



President's Guide



NMA's NEW
Chapter Leader Training Series

CHAPTER LEADERSHIP TRAINING

PRESIDENT'S GUIDE



© The NMA... THE Leadership Development Organization

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WHERE TO BEGIN

A MESSAGE TO THE PRESIDENT

Congratulations!

This guide has been prepared to help equip you for the responsibilities ahead of you and to ensure that it is a rewarding experience. You have likely performed other roles as an individual contributor within your chapter and now others are looking to you to lead. It is important that you view the presidency of your NMA chapter as an executive function rather than the handling of administrative tasks such as those you may have performed in your previous chapter responsibilities. If you allow yourself to become entangled in all the many details of chapter operations, the chapter will, in effect, lose its leader. Besides being poor management, this is grossly unfair to the members, to your chapter leader team, and to you.

Your greatest contribution to progress and dynamic achievement in the NMA chapter will be in LEADING -- the setting of firm objectives and ensuring that, through the actions of other people, these objectives are achieved during your term of office. In other words, this is an opportunity to share your vision and inspire others to execute on that vision!

In applying the executive "touch" to your responsibilities as president, you should be ready to innovate with new publications, new programs, new meeting styles, and new ideas. The question should be only where, when, and how to introduce them. If you can inject this spirit into your leadership team, you will have taken the first step toward success in stimulating old members and attracting new ones into the organization.

The operative word, here, is TRANSITION. Make sure you schedule a meeting among the outgoing and incoming officers to discuss everything from handing over bank accounts to sharing best practices and lessons learned. This is critical to ensure you are building on the past rather than being stuck there.

Once your new officers have been elected and/or appointed, please update your chapter officer information on NMA's website, <https://nma1.org>. NMA recommends that you then immediately distribute role-specific officer guides to these leaders and urge them to read them soon. You can download the guides directly from the website and share electronic copies with your team.

NOTE: Please update officer information after elections are held and also during your year if changes in chapter officers occur.

Forms can be found by going to:

<https://nma1.org> > Chapter/Councils > Chapters Leadership > Forms > Chapter or Council Officer Update Form

INTRODUCTION

The role of the NMA chapter president is, in many ways, comparable to that of an industrial or service organization chief operating executive. Each receives broad objectives and basic policies from the Board of Directors that must be translated into action-related goals for the team. Each delegates operational responsibilities and assigns measurable goals to a team of leaders.

The principles of managing apply in both positions. Both spend the greater share of their available time on planning and motivating, a lesser share on organizing, and the least amount on controlling. The experience of leading others in achieving shared goals can prove to be good training ground for the future. Use your time as NMA Chapter President to excel in planning, motivating, and organizing.

As an executive leader in this voluntary organization, some sage advice:

- Do not attempt to solve frontline daily production problems or involve yourself in the details of a membership meeting such as the menu or decorations.
- Give attention to selection and placement of your leadership team to ensure they are placed in the position where they can make the greatest contribution to the organization.
- Promote individual contributors, chairs or vice presidents progressively in a continuing effort to develop the people who will eventually hold top positions.

BUILDING THE TEAM

One of the major tasks of the chapter president is the recruitment of the best people available for leadership positions. Predictably, these are busy people who are reluctant to commit further amounts of their time to what they may consider new and unfamiliar tasks. The same basic principles apply to the management of the NMA chapter as in the direction of business, government, and any major enterprise. In this guide, NMA provides assistance to the NMA chapter executive in making this transition.

THE TYPICAL ORGANIZATION

Among NMA chapters today there are two basic styles of organization structure. The traditional style follows a pattern where all officers—president, vice president, secretary, and treasurer—are elected by popular vote of the members. There is a board of directors consisting of the four officers and an approximately equal number of directors who are either elected by popular vote or appointed by the president.

The president usually presides over meetings of the board. The board generally conducts all chapter business, making little or no distinction between policy-making and administration.

THE CORPORATE STRUCTURE

In recent years another style has evolved. Some chapters, particularly the larger ones, have separated policy making from administration and created separate bodies to handle these two functions. The board of directors makes policy, including broad financial policies, and sets immediate objectives and long-range objectives. Board members are elected by vote of the members, and a board chairman is elected from within the board.

The president is a board member, but other officers frequently are not. This type of structure leaves the officers free to concentrate their attention on handling administrative affairs under the direction of the president. In both types of organizations the administrative officers are usually elected by vote of the members; however, there is a growing trend, particularly in the large chapters, toward another variation of the second style, called the corporate structure, where only

the directors are elected by vote of the membership, and the board appoints the president. The president is then given full authority to select his/her own team of officers and managers. Later in this guide there is reference to another new concept, the President's Cabinet. This is not another form of structure but merely another way of viewing the president's close circle of advisors and achievers. It is presented here as a concept and is not to be considered as a part of any formal organization structure.

