

Governance Manual



NAHB Executive
Officers Council

Prepared for: EOC Board of Directors

By: EOC Policy Committee

Arranged alphabetically by topic

Adopted: Tuesday, November 18, 2025

Last Revision Date: August 28, 2025

Policy in this document is approved by the EOC Board of Directors.

EOC Governance Manual Table of Contents

Chapter 1: The Executive Officers Council of the NAHB

Description of the EOC	5
EOC Mission Statement	5
Goals	5
Policy Manual Overview	5

Chapter 2 - Committees, Task Forces, Forums and Working Groups

Standing Committees	7
Expressions of Interest	11
Vice Chairs	12
Task Forces	12
Forums	13
Working Groups	13
Appointments	13
Vendors at Committee and Forum Meetings	13
Oversight Policy	13

Chapter 3 - Elections

Nominating Committee	15
Certified Candidates	15
Officers	15
Directors at Large	16
Regional Directors	16
Qualifications for Office	16
Officers	16
Directors at Large	16
Regional Directors	17
Senior Officer Appointments	17
Independent Nominations	17
Incomplete Slate	17
Election	18
Officers	18
Directors at Large	18
Vote Count Policy	18
Regional Directors	19
Term of Office	19
Officers	19
Board of Directors	19
Vacancies	20
Officers	20
EOC Board of Directors	20
Removal	20
Resignation	21

Chapter 4 - Finances & Scholarships	
Fiscal Responsibilities and Expense Management	23
Mailing Labels and Email Requests	23
EOC Student Scholarship Criteria	23
EOC Scholarship Criteria	25
Chapter 5 - Gifts and Remembrances	
Gift Policy (Death and Illness)	26
Gifts and Remembrances (Special Occasions)	26
Chapter 6 - Meetings	
Board of Directors Meetings	27
Quorum	27
Membership Meetings	27
Annual Meeting	27
Regular Meeting	27
Special Meeting	27
Quorum	27
EOC General Membership Meeting Policy	28
Order of Business	28
Speaker Marketing Policy	28
Chapter 7 - Membership	
Voting Members	29
Non-Voting Members	29
Member Benefits Extended to Non-Voting Members	29
Member Benefits Not Extended to Non-Voting Members	30
Chapter 8 - Obligations of Leadership	
Executive Committee	31
Travel and Expense Guidelines	31
EOC President	32
EOC Vice President	33
EOC Secretary	33
EOC Immediate Past President	33
EOC Secretary Elect	34
The Board of Directors	34
Positions	34
Obligations	34
Regional Directors	35
Directors-at-Large	35
EOC Standing Committee, Task Force, Forum or Working Group Chairs	35
EOC Standing Committee Vice Chairs	36
EOC Standing Committee, Task Force, Forum or Working Group Members	36
EOC Liaisons and Designees	37

Chapter 9 - Past Presidents and Retired Members	
Past Presidents	39
Retiring Executive Officers	39
Chapter 10 - Planning Process	
Annual Plan of Work	40
Individual or Committee Requests	40
Association Excellence Awards Program	41
AEA Plaques	41
Changes to Existing Criteria	41
Association Awards	41
Individual Honor Awards	42
EOC Commitment to Excellence Program	45
Recognition for Time in Grade	45
Criteria for Time in Grade Recognition	45
Chapter 12 - Reserved	
Attachment A: EOC Education Fund Scholarship Program	47
Attachment B: EOC Contested Election Policies	50

Chapter 1

Executive Officers Council of the NAHB

The Executive Officers Council (EOC) of the National Association of Home Builders (NAHB) is a professional organization of association executives who manage the more than 650 local and state associations affiliated with NAHB. The Executive Officers Council (EOC) represents full-time and part-time executives of local and state associations affiliated with NAHB. In addition to its members, the activities and services of the EOC benefit the members of the NAHB-affiliated associations, the NAHB Federation, the housing industry, the housing consumer, and the Executive Officers Councils of affiliated state associations.

Mission Statement

The mission of the Executive Officers Council is to provide the highest level of effective and efficient services to its members and to benefit the industry members of NAHB by enhancing the professionalism of the executive officers of NAHB state and local associations by:

- Providing a forum for association executives to further their professional development through training and education
- Providing networking and interpersonal communication opportunities for association executives to share knowledge
- Providing a forum for executive officers to serve as a vital resource to NAHB and its leadership in developing and serving the membership

Goals

The goals of the Executive Officers Council are to:

- Be an indispensable resource to the EOC membership.
- Reinforce all HBAs are staffed by professional, competent executive officers.
- Utilize Specific, Measurable, Attainable, Relevant and Timely (SMART Principle) goals to execute the Annual Plan of Work.
- Have executive officers be recognized by NAHB leadership and staff as its most important partner and resource in achieving national goals at the local and state level.

Policy Manual Overview

All items contained in this manual have been approved by the NAHB Board/EOC Board of Directors. All policies are consistent with NAHB bylaws and other applicable laws.

This Manual is reviewed on a yearly basis by the EOC Secretary. If the Secretary determines that certain policies should be amended, he/she will make appropriate recommendations to the EOC Board of Directors. All other policies shall be automatically continued from year to year. Should EOC members have recommendations to this manual, they should bring them to an EOC specific standing committee, Executive Committee or EOC Board of Directors for consideration.

All policies and procedures contained herein are subject to change by the EOC Board of Directors. No policy or procedure contained herein is intended or shall be construed to create any private right

of action, or to provide EOC members or others with any additional rights beyond those provided by NAHB's bylaws. Moreover, failure to follow or adhere to a particular policy or procedure shall not necessarily invalidate the affected action or decision. Such determination shall be made by the EOC Board of Directors or Executive Committee in its sole discretion.

Chapter 2

Board of Directors, Standing Committees, Task Forces, Forums, Working Groups, and Staff

The membership of standing committees, task forces, forums and working groups should, to the greatest extent possible, be representative of EOC membership (i.e geographically, membership size and EO tenure).

All standing committee, task force, forum and working group meetings are "open meetings" except those of the Nominating Committee, meetings involving the judging of candidates for EOC awards or scholarships, and any meetings listed as 'closed' as deemed necessary by the EOC Executive Committee.

All committees and forums begin their leadership year at the NAHB Spring Leadership Council Meeting except the Professional Development Committee which begins and ends on November 1 and the Nominating Committee, which begins and ends at the International Builders' Show (IBS). The IBS Nominating Committee meeting will consist of a joint meeting between the incoming and outgoing Nominating Committee.

Board of Directors

The Board of Directors is the governing body of the EOC and has the ultimate authority of the council's affairs.

Standing Committees

Standing committees are ongoing and continue from one year to the next. These committees focus on the long-term needs of the EOC as identified in the mission statement and long-range plan.

- a) Executive Committee: comprised of the President, Vice President, Secretary, Secretary Elect (ex officio, non-voting), the moderator of the State EO Forum, if a State EO is not among the members of the executive committee (ex-officio, non-voting), the Immediate Past President, and the Director (ex officio, non-voting) of the EOC. Subject to the control and direction of the EOC Board of Directors, the Executive Committee: 1) conducts the detailed affairs of the Council at all times when the EOC Board of Directors is not in session; 2) acts with the full authority of the EOC Board of Directors; 3) Fosters and promotes a strong partnership between NAHB staff and Executive Officers; and 4) Provides a vehicle through which emerging issues can be discussed, prioritized and acted upon.
- b) Nominating Committee: Chaired by the most recent immediate past president willing and able to serve) and comprised of the current EOC President, the Past Presidents committee representative and three other members, one each appointed by the Elected Officers, for a total of six members. No member of the Committee may be a candidate for EOC office or the EOC board. A quorum shall consist of a majority of the committee. The Committee shall canvass the membership for eligible candidates for the EOC board of directors, Secretary and any other vacant offices. The Committee shall determine that candidates meet the

qualifications for election and shall certify the eligibility of candidates for office.

- c) **Past Presidents Committee:** comprised of all Past Presidents of the EOC who are voting members of the EOC. Serves as a resource to the Executive Committee of the EOC and elects one of its members to serve as its Chair. The Chair is elected by the committee members and begins service in this capacity at the IBS. The term of office is one year. Election is by vote of the Past Presidents in attendance at the meeting. The candidate must receive a simple majority of the votes of those present to be elected. The Chair will serve as the representative of the Committee on the EOC Board of Directors, with full voting privileges and as a member of the Nominating Committee.
- d) **Professional Development/Education Committee:** The Professional Development Committee is charged with helping EOs advance their management, operations, governance, and advocacy skills as they endeavor to build strong and sustainable associations. This is achieved by:
 - Providing educational seminars for EOs and HBA Staff at the major NAHB meetings.
 - Encouraging EOs to seek professional certification.
 - Advising on and assisting in the education content at the annual Association Management Conference (AMC).
 - Educating the leadership of associations on the value of having professionally trained staff.
 - Overseeing the PDC Onboarding Subcommittee.

Committee composition (13)

- Chairperson, who appoints:
 - Small Office Forum Moderator
 - Mid-Size Office Forum Moderator
 - Large Office Forum Moderator
 - New EO Onboarding Coordinator
 - Three (3) at-large appointments
 - Two (2) HBA staff members who are not EOs
 - One (1) EO with at least 10 years' experience
- State Association Forum Moderator (voted by the State Forum)
- Three (3) EO appointments by the incoming EOC President, including:
 - Professional Development Committee Chair
 - Non-Dues Revenue Forum Moderator
 - PR Forum Moderator
- One (1) EO appointment by the incoming EOC Vice President between three (3) and nine (9) years' experience
- One (1) EO appointment by the incoming EOC Secretary with no more than two years' experience as an executive officer.

