

NATIONAL VOLUNTEER
LEADERSHIP MANUAL



April 2015



In November 2014, the NKBA Board of Directors voted unanimously to restructure the governance of the Association. In January 2015, their decision was confirmed by the membership through a ballot vote.

The goal of this restructure was to create a nimble, efficient and updated model that reflected the many changes in business practices since the last major restructure over 30 years ago.

Some of the major differences are a smaller board with the elimination of the Executive Committee, the addition of a Generative Council (think tank) and a Chapter Leadership Committee, comprised of Chapter Representatives. Another enhancement is the new Leadership Recruitment Committee that works year round to identify and recruit potential volunteers to lead the Association. Additionally, geographic and segmented restraints have been removed making it easier for all members to volunteer.

We encourage you to look through this guide to learn about the many opportunities for you to be a part of the national leadership of our Association. Find something that fits your unique qualifications and consider applying. Please note that no one may serve on two national committees or councils simultaneously. The NKBA is your Association and through member engagement we can continue to serve the kitchen and bath industry and our members.

Election process for all Committees and Councils (with the exception of the Leadership Recruitment Committee) will start in the 2nd quarter and final decisions and notifications will be done in November.

June/July– email and NKBA Newsletter notification announcing open application period
Subsequent 30 day open application period to submit on-line application
Applications checked for eligibility
Applications sent to Leadership Recruitment Committee for review and selection
Oct/Nov - Single slate presented to NKBA Board of Directors at fall board meeting for approval.
Post-meeting – Applicants notified and results announced.

Thank you for your support and dedication to our Association,

Sincerely,
The National Kitchen & Bath Association

Volunteer Leadership Positions

Leadership Recruitment Committee

Number of Positions: 5 and the CEO as an ex-officio member

Length of term: 3 years; must wait 5 years before being eligible to serve again.

Officer Position: Chair

Responsibilities: The LRC is charged with identifying, soliciting, screening and recommending candidates to serve on the Association's Board of Directors, the Leadership Recruitment Committee, Generative Council, Chapter Leadership Committee, Finance Committee and other volunteer positions with the Association requested (other than the KBIS Exhibitor Committee). Applications to serve on such bodies are solicited and received from members of the Board of Directors, the Council or Committee, Staff and the general membership of the Association; for positions on the Councils and Committees, non-members of the Association with particular areas of expertise may also be solicited to submit an application.

After reviewing the applications for an open position, the LRC will recommend to the applicable body new appointments to fill any expiring or vacant terms.

The LRC will, with the assistance of staff, develop a comprehensive volunteer recruitment strategy which goes beyond the traditional role of a Nominating Committee (i.e., filling a slate of candidates) and includes a rigorous and disciplined process of identifying and screening potential candidates that have the leadership skills and ability to productively participate in the governance of the Association.

Skill Set:

- Ability to develop and follow through on a screening process
- An understanding of and commitment to the basic mission of the organization
- An understanding of the strategic goals of the Association
- Available to fully participate in the recruitment process, including screening of candidate applications, interviews and making recommendations to the Board of Directors.
- Experience in recruiting employees or volunteers a plus

Requirements for Eligibility:

- Need not be a member of the NKBA unless employed in a business that is eligible for membership in the Association
- No firm, corporation, entity or employer may have more than 1 representative serving simultaneously on the LRC
- No related family member may serve simultaneously on the LRC
- No member may serve on two national committees or councils simultaneously

Election Process: Application forms will be screened for eligibility by Headquarters and submitted to the LRC for review and consideration. The Board of Directors appoints the members of the LRC. For the appointment to the first, initial LRC, applications will be sent by Headquarters to the Board of Directors for consideration and appointment.

Timeline:

March – email and NKBA Newsletter notification announcing open application period

March - 30 day open application period to submit on-line application

April/May – LRC selected and voted on at spring board meeting

April/May - Post-meeting – Applicants notified and results announced.

Generative Council

Number of Positions: up to 25

Length of term: 2 years with the option for a consecutive 2-year term. Once 4 years have been served, must wait 5 years before being eligible to serve again.

Officer Position: Board Liaison

Responsibilities: The Generative Council is established to address and advise the Board of Directors on matters that have been presented to them by the Board and to provide a link between the membership of the Association and the Board of Directors to ensure that their needs are being appropriately met.

The Generative Council shall consist of no more than 25 people. It is intended that this body be comprised of individuals who can add particular areas of expertise to issues facing the Association and will be representative of the kitchen and bath

industry and allied professions. Members of the Generative Council need not be members of the Association.