"FOLLOW ME"

On these pages, while no effort is made to recommend use of any specific organizational style, or the adoption of such terms as the "president's cabinet," the role of the president will be considered to be primarily that of a manager, team leader, and administrator rather than policy-maker. It is at that point where this guide begins.

PLANNING

The presidency of the NMA chapter is an executive function of the highest order. It demands the exercise of consummate skill by the president to continue to challenge and motivate a group of sometimes casually chosen leaders to devote their free time to this new, and often, highly demanding effort. And to make it more difficult, the entire task must be accomplished with volunteers over whom there is no direct authority—all in one year. Planning is critical and should begin before you take the oath of office.

STEP 1

GET THE FACTS

Where to begin—and when? The wheels of progress should begin to turn the very moment your name is announced on election night. Your plans must be complete and rolling well in advance of your installation event, when you will be asked to swear to uphold the constitution of your chapter and of the NMA. Examine carefully the constitutional statements of purpose. These, plus specific objectives and goals from the board, form the background for your plans. If the statement of purposes in your constitution is unclear, or out of step in these times, bring it to the attention of the board for revision or updating.

SEARCH THE ARCHIVES

Another section of the constitution and bylaws which merits close study is the part that lists your responsibilities, outlines your authority, and explains policies and procedures with which you and your team must deal during your term of office.

REVIEW LAST YEAR

Ask the current president to meet with you for an informal discussion of this year's activities. You are probably familiar with them, but you both may be more open in discussing past mistakes and hopes for future improvement—since you are now the one person who can carry out and further project plans for the future. A frank discussion here can prevent bruises and false starts later.

TELL NMA WHO HAS BEEN ELECTED

Always advise NMA headquarters of the new officers after your chapter elections. You can update your chapter officer information on NMA's website at <https://nma1.org> and access the form from the Chapter/Councils dropdown menu. Go to Chapters/Councils > Chapter Leadership > Forms > Chapter or Council Officer Update Forms. Please do this immediately after elections are held and also during your year if changes in chapter officers occur.

DISTRIBUTE MATERIALS TO YOUR TEAM

Officer Guidebooks have been prepared for all chapter leaders. You can download them all, print, and distribute or simply ask each officer to download, print (if they prefer), read, and study. Officer Guidebooks can be found at <https://nma1.org>. Go to the Chapters/Councils drop down menu.

MEET WITH TOP EXECUTIVES

Along with the board chairman, meet with your top organization executive(s). Usually no formal plans are made at this time, but it's an opportunity to hear directly from executive management any thoughts he/she may have on the role of the chapter in the grand scheme of things. This advice applies equally in community chapters as well as company/organization chapters. Most chapter leaders have been favorably surprised in these meetings to learn of the depth of understanding and interest of organization executives in chapter affairs. Ask for their continued support. A chapter is always there because senior leaders support it. Return the favor!

STAY ON SCHEDULE

Within 30 days following your election you should receive objectives and specific goals from the board. If they are slow in coming, jog the chairman and spur the board into action. Don't let this become a bottleneck. Ask that goals be stated in measurable terms so that progress toward their achievement can be measured during the year and at its conclusion.

STEP 2

DEFINE CHAPTER GOALS

Goals must be refined and delegated, in measurable terms, to top members of your leadership team. Put the goals in writing to ensure that individual tasks are clearly understood and who bears responsibility for their successful completion. It is important to have SMART goals – Specific, Measurable, Achievable, Relevant and Time-bound. An example would be to “increase membership by 10 percent by the end of the chapter year.” Treat goal setting as a group responsibility of the officer team. It will help you achieve buy-in from the start.

GET COMMITMENT

This results in a stronger sense of commitment to team achievement. Your officer team will appreciate this approach to assignment of goals because they are more clearly understood and because each leader may now follow your example and continue the quantifying and delegating process. Obtain full support of the goals from those who will be responsible for their achievement. Their full and unqualified commitment to achievement of the goals is a must.

STEP 3

DEVELOP THE BUDGET

Your treasurer assumes a major role in early budget preparation by contacting officers and committee leaders to determine anticipated needs, to analyze projected income and expenses, and to reconcile the two. If expenses for basic needs exceed projected income, it may be necessary to face up, however painfully, to the need for an increase in member dues. If so, don't shrink from this responsibility. Many chapters find that, because of the obvious unpleasantness of the task, they have procrastinated too long in correcting an inadequate dues structure.