Note: The optimal make up of this group would not have two individuals from the same HBA.

All appointments will be made no later than November 1 and will last one year, or until they

are replaced.

Committee duties

Association Management Conference (AMC):

- Review of past evaluation and survey results as well as attendance figures to inform future programming.
- Approve the final RFP and distribution process for speakers.
- Balance education offerings with limited sessions slots.
- Recommend education format changes, e.g. interactive hands-on programs, lectures, and roundtables.
- Identify, analyze, and recommend ways to improve education delivery to participants.
- Identify high-quality speakers and moderators for education sessions.
- Consider serving as a panelist or facilitator for a session in the event than an education session needs one.

New EO Onboarding

- Assist New EO Onboarding Coordinator and PDC Onboarding Subcommittee in onboarding new EOs.
- Make recommendations to the New EO Onboarding Coordinator for improvements on the New EO onboarding process.
- Review program statistics and use survey data to inform all educational offerings.

NAHB Leadership Meetings

- Approve EOC educational offerings for the International Builders' Show and the Spring and Fall Leadership Meetings.
- Discuss and develop new strategies to provide professional development content to EOs.

Meetings

The Professional Development Committee is expected to meet at the International Builders' Show and the Spring and Fall Leadership Meetings and host conference calls as necessary.

Term

Each Committee member shall serve until November 1 following the most recent AMC.

PDC Onboarding Subcommittee:

The PDC Onboarding Subcommittee is designed to enhance relationships within the EOC through peer outreach and targeted engagement of new executive officers. By building these relations at the beginning of a new EO's tenure, the subcommittee is proactive in bolstering the Federation and extending the average executive officer tenure.

Subcommittee duties

- Monthly Outreach: Subcommittee members will lead monthly outreach to new EOs.

- Quarterly Virtual Meetups: Members will encourage and participate in quarterly new EO meetups with NAHB Staff. These sessions will foster peer connections, provide mentorship, and highlight key information for new EOs. They will also introduce new EOs to NAHB staff, EOC leaders, and discuss challenges and successes.
- Annual Check-Ins: Subcommittee members will conduct an annual check-in with their assigned new EOs, ideally at the Association Management Conference or NAHB Leadership Meeting.
- On-Site Support: Subcommittee members will provide onsite support to new EOs and first-time attendees at NAHB Leadership Meetings and will make every effort to attend. If a subcommittee member is unavailable, they will help identify an alternate EO to fulfill the role.
- Evaluate Trends: Subcommittee members will assist NAHB staff in identifying trends, gaps in resources, and issues facing new EOs. Area ambassadors will further assist in reporting on regional trends to improve NAHB support.

Subcommittee Composition

The Onboarding Subcommittee will consist of eighteen (18) EOs who have been employed with an HBA for at least two years:

- PDC Onboarding Coordinator (Chair) (1)
- One Area Ambassador Per Region (15)
- Professional Development Committee Chair (1)
- State Executive Officer (1)

NOTE: If the subcommittee is unable to appoint one EO per area, every effort will be made to ensure at least two regional representatives are present. Vacancies within the subcommittee will be appointed by the Onboarding Coordinator.

- e) Workforce Development Committee: The Workforce Development Committee is charged with providing EOs and association staff workforce development and grant funding resources.

Committee duties

- Facilitating high level discussion on best practices and funding resources.
- Providing industry workforce development best practices.
- Conducting regional research and collecting samples.
- Identifying workforce development funding sources that are then shared with the EOC.
- Monetizing workforce development efforts as a non-dues revenue source for associations.
- Recommending workforce development education sessions for the Association Management Conference.

Committee Composition

- Chairperson (appointed by the EOC President)
- Vice-Chair (appointed by the EOC Vice-President)
- Local Association Executive Officer (appointed by the Professional Development Committee Chair)
- Local Association Executive Officer (appointed by the Past President representative)
- State Association Executive Officer (voted by the State Executive Officer forum)

Meetings

The Workforce Development Committee is expected to meet at the International Builders' Show and the Spring and Fall Leadership Meetings, and host conference calls as necessary.

Term

Each Committee member shall serve one year beginning at the NAHB Spring Leadership Meeting.

- f) **Membership Committee:** The EOC Membership Committee is established to serve as a collaborative forum for Executive Officers to share insights, identify opportunities, and recommend strategies to local and state associations that support membership recruitment, retention, and engagement efforts across the Federation.

Committee duties

- **Support local membership efforts:** Facilitating the exchange of ideas and best practices to help local associations enhance their membership recruitment and retention initiatives.
- **Articulate the Federation value proposition:** Provide feedback and suggestions to help affiliated associations effectively communicate the Federation value proposition to current and prospective members.
- **Recommend tools and resources:** Identify and recommend tools, resources, and strategies that associations may find useful in strengthening their membership development efforts.
- **Encourage statewide engagement:** Promote engagement among state associations to support local membership initiatives.
- **Identify resources and opportunities:** Work with NAHB's Membership Committee through the EOC committee liaison to identify and recommend any tools, resources, or initiatives that are currently lacking or could significantly enhance membership recruitment and retention at the local level.

Committee composition (11)

- Chairperson
- NAHB Membership Committee EOC Liaison
- One EO from each NAHB Region (5)
- One EO from each size category (3)
- One HBA membership staff person

Meetings

The Membership Committee is expected to meet virtually or in person, aligned with the International Builders' Show and the Spring and Fall Leadership Meetings, and host virtual meetings as necessary.

Term

Each Committee member shall serve one year beginning at the NAHB Spring Leadership Meeting.

Expressions of Interest

Expressions of interest in serving as a member of a standing committee are to be encouraged and should be filed with the Director of the EOC. Prior to appointment, proposed standing committee

members should agree to attend two of the three regular NAHB meetings. Following appointment, absence should be by special circumstance only. Vacancies occurring on standing committees should be filled by the person who appointed the individual who is vacating. If that individual is not available to make the appointment, the vacancy may be filled by the Chair, with the agreement of the President.

Expressions of interest in serving as Standing Committee Chair or Vice Chair are to be encouraged, and these should be filed with the Director of the EOC no later than 30 days prior to the NAHB Fall Leadership Council meeting.

Vice Chairs

The person who serves as Vice Chair of a standing committee should become the Chair the following year. The final decision on the appointment of the Chair, however, remains with the EOC President.

Task Forces

Appointed by the EOC President to best serve the interests of the EOC, task forces are self-limiting in both time and scope and focus on short-term, specific needs. Task Forces meet as needed through e-mail, conference calls and/or face-to-face gatherings. Task forces require detailed objectives and desired outcomes and disband when their work is completed.

Forums

Forums are special interest groups that represent a functional area and meet at each NAHB Leadership Council meeting as necessary for the sole purpose of identifying and discussing common issues. Except where otherwise noted, forum leaders are appointed by the EOC President or Professional Development Committee Chair and hold a "Moderator" position on the Professional Development/Education Committee to ensure that special interest needs are addressed at EOC educational offerings.

- a) **State Associations Forum:** provides a forum for the executive officers of state associations; recommends programs for state association executive officers. The Chair is elected. Election is by vote of the state EOs in attendance at the meeting. The candidate must receive a simple majority of the votes of those present to be elected.
- b) **Size-specific Forums:** there may be three (3) forums for local associations of designated sizes (i.e., small locals, medium locals, and large locals). The thresholds for each group shall be determined, from time to time, by the EOC Board of Directors. These forums shall provide a venue for executive officers of similar sized local associations to share ideas and concerns.
- c) **Public Relations Forum:** There shall be a forum open to all members where Executive Officers, their staff, and NAHB Public Affairs staff may cooperate and share information on strategies specific to the promotion of the NAHB Federation.
- d) **Non-Dues Revenue:** There shall be a forum open to all members where Executive Officers, their staff, and NAHB Staff may cooperate and share information on strategies specific to the raising of non-dues revenue by the associations within the NAHB Federation.
Note: The PR & Non-Dues Revenue forums can be held in tandem or separately, at the will of the EOC Board of Directors.

Working Groups

Working groups may be appointed by a standing committee or forum Chair to address a particular project or special event that is beyond the volunteer resources of a standing committee.

Like task forces, working groups require detailed objectives and desired outcomes and disband when their work is completed. Working groups can, and in most cases should be, comprised of members of the full committee, but the Chair may go outside the full committee for expertise and membership. In such cases, these working group members will not be members of the full committee. Working Groups meet as needed through e-mail, conference calls, and/or face-to-face gatherings.

Appointments

Unless otherwise noted, the President appoints the Chair of Standing Committees, Forums, Task Forces and Working Groups as necessary.

Vendors at Committee and Forum Meetings

EOC Standing Committees and Forums established in this Manual are encouraged to actively identify companies and/or vendors whose products may benefit the members of their committee/forum and/or the EOC membership. Committee Chairs/Forum Coordinators are permitted to invite such vendors to their meetings and are encouraged to actively promote EOC sponsorship.

Vendor demonstrations and/or discussion by a vendor about their products are not allowed at EOC Headquarters, events or educational programs unless special arrangements have been made. All other access and/or contact with the EOC membership shall be arranged through the sponsorship sales program of the NAHB Marketing Group.

