist or is perceived to exist but is acceptable (no wrong doing), the review should be documented and a mitigation plan put in place.

NMA MISSION STATEMENT

NMA offers leadership development products and creates 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.