AT LEAST 50-50

Keep in mind that although the sponsoring organization(s) may have a financial stake in the chapter, it/they should not be asked to bear a disproportionate share of the financial burden. The organization's share should never be greater than the share borne by the membership. Ideally, the chapter should strive for as much financial independence as possible. Some third party assistance with work time allowed for NMA business and travel to conferences is appropriate. Remember, too, that the budget is more than a statement of incoming and outgoing dollars. The budget should be interwoven into your total plan of action for goal achievement during the coming administrative year.

Consider the budget as support of your plan of action. It does not precede the plan, it follows it.

STEP 4

CHAPTER LEADER DEVELOPMENT

The Chapter Leader Training Guidebooks are key to peoples' success. The goal is to make sure your officers and standing committee chairmen will have a clear understanding of (1) their functions and responsibilities, (2) chapter goals, and (3) their departmental goals stated in measurable terms.

NMA urges you, the president, to make a strong effort to get everyone to download "their" books!

UTILIZE CRITICAL RESOURCES

Consider your NMA Director, an Associate Director if you have one, and the headquarters staff as your consultants on all chapter-related problems. They are experienced and willing to help you at any time, especially in these early planning days. The NMA Web Site (<https://nma1.org>) is also an excellent source of information.

STEP 5

PRESENT YOUR PLAN

Present your Plan of Action and Budget to the board of directors. The members will want to know that your plan is completed on schedule, that all of the board's goals have been considered, and that there is reasonable expectation that they will be achieved. Plan carefully for this presentation as it may serve as a dress rehearsal for a later presentation to organization executives. Use charts and handouts. Use "cabinet officers" in a supporting role where possible.

Call on them for background information and statistics during the question-and-answer period following the presentation.

ADDITIONAL CONSIDERATIONS

KEEP ADVISORS INFORMED

Present your Plan of Action and Budget to organization executive(s). This should be a joint presentation by the board chairman and president. Pay particular attention to showing how goals and actions will support organization objectives. Your chapter must be seen as a true partner in growing employees and helping them become more engaged in every aspect of the business. If the subject of financial support is to be discussed at this time, be prepared to show first how the basic program would operate without organization investment, then how it is strengthened and improved when support is added.

This is the time to consider how to make the best use of organization executives in chapter activities for the coming year. If executive attendance at meetings has been spotty, with an adverse effect on member attendance, this is the time to bring up the subject.

In asking executives to become involved in chapter matters, be positive. The chapter and its activities offer the opportunity for them to communicate with the members face-to-face and, on occasion, to "tell it like it is."

This meeting concludes the planning phase of your administration and launches you into the organizing period.

SHARE YOUR PLAN AND GENERATE SUPPORT

Now it is time to report your Plan of Action and Budget to the general membership. This calls for a new and different approach. Your objective is to arouse member interest in, and enthusiasm for, events to come. It's your inaugural address, in which you review chapter purposes, present just enough chapter history to put the present in proper perspective, and then launch your plan of action.

How objectively can you personally view your platform manner? If you can hold audience attention with the spoken word, then present your plan in the form of a rousing speech. If not, don't waste time and risk boredom with words alone. Use charts, slides, a panel, a demonstration—anything except a stand-up speech.

ORGANIZING

Most presidents understand they need a staff of people to carry out their well-laid plans. Many, however, make the mistake of trustfully accepting and repeating the organization structure of past administrations without evaluating the need for change.

ARE CHANGES NEEDED?

Has anyone taken an objective look in recent years at the structure? Is the organization chart just a piece of paper or does it truly portray who reports to whom? Does the vice president really direct and control those committees, or have previous presidents emasculated the position by running the whole

show alone? Have previous presidents built a team of "comers," or have they conducted a "one-man band," taking all the bows, dominating the meetings, and discouraging creativity among other members of the team?

This could be your opportunity to overcome some of these challenges and pitfalls to ensure long-term success beyond your time in office.

IS YOUR STRUCTURE RIGHT?

In building your team you will be controlled, to some degree, by the type of organization structure set forth in your constitution and bylaws. See the NMA Model Constitution and Bylaws for information about differences between the two structures (also discussed a few pages back in this guidebook). Whichever type of structure you have chosen, filling the remaining key slots in your manpower chart should be considered among your most important organizing responsibilities.

Next, call a meeting of your executive officers—your "cabinet." Alert them to allow at least 2 hours for this event because there are important tasks which must be handled now in an unhurried atmosphere. Here are some examples.

TEAM BUILDING BEGINS

Building the Team. Each executive officer should have responsibility and authority to select his or her own functional leaders and chairmen. However, it is best to stay open and flexible to avoid overlooking other leaders whose experience in previous chapter assignments has helped achieve results and build camaraderi within the team. Don't let them overlook anyone who has, in the past, demonstrated interest in chapter affairs and shown the ability to get things done. Keep an eye out for high performers and keep them engaged.