Oversight Policy

The Senior Officers of the Executive Officers Council shall have areas of oversight to each of the standing committees, task forces, forums, and working groups of the EOC. Each officer will stay in close contact with their assigned Chair and will be kept informed of activities of the respective group. If standing committee, task force, forum, or working group Chair fails to appear to report at the EOC Board of Directors meeting, it is the duty of the Senior Officer who has oversight responsibility for that Chair to ensure that a report is given either by the Vice Chair or the appropriate Senior Officer. The following assignments apply:

President:	Liaisons, Executive, and Task Forces
Vice President:	Professional Development/Education, Association Excellence Awards, and Public Relations and Non-Dues Revenue Forums
Secretary:	Governance Manual, Workforce Development Committee, Membership Committee, and Size-Specific Forums
Immediate Past President:	Nominating, Past Presidents, and State HBA Forum

Between Board meetings the Senior Officers will maintain communications, as necessary, with each of the respective standing committee, task force, forum or working group assigned to their position. At each of the NAHB Leadership meetings, oversight officers are encouraged to attend the meeting of each standing committee, task force, forum, or working group assigned to their position.

Staff

Additional NAHB staff support can be appointed by the NAHB CEO. In addition, there may be appointed from among the NAHB staff a Staff Director of the council. The Staff Director has administrative oversight of the affairs of the council, under the guidance and direction of the EOC Board of Directors and consistent with NAHB policies, procedures, and budget.

Chapter 3

Elections

Nominating Committee

The responsibility of the committee is to actively canvass the membership for eligible candidates for the EOC board of director positions and elected officer positions. They shall review the qualifications of candidates, and report to the EOC Board of Directors during the NAHB Spring and Fall Leadership meetings, or no later than July 1, if the NAHB Spring Leadership meeting shall be scheduled to take place following or within thirty (30) days prior to the Association Management Conference, all certified candidates for the EOC elective officers and directors as follows:

Certified Candidates

The Nominating Committee shall meet at the NAHB IBS to encourage and identify nominees that meet the basic Qualifications for Office listed later in this section.

The filing deadline for candidates seeking nomination shall be sixty (60) days before the meeting of the Nominating Committee. The Nominating Committee shall make public the dates of the filing deadline and the candidate certification meeting date no later than thirty (30) days following the close of the IBS.

The Nominating Committee shall interview all nominees for the secretary position that meet the basic qualifications and who filed their application by the filing deadline at the NAHB Spring Leadership meeting or no later than July 1 if the NAHB Spring Leadership meeting shall take place following or within thirty (30) days prior to the Association Management Conference. The committee will also review all completed questionnaires received by applicants who wish to run for director at large and regional director position on the EOC Board of Directors. Nominees certified as candidates may begin campaigning following their certification to the EOC Board of Directors.

The names of certified candidates shall be sent to the membership no later than thirty (30) days after the certification. Candidates not certified will be notified prior to the names being distributed.

Officers

Secretary

At least one candidate.

Vice President

The current Secretary of the EOC, provided the person has expressed a willingness to serve, and any other certified candidate who has presented credentials to the Chair of the Nominating Committee prior to the adjournment of the meeting of the committee at the NAHB Spring Leadership meeting, or at least twenty- four (24) hours prior to the meeting of the committee if the committee is meeting outside of the NAHB Spring Leadership meeting.

In any instance, the Nominating Committee shall present at least one candidate.

President

The current Vice President of the EOC, provided the person has expressed a willingness to serve, and any other certified candidate who has presented credentials to the Chair of the Nominating Committee prior to the adjournment of the meeting of the committee at the NAHB Spring Leadership meeting, or at least twenty-four (24) hours prior to the meeting of the committee if the committee is meeting outside of the NAHB Spring Leadership meeting. In any instance, the Nominating Committee shall present at least one candidate.

Directors at Large

At least two or three candidates, varying every other year, to fill the positions of director at large.

Regional Director

At least one candidate to fill each of the five (5) regional positions listed below.

- a) Region A comprised of the following states: Maine, Vermont, New Hampshire, Massachusetts, Connecticut, Rhode Island, New York, New Jersey, Pennsylvania, Maryland, Delaware, Virginia, and District of Columbia
- b) Region B comprised of the following states: North Carolina, Georgia, South Carolina, Florida, Puerto Rico, Tennessee, and Alabama.
- c) Region C comprised of the following states: West Virginia, Ohio, Kentucky, Indiana, Illinois, Michigan, Wisconsin, Minnesota, Iowa, North Dakota, and South Dakota.
- d) Region D comprised of the following states: Mississippi, Louisiana, Arkansas, Oklahoma, Texas, Missouri, Kansas, and Nebraska.
- e) Region E comprised of the following states: New Mexico, Arizona, Utah, Colorado, Wyoming, Montana, Idaho, Oregon, Washington, Alaska, Nevada, California, and Hawaii.

Qualifications for Office

Before consideration as a candidate, nominees for all elected and appointed positions must have received a written resolution or endorsement of support for their candidacy from their own association's Board of Directors.

Officers

Each officer shall, by the time of installation, have served as an elected or appointed Director of the EOC for one complete term and shall have acquired a minimum of three years' experience as the Chief Executive Officer of a local or state association, or chapter of same, prior to election.

Directors at Large

Directors at Large shall serve one full two-year term, after which they are not eligible for re-election or appointment to that office until one year has elapsed. To be certified for the director at large position, the individual must have served two (2) years as a voting member of the EOC.

Regional Directors

Regional Directors shall serve one full two-year term, after which they are not eligible for reelection or an appointment to that office until one year has elapsed. To be certified for the regional director position, the individual must have served two (2) years as a voting member of the EOC.

Senior Officer Appointments

Presidential Appointments

Each incoming President shall appoint three individuals to serve a one-year term on the EOC Board of Directors. Time served on the EOC Board of Directors as a presidential appointment shall not be applied towards term limits for other Board positions and/or count towards the opportunity to run for an elected position to the Board. To serve as a Presidential Appointment to the EOC Board of Directors, the individual must have served two (2) years as a voting member of the EOC.

Vice President Appointments

Each incoming Vice-President shall appoint two individuals to serve a one-year term on the EOC Board of Directors. Vice President will have the opportunity to re-appoint individuals in succeeding years. Time served on the EOC Board of Directors as a Vice-Presidential appointment shall not be applied toward term limits for other Board positions and/or count towards the opportunity to run for an elected position to the Board. To serve as a Vice-Presidential Appointment to the EOC Board of Directors, the individual must have served two (2) years as a voting member of the EOC.

Secretary Appointment

Each incoming Secretary shall appoint one individual to serve a one-year term on the EOC Board of Directors. The Secretary will have the opportunity to re-appoint this individual in succeeding years. Time served on the EOC Board of Directors as a secretary appointment shall not be applied toward term limits for other Board positions and/or count towards the opportunity to run for an elected position to the Board. To serve as a Secretary Appointment to the EOC Board of Directors, the individual must have served two (2) years as a voting member of the EOC.

Independent Nominations

Independent nominations for any office may also be made, endorsed with the names of not less than twenty-seven (27) voting members of the EOC, if received by the Chair of the Nominating Committee no less than 30 days prior to the Annual Meeting of the Executive Officers Council.

Incomplete Slate

If three (3) days prior to the Annual Meeting of the EOC there are vacant candidacies for any office, the Nominating Committee shall be charged with presenting a full slate of certified candidates.

Election

Officers

The Officers shall be elected annually by the membership at the annual meeting except in the case of a vacancy that creates an unexpired term (See "Vacancies," below). The President shall conduct the election. The election shall be by ballot and a candidate must receive a majority of the votes to be elected. Each voting member shall allowed one vote or ballot for each of the positions to be filled. In the case of an uncontested election, a majority of the membership may elect by voice vote. Should more than two candidates be running for office, one ballot will be sufficient if the winning candidate earns greater than 50% of the votes cast. If this is not the case, then there should be an election run-off from the top two vote getting candidates. In the case of balloting, any ballot containing more than the number of votes equal to the number of offices to be filled, or with duplications, shall be invalidated.

Directors at Large

The Immediate Past President shall conduct the elections at the Annual Each voting member shall be entitled to one vote or ballot for each of the positions to be filled. In the case of balloting, any ballot containing more than the number of votes equal to the number of offices to be filled, or with duplications, shall be invalidated.

The five candidates for the office of Director at Large receiving the most votes on a single ballot shall be declared elected. In the event of a tie vote affecting an election, a re-balloting shall be conducted for the position affected.

Vote Count Policy

The ballots shall be counted by at least three members of the Nominating Committee and a complete record of voting shall be certified in writing to the President. If less than three members of the Nominating Committee are present at a regular or special election, then appointments shall be made by the President for the purpose of counting ballots.

The Nominating Committee shall count the ballots utilizing the following process:

The total number of ballots will be divided into as many sections as there are members of the Nominating Committee present at the vote count (i.e. if there are four members of the Committee present for the count, then the total number of ballots will be divided into four separate segments).

Each Nominating Committee member will count his/her segment of ballots and record the total number of votes for each candidate on a central tally sheet. Each Nominating Committee member will then hand his/her segment of ballots to another Committee member and receive a different segment of ballots which he/she will count and record the total number of votes for each candidate on a central tally sheet. This process shall be followed as many times as there are Nominating Committee members present for the vote count.

Following the final round of the vote count, the Nominating Committee members present

for the vote count will confirm the total number of votes for each candidate and will certify to the accuracy of this count on a special EOC Elections Vote Count Form which shall be maintained in the EOC Archives for a period of eighteen (18) months. The ballots will be destroyed immediately following the end of the challenge period as defined herein. Any challenge to the count must be made by notifying the President prior to the close of the General Membership Meeting or within one hour of announcement of the vote count, whichever is longest. When a challenge is issued, the Nominating Committee shall issue a recount.