Skill Set:

- Ability to think in a 3-5 year horizon
- An understanding of and commitment to the basic mission of the organization
- An understanding of the strategic goals of the Association
- An understanding of the Kitchen and Bath Industry
- Available to fully participate in a minimum of two meetings annually

Requirements for Eligibility:

- Be either a member in good standing of the NKBA or employed in a business that is ineligible for membership in the Association.
- No firm, corporation, entity or employer may have more than 1 representative serving simultaneously on the GC
- No related family member may serve simultaneously on the GC
- No member may serve on two national committees or councils simultaneously

Election Process: Application forms will be screened for eligibility by Headquarters and submitted to the LRC for review and consideration. The Board of Directors appoints the members of the GC. For the appointment to the first, initial GC, applications submitted by the 2015 NKBA Board of Directors will be automatic appointments.

Timeline:

June – email and NKBA Newsletter notification announcing open application period

July – 30 day open application period to submit on-line application

October/November - Single slate presented to NKBA Board of Directors at fall board meeting for approval.

November/December - Post-meeting – Applicants notified and results announced.

Board of Directors

Number of Positions: 9 positions

Length of term: 2 years with the option to be elected to a consecutive 2-year term. Once 2 terms have been served, must wait 5 years before being eligible to

serve again for a 3rd term. There is a maximum of 3 elected terms of service (for a total of 6 years on the BOD.)

Officer Positions: Chairman of the Board, Vice-Chair, Secretary/Treasurer

Length of Officer Term: 1 year; can serve no more than 2 years in the same position

Responsibilities: Board work is focused on establishing goals for the Association (strategic planning) and establishing limitations on the means used to achieve the ends. Areas of responsibility include:

- Hiring the CEO and holding him/her accountable.
- Focusing on matters of the Association policy at an appropriate high level.
- Monitoring results for the Association.
- Managing the performance of the board and individual board members. This includes an ongoing process of assessing the performance of the board and of individual board members as well as a regular review of how the board conducts its work.
- Developing the leadership capability of board members, including an ongoing process of board development.

Skill Set:

- Ability to lead
- An understanding of and commitment to the basic mission of the organization
- An understanding of the strategic goals of the Association
- Willingness to prepare and fully participate in a minimum of three annual meetings
- An understanding of the responsibilities in governing

Requirements for Eligibility:

- Be a member in good standing of the NKBA
- 1 eligible position for a non-member of the NKBA unless employed in a business that is eligible for membership in the Association.
- No firm, corporation, entity or employer may have more than 1 representative serving simultaneously on the BOD
- No related family member may serve simultaneously on the BOD
- No member may serve on two national committees or councils simultaneously except for the CEO Evaluation Committee, Finance Committee and task forces appointed by the Board of Directors

Election Process: Application forms will be screened for eligibility by Headquarters and submitted to the LRC for review and consideration. The LRC presents a single slate to the BOD for approval at the fall board meeting. (In 2016, the BOD comes from the existing BOD members only.)

Timeline:

July – email and NKBA Newsletter notification announcing open application period (In 2015, only current BOD members may apply to serve on the 2016 BOD.)

August - 30 day open application period to submit on-line application

October/November - Single slate presented to NKBA Board of Directors at fall board meeting for approval.

November/December - Post-meeting – Applicants notified and results announced.

Chapter Leadership Committee

Number of Positions: 5

Length of term: 3 years; must wait 5 years before being eligible to serve again.

Officer Position: Liaison

Responsibilities: The purpose of the Chapter Leadership Committee is to provide a link between the grassroots of the Association, its chapters, the national Board of Directors and National Staff. They are charged with monitoring member needs and wants at the chapter level and conveying these needs to the Board of Directors and National Staff.

Skill Set:

- An understanding of and commitment to the basic mission of the organization
- An understanding of the strategic goals of the Association
- An understanding of and commitment to the growth and strength of all chapters
- A willingness to communicate regularly with peers
- Available to fully participate in conference calls and/or online meetings, including screening of candidate applications, recommendations to the Board of Directors
- Working as a team to make recommendations to the Board of Directors
- Experience in recruiting employees or volunteers a plus

Requirements for Eligibility:

- Must be a member of the NKBA in good standing
- Must be a Chapter Representative that has served a minimum of 1 year as the current Chapter Representative prior to application
- No firm, corporation, entity or employer may have more than 1 representative serving simultaneously on the CLC
- No related family member may serve simultaneously on the CLC
- No member may serve on two national committees or councils simultaneously

Election Process: Application forms will be screened for eligibility by Headquarters and submitted to the LRC for review and consideration. The Board of Directors appoints the members of the CLC. For the appointment to the first, initial CLC, applications will be sent by Headquarters to the 2015 Board of Directors for consideration and appointment.

Timeline:

June— email and NKBA Newsletter notification announcing open application period

June - 30 day open application period to submit on-line application

July/August - Single slate presented to NKBA Board of Directors at fall board meeting for approval.

August/September - Post-meeting – Applicants notified and results announced.

KBIS Exhibitor Committee

Number of Positions: minimum of 5, maximum of 10

Length of term: 3 years; must wait 5 years before being eligible to serve again.