WHO WILL DO WHAT?

Clarification of Responsibilities. Let your leaders know exactly what you have delegated to whom and how much. Clarity around roles and respective responsibilities can help avoid conflicts, ensure accountability for key assignments and keep the team functioning at a high level. Some responsibilities can be clearly defined right now; others may need a little time for problems to develop before clear-cut lines can be drawn. Where necessary, refer back to the guides or your chapter's governing body and documents.

CLIMATE FOR DECISION MAKING

Treat these officers as your Executive Committee, your "president's cabinet." Set up arrangements now to meet regularly to discuss any administrative problems that are sure to arise in the coming year. Get to know your cabinet members individually and collectively so that you can play to your team's strengths. Each person will appreciate that personal attention to ensure their concerns are heard and their needs met. Provide an atmosphere where such problems may be discussed and possible solutions explored. Bear in mind that the purpose of all your meetings should be clearly stated upfront. Although it may be tempting to solve problems for them or make recommendations based on what you would do, keep the decision-making power in their hands.

MOTIVATING

Of the four leadership principles to be applied to chapter leadership, motivating is the one for which the greatest amount of artistry is required. For some chapter presidents it may be the most difficult to master, but for all it is potentially the most important. A highly motivated and enthusiastic team of leaders can offset an occasional dull speaker or a snafu with the dinner menu along the way.

COMMUNICATION AND TEAM IDENTITY

It is imperative for the leaders who are in the trenches with you to feel a similar sense of ownership for their role during the year. For your term of office, consider striking the word "I" out of your personal vocabulary. Draw your teammates into this common effort by expressing how "we" accomplished this or that. Keep them informed on progress and setbacks alike. You will build trust and loyalty in the process. The ultimate achievement will occur when the entire membership starts thinking in terms of "our meetings," "our budget," and "our awards."

NMA GROUP AWARDS

Potentially, one of your greatest motivators is harnessing leaders' and members' energies toward achievement of an NMA Excellent, Superior, or Outstanding Award. In addition, the Publications, Professional Development, Programs, Community Service, or Growth Award indicates even higher performance and focus. Striving for awards is a unifying force for members and officers. Winning the award is evidence to all officers, members, and organization executives that you are in the top tier of NMA chapters. It obviously enhances the status of the president and his/her team when a third party (NMA) singles out your chapter for this special recognition.

NMA suggests that every chapter have a Member of the Year Award and then submit that individual for NMA's national Member of the Year Award as well.

Please see the NMA Recognition and Awards Guide for complete information regarding the Chapter Awards Program. Nominations and submissions for most awards are due in June. NMA sends multiple notices to chapter leaders, starting in late winter to keep you informed of deadlines.

CONTROLLING

Much of what has been written so far in this guide deals with the period before you and your team are installed in office. Now let's talk about controlling operations during the administrative year after you assume the gavel. Good control requires attention to:

- Continually reevaluating and updating your plans
- Coaching and counseling your team; handling issues & problems as they arise
- Building and maintaining relationships with your board and with organization management
- Keeping informed on NMA national events and other chapters that might be close by
- Presiding at monthly meeting programs
- Developing member and community relationships
- Building leadership for next year

IN ADDITION . . .

THE MONTHLY MEETING

The regular membership meeting: You preside at these meetings and as a result are regularly exposed to a large segment of the membership. It's an important image builder for you and the chapter, and you rightfully feel you must take part in planning and staging it, particularly early in the year while you and your team are learning to work together.

If your chapter is typical, there are some members whose attendance at chapter events is confined to a few general membership meetings a year. Their attitudes toward the chapter are built upon this brief exposure of a few hours each year. Make these meetings count. Your efforts in providing the professional touch here will pay off in increased member interest and pride in their organization.

EXECUTIVE RELATIONSHIPS

Next, take an aggressive role in developing and maintaining executive support. An easy way to do this is having an Executive Advisor for the chapter. The role of an Executive Advisor is addressed two or three pages away. Most executives are favorably inclined toward the chapter, but some do not express their support publicly in positive terms because they just don't think about it. The intention probably is to avoid the appearance of domination, but this silence is often interpreted as disinterest and possibly even disapproval. It is prudent to be proactive in reaching out and engaging as many executives as possible. Positive statements from executives about the value of the chapter have a stimulating effect upon both present and potential members. This tends to clear the air and dispel doubts in the minds of some members who would be more willing to seek leadership positions if they were certain just where their boss stands. Don't let Top Management Night be the only time during the year that executive management is visible! Offer them alternatives for getting involved that align with their interests, talents, or role in the organization.