Election results will be announced to the general membership however the actual vote count shall not be made public. Candidates may privately obtain from the Chair of the Nominating Committee the count of vote recorded for their candidacy on the condition that such information be kept strictly confidential. No candidate may obtain the count for any other candidate.

Regional Directors

Ten Regional Directors shall be elected to the EOC Board of Directors from the regions defined in this manual. The candidates proposed for election must be certified by the Chair of the Nominating Committee as meeting the qualifications for election to office. If any Regional Directorship is unfilled, the President-Elect shall appoint a qualified Director from within the region.

Term of Office

Officers

Each elected Officer shall take office at the conclusion of the NAHB IBS and shall serve for a term of one year or until his/her successor is duly qualified, elected and installed.

EOC Board of Directors

Each Director shall take office at the conclusion of the NAHB IBS and shall serve his/her term, as listed below, or until a successor is duly qualified, elected, and installed.

- Director at Large: Term of two years, staggered from other director at large candidates. Directors at large will have staggered terms so that there will always be two or three directors at large remaining on the board in a given year. When three remain, two new directors will be elected. The following year those two will remain and three new directors will be elected.
- Regional Director: Term of two years, staggered with the other regional director from the same region
- President Appointed Directors at Large: Term of one year
- Vice President Appointed Directors at Large: Term of one year with the possibility of being re-appointed in succeeding years.
- Secretary Appointed Director at Large: Term of one year with the possibility of being re-appointed in succeeding years.

Vacancies

Officers

In the event of a vacancy in the office of President, Vice President or Secretary, all officers shall move up to fill the unexpired term and continue to serve the full term for which they were elected. The Secretary position shall be filled by a Past President appointed by the senior officers until the annual election, at which time the Secretary shall be installed immediately into office and continue that term in the following year.

EOC Board of Directors

Vacancies occurring among the at-large members of the EOC Board of Directors may be filled by presidential appointment, with subsequent ratification by a majority of the EOC Board of Directors. Vacancies occurring among the regional directors shall be filled by a member from within the region where the vacancy occurred, by presidential appointment, with subsequent ratification by a majority of the EOC Board of Directors. Vacancies occurring among Directors appointed by the President shall be filled by appointment of the President. Such appointments shall complete the unexpired portion of the term of office.

Removal

Officers and Directors may be removed, or temporarily suspended, by and only by the affirmative vote of a majority of the entire EOC board of directors for conduct contrary to the purposes and mission of the EOC or otherwise in violation of the rules contained in this *Governance Manual* or in other policies or procedures set forth by the EOC board of directors.

All allegations of misconduct and/or requests for removal of an Officer or Director must be made in writing and submitted to the EOC Director. Upon receiving such written allegation(s), the Past Presidents Committee representative to the EOC board of directors shall select two (2) members of the board to form a panel to act on its behalf to review and make a final recommendation to the board of directors regarding the allegation(s). The panel composition shall be subject to the approval of the EOC board of directors. The panel shall be chaired by the Past Presidents Committee representative on the EOC board of directors, who shall comprise one (1) of the panel's three (3) members.

Prior to any initial (in-person or virtual) meeting of the panel, the panel shall notify the Officer or Director in question that the panel is prepared to analyze all relevant information concerning the matter before it will make its recommendation to the EOC board of directors.

The Officer or Director may request that, prior to such consideration and recommendation determination by the panel, he or she be afforded an opportunity to testify or be represented (by counsel or otherwise) at a hearing before the panel in his or her own defense. If the Officer or Director so desires to testify or be represented at such a hearing before the panel, he or she must so notify the panel, in writing, within ten (10) days of the panel's original notification to him or her. Failure to submit a timely request for such a hearing shall be deemed a waiver by such Officer or Director of the right to such a hearing. The Officer or Director in question shall have no right to testify or be represented, and shall not be present in any manner, at any portion of a meeting of the EOC board of directors at which the matter of his or her potential suspension or removal is considered.

All decisions of the EOC board of directors concerning the suspension or removal of any Officer or Director shall be final and not subject to appeal.

Resignation

Any elected position may resign at any time by giving written notice to the Secretary.

Chapter 4

Finances & Scholarships

Fiscal Responsibilities and Expense Management

The EOC shall conduct its business within the budget established by NAHB unless consistent with NAHB policy on budget variances. This will require coordination and communication between the EOC Staff, the EOC Secretary and the individual event Chairs.

Mailing Labels and Email Address Requests

EOC mailing labels will be provided by the EOC at cost to full-time and part-time executive officers. Individuals other than full- or part-time executive officers requesting labels must do so in writing stating the mailing's intent, must also provide a copy of the materials that will be sent via mail, and are subject to the approval of the EOC senior officers.

EOC members who wish to send an email to the EOC membership will submit the email they would like sent to the EOC staff. The content will be evaluated in the same manner as outlined for mailing labels.

EOC mailing and email addresses will be furnished to sponsors of EOC and NAHB programs and events.

EOC Student Scholarship Criteria

The Past Presidents Committee shall review and report all EOC Student Scholarship recipients to the EOC Board of Directors.

Application Process

Applications will be distributed via the Friday Morning E-Mail no later than sixty (60) days prior to the stated application submission deadline as determined by the chair.

EOC staff will perform an initial review of all applications received. Pending approval by the committee chair, any applications not meeting the basic criteria will be returned for additional information and subject to disqualification. An email will be sent to the applicant from the chairman by staff stating the application is incomplete and subject to disqualification. The letter will be copied to the parents of the applicant. The applicant will have seven (7) business days to submit additional support materials.

Applications that meet the basic criteria will be forwarded to the Past Presidents Committee for consideration. Submission to the committee does not guarantee approval. Applicants will be notified of the committee's decision, including the amount of the financial award if the application is approved, within 30 days of the committee meeting.

Eligibility/Basic Criteria for Consideration

1. Eligibility is limited to children and grandchildren of voting members of the EOC who

have served at least two cumulative years as an Executive Officer for an NAHB affiliated association.

2. Applicants must:
 - a. Be a graduating high school senior; or have a high school diploma or GED
 - b. Be accepted, enrolled or have a pending acceptance to an accredited two-year junior or community college, four-year college or university, or state-accredited vo-tech school
 - c. Hold (or plan to hold) full time status at the educational institution
 - d. Minimum GPA of 2.5
 - e. Submit completed application and all supporting documentation no later than the stated deadline on the application form. Application must include:
 - i. transcript or GED;
 - ii. copy of high school diploma or GED if matriculated;
 - iii. listing of extra-curricular service/activities/honors;
 - iv. letter of recommendation;
 - v. 250-word statement on why you deserve/need the scholarship;
 - vi. letter of acceptance from accredited two-year junior or community college, four-year college or university, or state-accredited vo-tech school.
3. Previous EOC Student Scholarship recipients may reapply each year for consideration, however, priority will be given to first-time applicants who are not previous EOC Student Scholarship recipients. Although priority will be given to first time applicants, it will be at the discretion of the Committee to determine who will receive funding. Funding may be awarded to a previous recipient if the committee determines that the applicant is deserving.

Committee Guidelines:

1. The committee will award scholarships of a significant and meaningful amount each year based on either need or merit/academic achievement.
2. Based on the assumption that the funds available each year will be no less than \$12,000.00 all scholarships awarded will amount to at least \$1000.00, but not more than half of the available funds.
3. Scholarship recipients will be evaluated and rewarded based on either need or merit/academic achievement. A minimum GPA of 2.5 is needed to be considered for need based assistance or a minimum of 3.0 to be awarded on merit or academic achievement (There will be only one application to apply for the EOC Student Scholarship and it will not be disclosed which recipients are chosen based on need versus those chosen based on merit.)

The goal will be to award a minimum of three (3) need based scholarships and a minimum of three (3) merit/academic achievement-based scholarships each year, however, the committee shall have complete discretion regarding the selection and disbursement of allocated funds to those candidates they feel are most deserving, regardless of whether the candidate is chosen based on need or merit.

Fund Allocations

Scholarships are distributed from funds generated by the interest from the scholarship fund principal.

EOC Scholarship Criteria
See Attachment A

Chapter 5

Gifts and Remembrances

Gift Policy (Death and Illness)

Recognition or remembrance should be sent on the following occasions:

- On the occasion of death of a member of the EOC, notice will be sent to the membership.

In each case the notice will be published in the next issue of the EOC's weekly email.

Gifts and Remembrances (Special Occasions)

A gift or certificate should be presented to the following:

- Outgoing President will receive a gift, amount not to exceed budgeted amount.
- Incoming President will receive a gift, amount not to exceed budgeted amount.

The Director of the Council will determine the form of the gift appropriate to the situation.

Chapter 6

Meetings

EOC Board of Directors Meetings

The EOC Board of Directors shall meet no fewer than two times a year in conjunction with the Annual and Regular meetings of the EOC.

Quorum

A majority of the voting members of the EOC Board of Directors shall constitute a quorum at any meeting of the Board. Any lesser number may adjourn from time to time until a quorum is present.

Membership Meetings

Annual Meeting

There shall be an annual meeting of the EOC at the same time and place as the Association Management Conference for the election of Officers and members of the EOC Board of Directors and the transaction of other business. Written notice stating the date, place and time of the meeting shall be delivered electronically to each member not less than fourteen (14) days prior to the date of the meeting, unless such notice is waived by the members.