Officer Position: Chair

Responsibilities: The purpose of the KBIS Exhibitor Committee is to provide a link between the exhibitors and attendees of KBIS and the Board of Directors to ensure that their needs are being appropriately monitored and evaluated. The KBIS Exhibitor Committee advises the Board on industry trends and makes recommendations for appropriate products, programs and services, to meet the needs of the exhibitors and attendees.

The KBIS Exhibitor Committee shall consist of not less than 5 or more than 10 members. Members of the KBIS Exhibitor Committee must be exhibitors at KBIS during the year in which they are elected to the Committee and must continue to

exhibit and maintain a staffed presence on the next years' KBIS show floor in order to continue their membership on the KBIS Exhibitor Committee. Members must have a firm commitment for exhibit space at next year's Show no later than August 1 of each year that they will be serving on the Committee in order to continue to serve.

Skill Set:

- Ability to develop and follow through communication with other exhibitors
- An understanding of and commitment to the basic mission of the organization
- An understanding of the strategic goals of the Association
- Available to fully participate in meetings, both in person and by phone
- Experience in leadership role
- Ability to think in a 3-5 year horizon

Requirements for Eligibility:

- Must be a member in good standing of the NKBA.
- Must be an exhibitor at KBIS in current year
- Must have a firm commitment to exhibit in the upcoming year by August 1st.
- No firm, corporation, entity or employer may have more than 1 representative serving simultaneously on the KEC
- No related family member may serve simultaneously on the KEC
- No member may serve on two national committees or councils simultaneously

Election Process: A call for applications shall be sent to exhibitors announcing the availability of positions on the Committee. Application must be by self-nomination. Applications are sent to NKBA staff where candidates' membership status and eligibility will be confirmed.

The Committee will meet by conference call in the fall to review the applications and determine a ballot and elect new members. It is the intent of the Bylaws that the members of the Committee be as representative of the overall compositions of exhibitors at KBIS as possible, keeping in mind the qualifications of the candidates. The Committee has the right to allow Committee positions to remain vacant if they do not receive sufficient qualified self-nominations so long as a minimum of five positions are filled. The Chair votes only to break a tie.

Timeline:

July/August – email and NKBA Newsletter notification announcing open application period

August/September - 30 day open application period to submit on-line application

September/October - Applications sent to KBIS Council for 2016 and the KBIS exhibitor Committee in subsequent years for review and selection

October/November - Single slate presented to NKBA Board of Directors at fall board meeting for approval.

November/December - Post-meeting – Applicants notified and results announced.

Finance Committee

Number of Positions: 8 members consisting of the Chief Executive Officer, the Chairman, the Vice Chairman, the Secretary/Treasurer, 3 Industry Members, and 1 independent financial advisor appointed by the CEO and Chairman who serves in an ex-officio capacity.

Length of term: 3 years with no eligibility for renewal

Officer Positions: **Chair** (position filled by NKBA National Treasurer)
Secretary (elected by committee from 1 of the 3 industry members)

Responsibilities: The Finance Committee shall be responsible for the general oversight of the Association’s finances, recommend to the Board of Directors the approval of the annual operating budget and modifications to the investment policy and investment of surplus funds. The Committee has four major tasks:

- Record-keeping: ensuring that accurate and complete financial records are maintained and that the system in place provides assurances that the funds entrusted to the organization have been properly expended.
- Financial Statements: ensuring that accurate, timely and meaningful financial statements are prepared and presented to the Board of Directors. The Committee reviews the financial statements of the Association on a quarterly basis.
- Budgeting: ensuring that the budget accurately reflects the strategic goals established by the Board. It reviews and approves the proposed budget for presentation to the Board of Directors. It is their responsibility to monitor budget versus actual revenue and expenditures during the year and make recommendations for budget adjustments as necessary and prudent.
- Safeguarding Assets: The Committee recommends policies and procedures for safeguarding the Association’s assets.

Skill Set:

- Ability to develop and follow through on a screening process
- An understanding of and commitment to the basic mission of the organization
- An understanding of the strategic goals of the Association
- Available to fully participate in the quarterly Finance Committee calls and the in-person fall Finance Committee meeting
- Prior knowledge of balance sheets and the budgeting process
- Knowledge of investments a plus
- Experience in financial sector of the K&B Industry a plus

Requirements for Eligibility:

- Must be a member in good standing of the NKBA.
- No firm, corporation, entity or employer may have more than 1 representative serving simultaneously on the FC
- No related family member may serve simultaneously on the FC
- No member may serve on two national committees or councils simultaneously except for the CEO Evaluation Committee, Finance Committee and task forces appointed by the Board of Directors

Election Process: Application forms will be screened for eligibility by Headquarters and submitted to the LRC for review and consideration. The Board of Directors appoints the members of the FC.

Timeline:

July/August – email and NKBA Newsletter notification announcing open application period

August/September - 30 day open application period to submit on-line application

September/October - Applications sent to Leadership Recruitment Committee for review and selection

October/November - Single slate presented to NKBA Board of Directors at fall board meeting for approval.

November/December - Post-meeting – Applicants notified and results announced.