NMA RELATIONSHIPS

Arrange for attendance of chapter leaders at national events such as the NMA Chapter Leader Training and the NMA Annual Conference. If there is an NMA council in your region, take an active part in its affairs. These events are your greatest source of new ideas and fresh approaches to old problems. Membership in a vigorous national association is your insurance against becoming obsolete, loss of vitality, and deterioration into a purely social organization.

Try to develop the habit of turning to NMA before making a decision on a major problem. You may wish to call your NMA Director or someone at NMA headquarters. Many of the problems you are likely to encounter have been met and resolved by someone else before. That someone is more than willing to share his/her experience with you. This is one of the most logical, yet least considered ways, to use your Association. To associate is to share, and that's what we all need to do in NMA.

UTILIZING YOUR NMA DIRECTOR

During your administrative year, you'll discover that you will need to rely on various resources. One individual with whom you should develop an especially close relationship is your assigned NMA Director (and Associate Director if one has been appointed for your chapter).

There are three words which represent the main responsibilities of an individual who serves on the NMA Board of Directors. These three words are AID, INTERPRET, and COOPERATE.

- ✓ Directors AID chapter officers in organizing and conducting efficient chapter operations, such as planning valuable programs and placing emphasis on values and services.

- ✓ They INTERPRET NMA policies, procedures, and new developments in educational materials to executive management and officers of assigned chapters.
- ✓ Directors COOPERATE with other Directors and NMA staff in the development of policy and the formation of new NMA chapters...with councils in their activities, and...with chapters to promote teamwork and leadership development.

Directors are men and women who are endorsed by their chapters, with the support of their supervision, and serve either a three-year "term" or a one-year "appointment." Directors are YOUR representatives on the NMA Board, and each Director is assigned one or more chapters to "represent and service." Ordinarily, you will find that Directors will have gone through the chairs in their own chapters and have a broad knowledge base when it comes to understanding chapter operations. In short, they have "been there and done that." As a result, you'll find it easy to talk with them.

Associate Directors are appointed by the NMA Vice Chair. They are often experienced members of your own chapter who are readily available for advice, counsel, and support. Associates are not members of the national Board but are invaluable when it comes to making sure that you are well-connected to the national organization. They also receive all the same NMA correspondence as Directors. They are just one more person "plugged into" the national NMA communication chain.

To help your Director understand your chapter better, please make sure that he or she receives your chapter newsletter and any other major chapter correspondence. Invite your Director to chapter meetings, especially your "big events." Don't forget to introduce them appropriately. Remember—this is an excellent time to reinforce the chapter/NMA connection and tell the members how they are represented on the NMA Board.

The NMA Director can help explain NMA policy and new procedures and programs. Likewise, the Board meets every January, July, and during the Annual Conference. They need to be advised whenever you have issues or concerns which you believe need to be brought before the full Board.

Your NMA Director will be calling you from time to time to make sure that your needs are being met, to double-check on your planning efforts regarding upcoming NMA CLTs, and to make sure you're joining us for the Annual Conference. Directors keep an eye on membership renewals, dues payments, professional development activities, and other chapter programs. As members of the Board, Directors are asked to submit a monthly report on the health and well-being of their assigned chapters. You can make their reporting easier by initiating many conversations yourself!

In short, NMA Directors (often referred to as "Your National Directors") and our Associates have "volunteered" to work with you to HELP you over the hurdles during the year. They will encourage your full participation in NMA programs, benefits, and services. All they really want from you is regular and meaningful communication. We encourage you to fully utilize this valuable NMA resource!

SOUND FINANCIAL BASE

Dues and other sources of income should be reviewed periodically. If the facts indicate the need for an increase, consider your options and work with your cabinet to resolve the issue. The objective is to continue to produce good programs and activities that are value-added for your members. To the extent that you can, leverage the programming offered by NMA to supplement chapter functions and consider using the talents right in your own backyard before throwing up your hands. Ultimately, you want to make sure you are working within your financial means and always keeping a pulse on your financials. Your bylaws should state that "dues are established by the elected chapter leaders" or some similar statement. Having to ask members to "vote" on any dues increase is not recommended.

KEEP A SUPPLY OF NEW MEMBER PACKETS

Visit us online to order [new member packets](#) or membership [pins](#). You can also find an array of professional development products, awards and promotional items at [Shop NMA](#).

If you have any questions or wish to place an order, please call 937-294-0421 or email NMA headquarters at nma@nma1.org. Likewise, if you have any suggestions for improvement of NMA services, please let us know.