Regular Meeting

Regular meetings shall be held at the NAHB Spring and Fall Leadership meetings and NAHB IBS, at such locations as are designated by NAHB. Written notice stating the date, place and time of the meeting shall be delivered electronically to each member not less than fourteen (14) days prior to the date of the meeting, unless such notice is waived by the members.

Special Meeting

Special meetings may be called by the President or the EOC Board of Directors or shall be called by the President upon the written request of five percent of the voting members of the EOC. Written notice stating the date, place and time of the meeting shall be delivered electronically to each member not less than fourteen (14) days prior to the date of the meeting, and information as to the subject or subjects to be considered, unless such notice is waived by the members.

Quorum

- a) Fifteen percent of the voting members of the EOC shall be present at the annual meeting of the EOC to constitute a quorum, and in case there be less than this number, the presiding officer may adjourn the meeting from time to time until a quorum is present.
- b) Ten percent of the voting members of the EOC shall be present at a regular or special meeting of the EOC to constitute a quorum, and in case there be less than this number, the presiding officer may adjourn the meeting from time to time until a

quorum is present.

EOC General Membership Meeting Policy

In order that the EOC may efficiently conduct its business at General Membership Meetings:

Individuals other than members of the Council, wishing to address the EOC General Membership shall request time on the agenda stating the subject of their remarks.

Presentations should be aimed at the professional development of Executive Officers, the professional responsibilities of Executive Officers, or matters of significant impact to the HBA federation; electioneering of any kind is prohibited; solicitation is discouraged.

It shall be the sole discretion of the EOC President, Executive Committee, and EOC Director to determine whether to allow presentations at General Membership Meetings.

Order of Business

In its order of business and general conduct, the EOC shall endeavor to conform to the rules of parliamentary procedure set forth in "Robert's Rules of Order," which shall govern all deliberations, when not in conflict with this Manual. The order of business may be altered or suspended at any meeting by a majority vote of the members present.

Speaker Marketing Policy

Speakers for EOC educational programs at the NAHB IBS and Spring and Fall Leadership Meetings shall be contracted by EO staff as directed by the EOC Professional Development/Education Committee and in accordance with NAHB's legal guidelines. All non-EO and non-NAHB staff speakers will be asked to sign a Speaker Agreement limiting their presentation to the educational topic and restricting the speaker from marketing their particular business or product as part of their presentation unless they purchase a separate sponsorship affording them that opportunity or unless special arrangements have been made by the EOC Professional Development Committee.

Chapter 7

Membership

Membership in the EOC is automatic to persons qualifying under the following classifications:

Voting Members

- a) The chief paid (full or part-time) executive of associations affiliated with NAHB. These members shall be entitled to all the privileges of membership including the right to vote and hold office in the EOC.
- b) The chief paid (full or part-time) executive of chapters of associations affiliated with NAHB which meet the following parameters:
 1. The chapter is operated under a board of directors which is autonomous from the affiliated association; and
 2. The chapter chief executive is hired by, and responsible to, the chapter board of directors; and
 3. The chapter board establishes and supervises its own budget and generates its own funds, separate and distinct from the affiliated association.

Upon request to and certification of the above parameters by the affiliated association, the EOC shall extend voting privileges and the right to hold office to the chapter executive officer until such time as the affiliated association withdraws the certification or the chapter no longer meets the above parameters.

Non-Voting Members

The following classes of membership are entitled to all membership privileges listed below.

- a) Affiliate Members - persons serving in the capacity of administrative officer of a local or state association or chapter on a voluntary basis, and those persons serving as the chief executive officers of chapters of local chartered associations not meeting the qualifications for voting membership.
- b) Associate Members - other paid staff members of associations affiliated with NAHB.
- c) Ex-officio Members - The President & CEO of NAHB.
- d) Honorary lifetime membership in the EOC may be granted by the EOC Board of Directors to individuals who no longer meet the qualifications outlined above but have completed fifteen years of service as a voting member of the EOC. In addition, all Past Presidents of the EOC shall be honorary lifetime members.
- e) International Members - the chief paid executives or other paid staff of associations outside the United States that are similar to those in the NAHB Federation.

Member Benefits Extended to Non-Voting Members

- All literature at said value.
- Participation in the AEA program for association awards, excluding individual awards.
- Participation in the Time-in-Grade Service Pin program.
- Participation in the Commitment to Excellence program.
- Participation in Ambassador Program.

Membership Benefits Not Extended to Non-Voting Members

- Voting or the right to hold office
- Participation as an NAHB/EOC Liaison or Task Force Member
- Participation in the AEA program for special individual awards
- EOC Student Scholarship Program for children and grandchildren of EOs
- EOC Scholarship Program

Chapter 8

Obligations of Leadership

A copy of this Obligations of Leadership document shall be provided to the potential candidate for elective office and the President of their association prior to submission of a written resolution or endorsement of support. Appointees to the position of Director shall also be provided a copy of this Obligations of Leadership document.

Executive Committee

Positions: President, Vice President, Secretary, Immediate Past President, Secretary-Elect (ex-officio/non-voting) & Staff Director (ex-officio/non-voting)

Obligations

1. Attendance at meetings, regular and special, of the Executive Committee and EOC Board of Directors, including periodic conference calls.
2. Active participation in Executive Committee discussions, debate and policy-making activities.
3. Willingness to serve fully, if elected by the EOC membership, in each executive committee position throughout the four-year leadership ladder.
4. Willingness to represent the EOC in some official capacity at the national and/or regional, local or state levels.
5. Knowledge of the EOC policies as outlined in the *EOC Governance Manual*
6. Agreement that official EOC policy positions supersede personal positions and beliefs when representing the EOC.
7. Willingness to serve as the oversight officer to specified EOC standing committees, task forces, forums or working groups and provide support to standing committee, task force, forum or working group Chairs and staff on policy related matters.
8. Willingness to serve as the liaison to NAHB related committees as outlined in this section of the *EOC Governance Manual*.
9. Acknowledgment that obligations and responsibilities of Board members are also shared by Executive Committee members.
10. In absence of Chairs of a standing committee, task force, forum or working group representative, report oversight committee actions at EOC Board meetings.
11. Designate other EOC members, task forces, council as requested by NAHB Members, Staff and Leadership.

Travel and Expense Guidelines

Special Meetings

1. Unless otherwise noted in this manual, reasonable meeting expenses will be reimbursed pursuant to the current NAHB Member Travel Policy for members of the EOC Executive Committee only for travel to and from the following meetings:
 - Senior Officer meetings held in Washington, D.C. with the NAHB President and CEO
 - Annual orientation meeting for the Secretary-Elect
 - Other meetings as needed and approved by the NAHB President and CEO.

Regular EOC Meetings

1. Hotel arrangements for regular EOC meetings are the responsibility of the individual officer with the following exception:
 - Association Management Conference - hotel room is arranged for the EOC president. The hotel room will not be paid by NAHB. Any hotel costs related to extension of the stay for personal reasons will be at the expense of the individual.
2. Each officer is responsible for paying full registration for all regular EOC events including registrations for spouses, guests, and/or children. This includes the Association Management Conference, the annual installation breakfast, and any other EOC offerings.
3. The president-elect will be assigned up to 20 complimentary tickets for the annual EOC Installation Banquet. Additional tickets may be requested but must be paid for by the president-elect.

EOC President

The President shall preside at meetings of the EOC and the EOC Board of Directors. Between meetings, he/she shall have the authority and responsibility to represent the EOC, subject to its accepted and declared policies. He/she shall, by virtue of his/her office represent and report on activities of the EOC before the Leadership Council of NAHB and shall perform all other duties usual to such office.

General Duties

1. Communicate on a regular basis with the EOC Director on all matters pertaining to EOC policies, programs, finances, and volunteer and staffing issues.
2. Appoint the Chair of standing committees, task forces, forums and working groups.
3. Appoint standing committee, task force, forum or working group members.
4. Attend EOC standing committee, task force, forum, or working group meetings that are within the oversight parameters for the office of the President.
5. Communicate on an as-needed basis with oversight standing committee, task force, forum or working group Chairs and the appropriate EOC staff liaison.
6. Recommend the appointment of all EOC Liaisons to NAHB Committees.
7. Attend the Leadership Council meetings. This includes a five-day summer and winter meeting in various locations and other occasional meetings as determined by the NAHB Chairman.
8. Serve on the EOC Nominating Committee.

EOC Vice President

The Vice President shall serve as the presiding officer of the EOC Board of Directors in the absence of the President. In the event the president is disqualified, resigns or becomes unable for any reason after his/her election to fulfill his/her duties, the Vice President shall serve the balance of the President's term.

General Duties

1. Communicate on a regular basis with the EOC Director on matters appropriate to the office.
2. Communicate on a regular basis with the EOC Director on EOC policies and programs.
3. Appoint the vice-Chair of standing committees, task forces, forums, and working groups.
4. Appoint standing committee, task force, forum or working group members.
5. Attend EOC standing committee, task force, forum, or working group meetings that are within the oversight parameters for the office of the Vice President.
6. Communicate on an as-needed basis with oversight standing committee, task force, forum or working group Chairs and the appropriate EOC staff liaison.
7. Convene a leadership retreat at the NAHB Fall Leadership Council meeting prior to installation as President.
8. Oversight of the EOC Professional Development/Education Committee.
9. Coordinator of the Association Excellence Awards program.
10. Liaison to the Public Relations and Non-Dues Revenue forums.

EOC Secretary

The Secretary shall give notice of and attend all meetings of the EOC Board of Directors. NAHB staff shall record and document all relevant proceedings that require action and/or approval.