SUMMARY

In summary, we hope you found valuable tips in this guide to promote your success as president this term. It won't be easy, but your efforts should focus on the total picture. Goal setting, building your team and planning are your initial steps toward a successful year ahead. Use all the resources at your disposal, both in your chapter and through NMA. Remember your NMA Director is your liaison between chapter and national functions and can provide a wealth of information. You are not alone and many stand ready to support your vision. Don't be afraid to call on them!

SEE THE BIG PICTURE

You are an image-builder. Your appearance and manners at the podium set the tone for the conduct and attitudes of the officers and members for the entire year. You also have a unique opportunity to be the "face" of the chapter. Be mindful that people are watching and perhaps making a decision about whether to join or continue their membership based on your example. Your decisions and actions will have a broad impact on the present and future state of your chapter.

THERE ARE REWARDS

And, last but not least, you are embarking on a journey that sets the tone for a future with promise. The return on your efforts in the role of Chapter President is greater than or equal to the effort you and your team put forth toward your goals. This experience has the potential to enhance your career trajectory, expand your network into the C-suite and broaden your knowledge and skillset. These are not guarantees, but aspirational goals that have been realized by others.

The personal benefits as well as the opportunity to earn accolades for the chapter are immeasurable. It will be challenging, but it can also be a LOT of fun! Make the most of this opportunity and with the right attitude and hard work, you will reflect back and know it was worth it!

THE EXECUTIVE ADVISOR

An NMA Chapter's Link to Upper Management

The role of the Executive Advisor in the chapter operation is fundamental to its ongoing success. NMA chapters are encouraged to request the active involvement of such an individual in order that the chapter goals and objectives might better be in line with those of the corporation and/or the local community. The Advisor can speak on behalf of executive management and provide appropriate advice and counsel, both in terms of short-range planning and long-range strategy. Recently, a team of volunteer chapter leaders and NMA staff members developed the following guidelines for the direct involvement of the Executive Advisor. Specifically he or she should:

- Establish and maintain a relationship of integrity, trust, and confidentiality with the chapter and its leadership team.
- Meet with the incoming chapter president and chairman of the board to consider an agenda for each new administrative year.
- Arrange a meeting of upper management and chapter officers and directors prior to the new administrative year planning process. This meeting will provide an opportunity to discuss how the chapter activities could aid in the achievement of the sponsoring organization's goals and objectives.
- Participate in an advisory role in the planning process by remaining neutral during actual decision making, but encouraging focus when needed.
- Assist (as appropriate) in the presentation of the chapter's request for upper management financial support.
- Attend all officer and board meetings. Maintain a strictly advisory posture by allowing officers and directors to have an open dialogue and passing along only key information to upper management.
- Encourage top management and other managers to join in actively and visibly supporting the chapter at monthly meetings and other functions.
- Assist the chapter in enlisting upper-level managers as Spotlight Speakers, facilitators for chapter courses, and presenters of achievement awards.
- Act as liaison between the chapter and upper management, keeping it informed of needs and chapter successes.
- Arrange a meeting among top management and chapter officers and directors at the end of the administrative year to review goals, value-added achievements, and lessons learned.

A FINAL WORD

This is only the beginning!

You will receive lots of information in the coming year and which should be kept in one central place for reference during business meetings, telephone calls, and similar occasions. Here are some of the items you may wish to include:

CHAPTER BUSINESS

- Chapter Bylaws
- NMA Model Constitution
- Chapter newsletter
- Chapter meeting programs and announcements
- Minutes of board meetings
- Financial statements, reports, budget
- Executive management correspondence
- Statement of chapter goals
- Committee reports

NMA COUNCIL BUSINESS

- Council correspondence, announcements, etc.

NMA BUSINESS

- Correspondence from NMA
- NMA Director correspondence
- Awards and Recognition correspondence
- Notices regarding Chapter Leader Training and the Annual Conference

COMMUNITY SERVICES RELATED CORRESPONDENCE

- Company or community calendar of events to align where possible

NMA SPEECH CONTEST INFORMATION

PROFESSIONAL DEVELOPMENT

- Course material and costs
- List of facilitator(s) or volunteer(s)

SHOWCASING THE VALUE OF AN NMA CHAPTER

MEASURING THE ROI – RETURN ON INVESTMENT

An NMA chapter exists for the benefit of its members and its sponsoring company/organization or community. In today's complex business world, that means that it must be able to showcase its value-added nature. It must also be seen as a business partner in achieving a shared vision and mission. Some key questions to consider:

- ***What is your chapter bringing to the table?***
- ***How is it advancing the company's or community's mission?***
- ***What is it "returning" to the company or community?***
- ***How can you "quantify" it?***

One avenue popular in NMA circles has been an activity of tracking the chapter's activities and programs, keeping track of the number of participants and the time involved, assigning a dollar "cost" or "benefit" amount to that activity, and charting the totality of the chapter year.

The idea? That if you carefully monitor your NMA year, keep track of all the positive elements of the chapter, and make an effort to quantify it, you'd be surprised at the "value-adds" which your chapter makes to the organization or community.

On the following pages are samples of how one chapter attempted to record, quantify, and report their successes. Some of them invited their CEO to the last meeting of the year and asked him/her to come forward and receive a "check"... a chapter check blown up and posted on foam board. The check was presented as representative of the company's return on investment for supporting the chapter.

Each chapter and each sponsoring organization is different. NMA suggests that any similar activity be undertaken with the advice and consent of your executive advisors. As in all data reports, facts and figures can be misinterpreted. We caution you that engaging in this activity will almost certainly win nods of approval from executive management, but as in all business cases, "perception" is reality... and you certainly want to present the value-added benefits in their very best light. The advice and counsel of your executive advisor will be critical in determining the best approach for you to take.

For chapters that have difficulty quantifying the value, consider also doing a qualitative assessment using member feedback or survey results to let executives or sponsors know the perceived value from your "customers", the members. Perhaps advisors can help you assign a dollar value or articulate that loyal employees who are engaged and committed to business results for their organization are priceless!

People use different "descriptors" for the NMA Chapter. Here are some of the most popular and accurate descriptors:

- Leadership laboratories
- Leadership incubators
- Vehicles for Achievement
- A Training Ground for Servant Leaders

NMA provides a sustainable development approach that creates an active leadership experience based on your needs and development goals with affordable access to relevant resources and national networking opportunities!

P R E S I D E N T ' S G U I D E

SHOWCASING OUR VALUE - DEVELOPED BY CHAPTER #601

| TRAINING OR COMMUNITY ACTIVITY | NUMBER OF PARTICIPANTS | HOURS PER EVENT | TOTAL HOURS | HOURLY COST | TOTAL VALUE |
|---------------------------------------|-------------------------------|--------------------------|--------------------|--------------------|---------------------|
| Training: | | | | | |
| Certified Managers Training | 8 students for 3 courses | 20 hours for each course | 480 | \$ 20.00 | \$ 9,600.00 |
| Certified Managers Training | 10 students for 3 courses | 20 hours for each course | 600 | \$ 20.00 | \$ 12,000.00 |
| Law for the Layman Training | 12 students for 1 course | 14 hours for each course | 168 | \$ 20.00 | \$ 3,360.00 |
| Unorganized Manager Training | 20 students for 1 course | 1 hour course | 20 | \$ 20.00 | \$ 400.00 |
| How to Have a Terrific Day Training | 20 students for 1 course | 1 hour course | 20 | \$ 20.00 | \$ 400.00 |
| Community Service Projects: | | | | | |
| Cemetery Clean-up | 1 participant | 4 hours | 4 | \$ 20.00 | \$ 80.00 |
| Cemetery Clean-up | 4 participants | 2.5 hours per person | 10 | \$ 20.00 | \$ 200.00 |
| March of Dimes Walkathon | 7 participants | 4 hours per person | 28 | \$ 20.00 | \$ 560.00 |
| Special Olympics | 1 participant | 4 hours per person | 4 | \$ 20.00 | \$ 80.00 |
| Speech Contest | 9 participants | varied | 34 | \$ 20.00 | \$ 680.00 |
| Other: | | | | | |
| NMA Annual Conference | 4 participants | 24 hours per person | 96 | \$ 20.00 | \$ 1,920.00 |
| CLT | 2 participants | 24 hours per person | 48 | \$ 20.00 | \$ 960.00 |
| Sustainability Presentation | 20 participants | 1 hour course | 20 | \$ 20.00 | \$ 400.00 |
| GRAND TOTAL | | | | | \$ 30,640.00 |