General Duties

1. Appoint standing committee, task force, forum or working group members.
2. Attend EOC standing committee, task force, forum, or working group meetings that are within the oversight parameters for the office of the Secretary.
3. Communicate on an as-needed basis with oversight standing committee, task force, forum or working group Chairs and the appropriate EOC staff liaison.
4. Reviews EOC Governance Manual annually.
5. Liaison to the Size-Specific Forums.

EOC Immediate Past President

General Duties

1. Communicate on a regular basis with the EOC Director on matters appropriate to the office.
2. Attend EOC standing committee, task force, forum, or working group meetings that are within the oversight parameters for the office of the Immediate Past President.
3. Communicate on an as-needed basis with oversight standing committee, task force, forum or working group Chairs and the appropriate EOC staff liaison.
4. Chair of the EOC Nominating Committee.
5. Preside over the annual EOC Elections.

6. Liaison to and active member of the EOC Past Presidents Committee.
7. Liaison to the State Association Forum

EOC Secretary Elect

General Duties

1. Become a non-voting member of the EOC Executive Committee and participate in all correspondence to, and all meetings of, this committee.
2. Travel to Washington, D.C., for an orientation with EOC staff and to meet with key NAHB senior staff. NOTE: Travel expenses will be covered under the NAHB Member Travel policy.

The EOC Board of Directors

The EOC Board of Directors shall be responsible for the supervision, control and direction of the affairs of the EOC, shall determine its policies or changes therein, shall actively pursue its purposes and make all determinations regarding the incurring of any debt, expenditures or disbursement of its funds. It may adopt such rules and regulations for the conduct of its business as shall be deemed advisable, and may, in the execution of the powers granted, appoint such agents as it may consider necessary.

Positions

- (5) Directors at Large
- (10) Regional Directors
- (3) Presidential Appointments
- (2) Vice President Appointments
- (1) Secretary Appointment
- (1) Past Presidents Committee Representative
- (1) Professional Development Committee Chair

Other: EOC Executive Committee (see previous section); EOC Secretary Elect (ex-officio, non-voting); All Past Presidents of the EOC (ex-officio, non-voting); the Staff Director of the EOC (ex-officio, non-voting)

Obligations

1. Attendance at all meetings, regular and special, of the EOC Board of Directors.
2. Active participation in Board discussions and debate on issues.
3. Agreement to give active support through testimony, writing letters, telephone calls and similar action on issues identified as priority association management policies or matters.
4. Attendance at EOC general membership meetings.
5. Knowledge of the EOC policies as outlined in the *EOC Governance Manual*.
6. Active participation in and support of EOC events, including the Association Management Conference, and annual EOC Leadership Planning Retreat.
7. Willingness to participate as an active member, of at least one EOC standing committee, task force, forum and/or working group and/or as an EOC liaison.
8. Promote and advance the professional image of Executive Officers.

Regional Directors

Obligations

1. Represent the needs, interests and concerns of executive officers in their region before the EOC Board of Directors.
2. Communicate at least 4 times per year with executive officers in their region. Communication should be by email and/or conference call and should generally take place within three weeks prior to each NAHB Leadership meeting and the Association Management Conference. Information should be focused on key issues facing NAHB, EOC, and the region as a whole.
3. Upon notification from the EOC, send a welcome letter to new executive officers in the region within one month of their start date to discuss the services of the Executive Officers Council and offering themselves as a resource. A sample letter is available through the EOC.
4. Encourage involvement by EOs in the region in NAHB and EOC meetings, programs; foster attendance at the annual Association Management Conference, and submission of entries in the AEA awards program; and encourage and support formation of state Executive Officers Councils.
5. Welcome new Executive Officers and HBA Staff to the Association Management Conference onsite and be a resource to regional EOs/HBA Staff.
6. Attend all meetings, regular and special, of the EOC Board of Directors.
7. Attend the annual EOC Leadership Planning Retreat.
8. Other duties as assigned by the EOC Board of Directors.

Directors at Large

Obligations

1. Interact with local and state executive officers and represent the needs, interests, and concerns of all executive officers before the EOC Board of Directors.
2. Assist the NAHB and EOC leadership by communicating relevant information to local and state EOs.
3. Attend NAHB Issues Briefings, attending EOC hosted events, and accepting appointments to EOC standing committees, task forces, forums or working groups.
4. Actively encourage EOs to become involved in the EOC by urging attendance at NAHB and EOC meetings, programs, seminars, and the annual Association Management Conference.
5. Advocate the submission of entries in the AEA awards program.
6. Actively encourage and support the formation of state Executive Officer Councils.
7. Attend all meetings, regular and special, of the EOC Board of Directors.
8. Attendance at the annual EOC Leadership Planning Retreat.
9. Other duties as agreed upon at EOC Board Meetings.

EOC Standing Committee, Task Force, Forum and Working Group Chairs

Obligations

1. Take an active role as Chair.
2. Work closely with standing committee, task force, forum or working group vice-Chair, appointed standing committee, task force, forum or working group members and Chair appointments to achieve standing committee, task force, forum or working group goals.
3. Work with assigned staff support to develop goals, work plans and meeting agendas.
4. Present goals and work plans to Executive Committee and Board.
5. Attend all meetings and ensure all necessary and appropriate follow-up is carried out by

- standing committee, task force, forum or working group members and staff support.
6. Knowledge of the EOC policies as outlined in the *Governance Manual*. Report on standing committee, task force, forum or working group activities at each EOC Board Meeting as necessary.
 7. Ensure the standing committee, task force, forum or working group is an active group that works with staff as a team.
 8. Be responsive to the guidance of the President and other officers.
 9. Appoint standing committee, task force, forum or working group members as appropriate and in a timely fashion.
 10. If standing committee Chair, appoint two (2) or more committee members to actively participate.
 11. If standing committee Chair, attend the annual EOC Leadership Planning Retreat.
 12. Other duties as assigned by the EOC Board of Directors.

Special Duties/Appointments

The following EOC Standing Committee Chairs and/or Coordinators should be aware of their responsibilities in relation to their automatic appointment to the committees listed below.

<u>Standing Committee Chairs</u>	<u>Appointment</u>	<u>Purpose</u>
Past President Committee	Nominating	General
<u>Coordinators</u>	<u>Appointment</u>	<u>Purpose</u>
New EO Onboarding Coordinator	PDC	Onboarding

EOC Standing Committee Vice Chair

Obligations

1. Take an active role as Vice Chair.
2. Work in concert with committee Chair, appointed committee members and Chair appointments to achieve committee goals.
3. Attend all meetings and ensure all necessary and appropriate follow-up is carried out by committee members and staff support.
4. Knowledge of the EOC policies as outlined in the *Governance Manual*.
5. Ensure the Committee is an active group that works with staff as a team.

EOC Standing Committee, Task Force Forum and Working Group Member

Obligations

1. Take an active role as a member.
2. Work closely with standing committee, task force, forum or working group Chair, vice-Chair, appointed members and Chair appointments to achieve standing committee, task force, forum or working group goals.
3. Work with assigned staff support to complete standing committee, task force, forum or working group assignments and activities.
4. Attend all meetings and ensure all necessary and appropriate follow-up is carried out in a

timely manner.

5. Knowledge of the EOC policies as listed in *EOC Governance Manual*.
6. Work with the standing committee, task force, forum or working group and staff as a team.

EOC Liaisons and Designees

Executive Officers are appointed as liaisons from the EOC to the committees and councils of NAHB and as designees to special NAHB Task Forces or Study Groups. Appointments are made, with the recommendation of the EOC President, annually by the NAHB Senior Officers. Upon confirmation of the appointment by the NAHB President-elect, the EOC President-elect shall send a letter to the incoming NAHB Committee/Council Chair introducing the new EO liaison and emphasizing the role of, and resource provided by, the EO liaison.

The role of the EOC Liaisons is important. EOs bring a unique perspective to the issues, including insights on how to coordinate the activities of the local, state and national associations in support of our members' interests. The role of the EO liaison is to provide NAHB committees with the EO perspective. To assist liaisons in this role, the EOC will conduct a conference call prior to each NAHB Leadership meeting to discuss any emerging issues. In between meetings, additional conference calls may be scheduled at the discretion of the EOC Secretary. If an NAHB committee requests a formal EOC opinion or position, it must also be brought before the EOC Board of Directors.

Obligations

1. Term of service is one year with the Executive Officer being eligible to serve up to three years.
2. Review the liaison and/or designee responsibilities as set forth by the NAHB Chairman and affirm in writing to the EOC President willingness to serve.
3. Write a letter of self-introduction to the NAHB Committee Chair in advance of the first meeting with a brief personal bio that emphasizes the knowledge and resources you bring to the committee in your role as Liaison.
4. Report and introduce yourself to the Chair of the committee, task force or study group to which you are appointed and educate the committee on the role of the EO liaison.
5. Take an active role representing the EOC to the particular NAHB Committee. It is the role of the EO liaison to represent the EOC/EO not his/her local HBA membership.
6. Work closely with the NAHB committee Chair, vice-Chair, appointed committee members and Chair appointments to express the viewpoint of an executive officer and/or the leadership of a local or state HBA.
7. Serve as an active resource to the committee as requested concerning professional experience, knowledge and practices in the liaison's own association.
8. Refrain from making statements which represent the opinion of the EOC without authorization of the EOC's Board of Directors.
9. Refrain from voting. EO liaisons are non-voting members of the committee.
10. Make every effort to attend all meetings of their assigned committees at NAHB Spring and Fall Leadership meetings and the IBS and ensure all necessary and appropriate follow up is carried out in a timely manner.
11. Notify the EOC office if unable to attend a meeting with the name of a suggested substitute.
12. If appropriate and with the approval of the EOC President and Director, present any

- emerging or critical issue information at the EOC General Membership Meeting.
13. Work with assigned NAHB staff to author and file a report of the actions, positions and recommendations taken by the committee within five (5) days of the close of the NAHB meeting at which the committee met. Sample form is available online or from the EOC staff.
 14. Knowledge of the EOC policies as listed in EOC *Governance Manual*.