SHOWCASING OUR VALUE - DEVELOPED BY LOCKHEED MARTIN
LEADERSHIP ASSOC. #611

Moorestown, NJ

| Chapter Activities | Number Of Volunteers | | MINIMUM VALUE IN \$ | | Total est. |
|--|----------------------|-------|---------------------|-----------|-----------------|
| | Involved | Hours | Ea. Vol. | Sub-Total | Value to LMC |
| Programs | | | | | |
| Saving for your future (2 sites) | 45 | 1 | \$25 | \$1,125 | |
| Estate planning | 43 | 1 | \$25 | \$1,075 | |
| Administration | | | \$0 | \$0 | |
| | | | \$0 | \$0 | |
| | | | \$0 | \$0 | |
| | | | \$0 | \$0 | |
| | | | | | \$2,200 |
| Member Relations | | | | | |
| Membership luncheon (LMTS) | 23 | 1 | \$25 | \$575 | |
| Membership luncheon (NE&SS-M) early | 26 | 0.5 | \$13 | \$325 | |
| Membership luncheon (NE&SS-M) late | 40 | 1 | \$25 | \$1,000 | |
| General Membership Dinner | 84 | 3.5 | \$88 | \$7,350 | |
| Administration | 2 | 4 | \$100 | \$200 | |
| Planning | 1 | 22 | \$550 | \$550 | |
| handouts | 2 | 5 | \$125 | \$250 | |
| | 2 | 2 | \$50 | \$100 | |
| yearlong | 2 | \$50 | \$1,250 | \$2,500 | |
| | | | | | \$12,850 |
| Professional Development | | | | | |
| CM program 3rd Phase | 13 | 28 | \$700 | \$9,100 | |
| CM program 1st Phase | 18 | 28 | \$700 | \$12,600 | |
| CM program 2nd Phase | 18 | 28 | \$700 | \$12,600 | |
| CM Luncheon | 17 | 1 | \$25 | \$425 | |
| Administration | 1 | 40 | \$1,000 | \$1,000 | |
| | 2 | 16 | \$400 | \$800 | |
| | | | | | \$36,525 |
| Public relations | | | | | |
| Web Site | 1 | 120 | \$3,000 | \$3,000 | |
| Newsletter (1x4x12) | 1 | 48 | \$1,200 | \$1,200 | |
| Newsletter (5x1x12) | 1 | 60 | \$1,500 | \$1,500 | |
| Advertisements (flyers, emails, posters) | 1 | 10 | \$250 | \$250 | |
| Media generation | 1 | 50 | \$1,250 | \$1,250 | |
| Administration | 1 | 50 | \$1,250 | \$1,250 | |
| | | | | | \$8,450 |

P R E S I D E N T ' S G U I D E

SHOWCASING OUR VALUE – CONTINUED

| Chapter Activities | Number of Volunteers | | MINIMUM VALUE IN \$ | | Total est. |
|--------------------------------------|----------------------|-------|---------------------|--------------|---------------------|
| | Involved | Hours | Ea. Vol. | Sub-Total | Value to LMC |
| Social Services | | | | | |
| Administration | 1 | 10 | \$250 | \$250 | |
| | | | | | \$ 250.00 |
| Community Services | | | | | |
| Habitat for Humanity 3/27 | 10 | 6 | \$150 | \$1,500 | |
| Habitat for Humanity 7/31 | 10 | 6 | \$150 | \$1,500 | |
| Habitat for Humanity 9/18 | 10 | 6 | \$150 | \$1,500 | |
| Big Brothers, Big Sisters Bowl-athon | 6 | 2.5 | \$63 | \$375 | |
| Adopt-A-Highway | 18 | 4 | \$100 | \$1,800 | |
| JDF (Walkathon) | 12 | 3 | \$75 | \$900 | |
| Canned food Drive | | | \$0 | \$0 | |
| American Cancer Society (cycle race) | | | \$0 | \$0 | |
| Angel Tree | | | \$0 | \$0 | |
| Speech Contest | 2 | 25 | \$625 | \$1,250 | |
| Speech Contest | 11 | 3 | \$75 | \$825 | |
| Speech Contest | 4 | 2 | \$50 | \$200 | |
| Cell Phone Drive | 20 | 3 | \$75 | \$1,500 | |
| Cell Phone Drive | 1 | 10 | \$250 | \$250 | |
| Blood Bank Drive | | | \$0 | \$0 | |
| Dooley House (Walkathon) | 43 | 3 | \$75 | \$3,225 | |
| Golf Tournament | 6 | 1.5 | \$38 | \$225 | |
| Golf Tournament | 1 | 10 | \$250 | \$250 | |
| Golf Tournament | 6 | 4 | \$100 | \$600 | |
| Heart Walk | | | \$0 | \$0 | |
| Administration | 1 | 50 | \$1,250 | \$1,250 | |
| | | | | | \$ 17,150.00 |
| NOVA+ Board | | | | | |
| Treasurer | 1 | 24 | \$600 | \$600 | |
| Secretary | 1 | 25 | \$625 | \$625 | |
| Board meetings x12 meetings | 6 | 1.5 | \$38 | \$225 | |
| 12 months x 2 hrs. | 1 | 24 | \$600 | \$600 | |
| Vice president | 1 | 75 | \$1,875 | \$1,875 | |
| Vice president | 1 | 50 | \$1,250 | \$1,250 | |
| Vice president | 1 | 50 | \$1,250 | \$1,250 | |
| President | 1 | 150 | \$3,750 | \$3,750 | |
| | | | | | \$10,175 |
| | | | | | |
| | | | | Total | \$ 87,600.00 |