Chapter 9

Past Presidents and Retiring Members

Past Presidents

Responsible for selecting the Student Scholarship recipients and Challenge/Build/Grow Grant awards on an annual basis.

Recognition of Retiring Executive Officers

The goal of the program is to provide fitting recognition by their peers of executive officers who have served with distinction and meet the following criteria:

- Served in the capacity of EO for fifteen or more years, and
- now retiring from full-time work.

The ideal place to honor retiring executive officers is at the Installation Banquet during the NAHB IBS. Other possible, but less preferred options include the general membership meeting at the NAHB Spring and Fall Leadership Meeting.

The type of recognition given will vary, depending on the retirees' length of service and contributions to their local and/or state associations, and especially to the NAHB Executive Officers Council. But it should be conducted in a public forum.

To be recognized, notice of the impending retirement of the individual must be communicated to the EOC staff. EOC staff will notify the EOC membership, as well as to the President and CEO of NAHB, and should include the date, time, and place where the recognition will occur.

Chapter 10

Planning Process

Annual Plan of Work

Each incoming President should establish an annual plan of work. It should be consistent with the NAHB Strategic Plan with limited flexibility to allow a President to put their “mark” on the year they are President. The annual plan would be adopted by the EOC Board of Directors and communicated to all Standing Committee, Task Force, Forum or Working Group Chairs and Coordinators. This annual plan should also be communicated, in summary fashion, to the entire membership through the Friday Morning e-newsletter, HBA Connect, and nahb.org. The process of developing the annual plan of work is coordinated by the Vice President.

Individual or Standing Committee, Task Force, Forum or Working Group Requests

Individual or standing committee, task force, forum or working group requests requiring substantial staff time should be “viewed through the prism” of the annual plan of work. If an individual or standing committee, task force, forum or working group has a new idea, program or objective, it should be determined whether it fits into the annual plan of work. The idea, program, or objective should be either taken to the Executive Committee or if deemed a more immediate concern to the appropriate standing committee, task force, forum or working group to make the appropriate recommendation to the EOC Board. Any new idea, program or objective added should be offset by the deletion of an existing idea, program or objective, with reasonable exceptions.

Chapter 11

Recognition/Certification/Awards

Association Excellence Awards Program

The annual Association Excellence Awards program shall be coordinated by EOC staff as directed by the EOC Board of Directors and based on criteria laid out in this manual.

AEA Oversight

The Vice President will oversee the Awards program and assist the EOC staff with the annual Association Excellence Awards Program. EOC staff will develop the annual "Call for Entries" and in enforcement of eligibility and judging criteria as outlined in this document EOC Staff shall also be responsible for working to coordinate the on- site program, including the awards presentation.

Call for Entry Distribution

The annual Call for Entries will be sent via the Friday Morning E-Mail no later than thirty days prior to the stated submission deadline. The EOC staff in consultation with the AEA Coordinator shall determine the deadline.

Award Plaques

The EOC provides one award plaque to each association winner and each individual award winner at no charge. The award plaque for the association winners shall carry the name of the association only. Additional plaques may be ordered with individual names upon request. The requestors will coordinate and pay the costs.

Changes to Existing Criteria

Any changes to the existing criteria for the annual Association Excellence Awards program shall be proposed by the EOC Staff and shall be subject to the approval of the EOC Board of Directors.

Association Awards

The Association Awards are presented annually to an association, not individual executive officers.

Basic Criteria

1. Entries must be produced and substantially completed in the award year.
2. Winning entries from the last three years are not eligible to compete unless there have been substantial changes in content and/or format. This assessment is based on information provided by and the testimony of the applicant on the entry form.
3. Association entries must be submitted by the executive officer, HBA staff, or by a designee with the approval of the executive officer/HBA staff.
4. Associations are encouraged to submit multiple entries; however, each project may only be entered into one category.

5. Associations may submit multiple entries in each award category as long as each entry represents entirely separate and distinct initiatives. Otherwise only one entry will be accepted.
6. All local associations must have a signed affiliation agreement on file to apply for NAHB AEA awards.
7. Entries will not be re-categorized and will remain in the category as entered by the applicant.
8. Entries received without the appropriate entry fees will be disqualified.
9. Entries must be received at the EOC office by the close of business on the stated deadline. No exception to the deadline will be made.
10. All entries become the property of the EOC and will not be returned.
11. All winning entries will be submitted to the AEA Awards Database on nahb.org.

Submission Requirements

EOC staff will screen all entries to verify eligibility and compliance with submission requirements. Any entry not meeting the basic submission requirements will be returned for additional information and subject to disqualification. The entrant will have seven (7) business days to submit additional support materials. After the seven-day window elapses, the entry will be disqualified. No refunds will be provided for disqualified entries. Each entry must include the following:

- One complete Application submitted through the Awards Portal
- Entries are disqualified if any information on the form is missing.
- Full payment for all entries.
- Specific category criteria as outlined in the annual Call for Entries.

Award Categories

Descriptions and specific criterion for each category are modified regularly.

Entry Fees

The entry fee for all associations (state and local) shall be determined annually.

Judging Guidelines

1. The decisions of the judges are final.
2. All scores are confidential and undisclosed.
3. Judges are responsible for selecting one outstanding entry for each association size and category. If no entry is deemed appropriate by the judges, no award is given. No honorable mentions are permitted.

Individual Honor Awards

The Individual Honor Awards are presented annually to individual executive officers.

Award Categories

The following categories comprise the individual awards program:

- Career Achievement Award
- Executive Officer of the Year
- New Executive Officer Award
- Small Office Honor

Call for Entry Process

1. The five (5) previous award winners who are still employed as an Executive Officer or HBA Staff will serve as judges.
2. If requested by the judging panel, NAHB Staff will provide a list of potential nominees, based on the specific criteria for each award, to the previous awards winners via email.
3. Staff will contact the nominee's association president to inform them that their Executive Officer is being considered as an award winner and encourage them to apply. EOC staff will offer their assistance and counsel in gathering information.
4. A call for entry notification will also be made available via the Friday Morning E-Mail and provided to all association President's on file at NAHB, at least 30 days prior to the stated deadline.

Basic Criteria

1. Candidates must be submitted by a sponsor other than the nominee.
2. Each entry must include a one-page essay, submitted by the sponsor, on why the nominee qualifies and should receive the award.
3. Each entry must include at least one professional recommendation for the nominee from the local or state HBA.
4. Candidates are eligible to win these awards only once during their career, regardless of whether employed at multiple associations within the NAHB Federation.
5. Candidates must be an EO of a NAHB-affiliated state or local association.
6. Each entry must include at least ten different professional and five different personal photos of the nominee.
7. An executive officer cannot be nominated for more than one Individual Award category in the same year.
8. Unless otherwise noted in specific criteria, candidates must be a full-time executive officer of an NAHB-affiliated state or local association.
9. Candidates must demonstrate participation in the state or national EOC.
10. Entries (and all supporting documentation) must be received at the EOC office by the close of business on the stated deadline. No exception to the deadline date will be made. Incomplete entries will be returned to the sender.
11. See specific criteria for each award below.

Career Achievement Award Specific Criteria

1. Candidates must have served a minimum of ten (10) years (cumulative) as a full-time executive officer by December 31st of the award year.
2. Committee can retain for consideration nominations from the previous year for resubmittal for the following year.

New Executive Officer Award Specific Criteria

1. Candidates must have served no more than three (3) years (cumulative) as

a full-time executive officer by December 31st of the award year.

Small Office Honor Award Specific Criteria

1. Candidates must have served at least three (3) years (cumulative) as a full-time or part-time executive officer by December 31st of the award year.
2. The candidate's association must have at least two of the following as of December 31st of the award year:
 - Membership of 400 or less.
 - Staff size of two or less, including the executive officer.
 - An annual gross budget of less than \$400,000.
3. Candidates should exhibit creativity within budget limitations and promote activity within the association.

Executive Officer of the Year Award Specific Criteria

1. The award recognizes achievements specifically from January 1st through December 31st of the award year.
2. Candidates' actions and commitments during the award year must have promoted the goals of their HBA.
3. The candidates' association management practices, concepts, techniques, and ideas during the award year must have assisted in the advancement of other EOs.

Entry Fees

There are no fees for the Individual Awards.

Judging Guidelines

1. Judges are comprised of the last five voting available award recipients for that award.
2. Previous winners that have nominated an individual for that award are not eligible to judge.
3. The judge who received the award earliest will serve as chair.
4. All scores are confidential and undisclosed.
5. Judges may reassign candidates to other categories, provided the candidate meets all criteria in the new category and provided the judging for that category has not yet occurred.
6. The awards are judged on weighted categories based on the entry and supporting documentation as determined by the EOC Director.
7. All judging is held an executive session. The judges have the right to ask staff not to participate in the discussion.
8. Judges should make a concerted effort to award individuals who have not yet been given substantial recognition for their meritorious services by the EOC in the form of Individual Association Excellence Awards.

EOC Commitment to Excellence Program

Primary Goals:

1. Publicly acknowledge executive officers by widely increasing the level of recognition
2. Increase and expand professionalism.

Recognition Levels and Rewards

This program will be based on recognition. The levels at which the executive officer is recognized have been determined in 50-hour increments, beginning recognition at 50 hours. At each 50-hour increment achievement, the EO will be recognized with the following:

- Pin
- Letter to president from NAHB
- Paper certificate

All recognition will take place once a year at the NAHB International Builders Show. Recognition through the new program started at the NAHB IBS in 2007.

Expanding Credit/Hour Availability

By working closely with state and local associations, the EOC will approve educational programs offered at the local level. This will give executive officers who may be unable to attend national meetings the same opportunity to obtain education hours.

Recognition for Time in Grade

Special recognition will be given to Executive Officers who complete 5, 10, 15, 20, and 25 years of service. At each level, an appropriate certificate and/or permanent bar (to attach to name badge) will be awarded. In addition, a shillelagh will be presented upon the completion of 25 years of service.

Criteria for Time in Grade Recognition

Honoree must be a voting member of the EOC.

The length of service of the honoree shall be calculated as cumulative service as a qualified voting member of the EOC.

Executive Officers that included years of service at an HBA in an employment position other than Executive Officer towards their time-in-grade recognition prior to May 10, 1997, are grandfathered.

Chapter 12

Reserved

ATTACHMENT A

EOC Education Fund Scholarship Program

“A cooperative effort amongst NAHB and the EOC to remove the cost barrier for Executive Officers’ to attend NAHB educational opportunities.”

Purpose

Investment in the growth and development of NAHB’s local and state affiliates through scholarships to Executive Officers (EO) for education and training opportunities. The executive officers who oversee the management of these associations are both our sales force and liaison to the members nationwide.

Who will it benefit?

Full- and part-time EOs of the state and local associations. We anticipate the associations most likely to meet these parameters and significantly benefit from the program are in the small to mid-size membership groups. Of the three hundred HBAs within these two groups, our goal is to have 150 executive officers participate. Participation is not necessarily limited to these target groups. Scholarships are provided to the EO of record only; HBA staff other than the EO are not eligible to receive funding.

Eligibility

1. Full- and part-time Executive Officers of the NAHB Affiliated associations. Priority consideration will be given to full-time Executive Officers. Part-time EOs will only be considered once all the scholarship needs of the full-time EOs have been met.
2. Applicants must reapply each year.
3. First-time recipients will be funded first and any remaining dollars will be extended to previous recipients that have re-applied.
4. Pending available funds, EOC may limit a participant’s eligibility to receive funding to attend more than one event in a calendar year.
5. All HBAs are eligible to apply for assistance to the extent that their EO meets these guidelines. A graduated scale of allocations will be determined on a yearly basis by the EOC Staff based on the cost to attend an event in question for that year. A point system will be utilized to reward applicants based on a series of criteria. A minimum point requirement will be established. In general, preference will be given to those associations that fall within the following parameters:
 - a. HBAs that have not sent an executive officer to an event within the last three years.
 - b. First time attendees
 - c. Employment status
 - d. Size of association
 - e. Number of employees
 - f. Annual budget
 - g. Specific criteria may be added for specialized events.

Requirements

1. Complete application received by the stated deadline. Applicants received after the deadline will only be considered subject to sufficient funds remaining to extend scholarships.
2. Letter from your association president supporting your attendance at the event(s) and expressing your need for financial assistance.
3. All scholarship recipients, even those receiving the maximum amount of funding available, will be required to contribute the registration fee towards their attendance. Your financial obligations will be clearly outlined in your scholarship award letter.
4. All scholarship recipients will be required to attend a set schedule of programming during each of the events in order to be reimbursed in full. These events will be determined in the award letters. If you are unable to attend the required events due to extenuating circumstances, you must notify a member of the EOC staff immediately in writing. If you do not take the above action, you will not be reimbursed and will be placed on probationary status for a period of one year*.
5. All scholarship recipients are required to notify the EOC of their intention to utilize the scholarship by the deadline provided in the award letters. Those that do not adhere to the deadline will be placed on probationary status* for a period of one year, unless they make an appeal to the committee and demonstrate extenuating circumstances.

*Probationary status is defined as ineligibility for scholarship consideration.

Awards/Funding

1. Funding is provided through the NAHB budget process and is subject to approval each year.
2. If funds are limited, the Association Management Conference will be the priority.
3. Any remaining monies after the needs of the Association Management Conference are met will be utilized to send EOs to the following events: NAHB IBS and NAHB Spring and Fall Leadership Meetings. Scholarship recipients will be required to fill out travel reimbursement forms.
4. Awards will be announced 45 days prior to the event.
5. Scholarship recipients will be required to submit receipts for their expenses, within 30 days of the close of the event, and will be reimbursed under the NAHB member travel policy for air travel, ground transportation, hotel and a per diem for meals not included in registration fee. The executive committee, in consultation with EOC staff, will establish a reimbursement amount for each recipient based on the distance to the traveled, events he/she will be required to attend, and available funds. Reimbursement checks will be mailed in a timely manner following the closure of the event.

6. Reimbursement checks will only be made payable to the executive officer's state or local association.
7. Within 30 days of the completion of the event, all scholarship recipients must submit the official attendance record form provided by the EOC as well as a 250-word Executive Summary report on what they learned from the event and how it will benefit their association and the Federation as a whole. This executive summary must be signed by the association president and the Executive Officer. Recipients will not receive their funds until the report is submitted. Sixty days after the closure of the event, if the necessary paperwork has not been received to process the reimbursement, the funding will expire and no longer be available.
8. For subsequent awards, scholarship recipients are required to reapply.

Application Distribution & Process

1. The availability of online applications will be announced in Friday Morning E-mail at least 90 days prior to the stated deadline.
2. Applications that meet the basic criteria will be forwarded to the executive committee for consideration. Submission to the committee does not guarantee approval.
3. Other marketing will be determined by the committee on an as needed basis.

ATTACHMENT B

EOC Contested Election Policies

Campaign Guidelines

Certified candidates for all offices of the EOC are encouraged to actively campaign while seeking office. It is imperative for candidates to share their background, qualifications, motivation, and objectives.

The following are allowable and non-allowable campaign practices for candidates when running for EOC office. Questions should be directed to the current Nominating Committee.

EOC Membership List Campaign Policies

EOC Membership List

1. **Campaign letters or literature to EOC members.** After certification as a candidate, email addresses, and phone/fax numbers for EOC members are available from the EOC office as agreed upon annually by the EOC Nominating Committee.
2. For a contested race, e-mail addresses, fax and phone numbers will be provided to any certified candidate for one-time use.

Association Management Conference Attendee List

1. **Campaign letters or literature to voting members.** Email addresses, and phone/fax numbers for Association Management Conference Attendees will be emailed to all certified candidates on the same day within (1) one week of the close of Early Bird registration.

Allowable Campaign Practices:

1. Personal phone calls from the candidate to members.
2. Candidate recognition items such as lapel pins, stickers, hats, etc.
3. A campaign committee developed to help the candidate.
4. Campaign speeches can be given by the candidates for the office of Secretary and are limited to no more than three (3) minutes during the EO Introductions: First-Timer/New EO Learning & Networking.
5. Formal speeches at the Association Management Conference are required as follows:

Candidates for President, Vice President and Secretary give campaign speeches during the Annual Meeting of the Membership and the timing of the speeches will be strictly enforced.

- a) Candidates for President, Vice President and Secretary will have up to five (5) minutes unless altered by the Nominating Committee.
- b) Seconding speeches for all offices is allowed, but not more than two seconding speeches, and all chargeable to the candidate's time noted above.

Candidates for Director at Large give campaign speeches during the Annual Meeting of the Membership and are limited to a total time of three (3) minutes.

6. Candidates, campaign committees, and supporters are urged to actively campaign during the Opening Reception of the Association Management Conference, as well as in "open

areas” and hallways during the Conference prior to the election.

Non-Allowable Campaign Procedures:

1. Campaign suites or receptions promoting a candidate are not permitted.
2. Use of EOC stationery and postage are not allowed for campaign purposes.
3. Any facility provided under the auspices of the EOC may not be used for campaign purposes.
4. Campaign presentations at the EO Introductions at the Association Management Conference are prohibited other than candidates for EOC Secretary.
5. At the Association Management Conference, there shall be no active campaigning in the registration area.
6. During the day of the election, there shall be no campaign literature placed in rooms or areas where sessions, meals, workshops, committee meetings, round-table discussions are being held, or in the room where the Annual Meeting of the Membership is being held.

Campaign Violations and Penalties

A. Campaign Violations

Should a candidate feel that a campaign rule or practice has been violated, they should immediately contact the Nominations Committee Chair or EOC Staff in writing and request a meeting at the earliest possible time. Upon majority vote, the Nominations Committee may assess penalties for any violation of these Campaign Rules and Practices.

B. Campaign Penalties

The penalties for a campaign violation may include, but are not limited to, any combination of the following:

1. Deduction of speech time,
2. Restrictions on distribution of campaign materials, and
3. A recommendation to the Board of Directors to disqualify the candidate.

A candidate may appeal any finding of a violation and/or the penalty assessed therefore to the EOC Senior Officers. The Chairman of the Nominations Committee will report all campaign violations and penalties to the Board of Directors at the first Board Meeting after the Committee finds a violation. In addition, campaign violations and penalties will be reported at the Annual Meeting prior to the speech.