

Nomination Committee Handbook

National Strength and Conditioning Association

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Adopted: January 2007
Current revision: 2024
Next review due: July 2026

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NOMINATION COMMITTEE DIRECTORY - 2024 - 2025

Chair:

John Graham, MS, CSCS,*D, FNSCA, RSCC*E

Members:

Brent A. Alvar, PhD, CSCS,*D, TSAC-F,*D

Rick Howard, DSc, CSCS,*D, RSCC*E, FNSCA

Rachel Selman, CPSS, CSCS

James Tufano, CSCS,*D

BOARD OF DIRECTORS DIRECTORY - 2024 - 2025

Ian Jeffreys, PhD, CSCS,*D, NSCA-CPT,*D, RSCC*E, FNSCA - President

Duncan French, PhD, CSCS,*D, RSCC*E -Vice President

Jaynie Bjornaraa, PhD, PT, CSCS,*D, CSPS,*D - Secretary//Treasurer

Shawn Arent, PhD, CSCS,*D, FACSM, FISSN, FNAK

Alexis Batrakoulis, PhD, CSCS,*D, CSPS,*D, NSCA-CPT,*D, FACSM

Jay Dawes, PhD, CSCS,*D, NSCA-CPT,*D, TSAC-F,*D, FNSCA

Disa Hatfield, PhD, CSCS,*D

Kimberley S. Koy, Esq

Antonio Squillante, MS, CSCS,*D, NSCA-CPT,*D, RSCC*D

NOMINATION COMMITTEE GUIDELINES

Committee purpose: The purpose and only functions of the Committee are to recommend two candidates (i) for each open position on the NSCA Board of Directors, (ii) the office of the President of the NSCA, and (iii) each open position on the NSCA Nomination Committee, in accordance with these guidelines. The NSCA Nomination Committee will function independent of the NSCA Board of Directors.

Committee composition and term: The Nomination Committee will consist of five members of the NSCA, elected by the NSCA membership eligible to vote in annual elections. Each member of the Committee will serve a three-year term, with the possibility of serving a second term for a total of six years maximum service. There will be a staggered election process so that two members of the Committee will be elected for two consecutive years and one member the next year. The election will take place at the NSCA Annual National Conference to replace members rotating off the Committee. The Chair of the Nomination Committee will be a senior member who will serve a one-year term as Chair. A person may serve two terms as Chair but not in succession. The NSCA Board of Directors will appoint, each year, a member of the Board to serve as Board of Directors (BOD) Liaison to the Committee. The Committee will have an NSCA Staff Liaison assigned as staff support.

Committee Chair guidelines:

The Chair is responsible for:

1. Overall process of selecting qualified candidates for NSCA directors, President and Nomination Committee members.
2. Leadership in researching applicants.
3. Delegating responsibilities to other Committee members as appropriate.
4. Providing each Committee member with a copy of the guidelines and ensuring that each member is aware of the current activities and overall objectives of the Association.
5. Maintaining close communication with the BOD Liaison and NSCA Staff Liaison.
6. Preparing and submitting the final report to assure that the candidates are processed for election.
7. Being present during all Committee calls and meetings.

Committee member guidelines:

1. Obtain and view a copy of the previous Committee's final report to include details of the selection process and original list of qualified applicants.
2. Consider an applicant's ability to participate fully in regularly scheduled and called BOD meetings and related Association functions.
3. Committee members will not contact individual applicants to discuss any matter related to the Nomination Committee.
4. Committee members who violate these guidelines may be subject to the NSCA Code of Ethics.

Guidelines for sub-committee of advisors:

NSCA BOD president will appoint a non-voting advisor to the committee. The advisor's role is to assist the committee with historical context of the NSCA and provide mentoring for policy and procedures. Advisors must have served on the NSCA BOD for a minimum of one term in the last six years and currently do not occupy a BOD position. The selected advisor will serve for a minimum of one year and may be reappointed or a new advisor may be selected. Suggested advisors are past president of NSCA and past NSCA BOD

Guidelines in the event a committee member steps down:

Should an elected member of the Nomination Committee choose to step down from their term of service (e.g. the individual decides to run for the NSCA Board of Directors), the Chair initiates the process to replace the member with the following guidelines:

1. The Chair informs the BOD Liaison, NSCA Staff Liaison and Committee members of the
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resignation decision.

2. The Chair will hold a special meeting (phone call) with the remaining Committee members to select a replacement member to complete the resigning member's remaining term. The selection of the replacement member must come from candidates from the previous application period, must start with the individual that received the most votes from the NSCA membership during the most recent election, and must take place within thirty (30) days of receipt of resignation notice.
3. The replacement member's name along with the name of the resigning member will be sent by the Committee Chair to the Board Liaison, Staff Liaison and Volunteer Coordinator. The Volunteer Coordinator will update NSCA's records accordingly.

Committee action:

1. The NSCA staff will review the applications and verify membership, certifications, presentations and publications with the NSCA. The qualifications will be put into the NSCA Candidate Evaluation Form ([Appendix C](#)) rubric and candidate's subjective questionnaire will be blinded and sent to the Committee for review.
2. The Committee will then consider all applicants and reduce the list to three candidates for each open position. In the event there are only two applicants for an open position, the call for applications will be extended in order to increase the applicant pool that aligns with the timeline below.
3. The final list of candidates, together with supporting material, is submitted by the Committee Chair to the Committee for review and approval.
4. The final list of candidates must be received by the NSCA staff no later than April 1st of the election year.
5. NSCA staff will submit the slate of candidates approved by Committee to a third party voting company. The voting company will place the candidates on a ballot (paper and electronic) and submit to the NSCA membership for election.

CANDIDATE APPLICATION PROCESSING

Application process:

1. The Board of Directors will establish a deadline for applications to be submitted.
2. Once the deadline occurs, no further applicant names may be accepted, nor will the Committee seek the names of further applicants, except as referred to in #3 in the application process.
3. In the event there are insufficient applicants in order to have at least two candidates per position, then the Committee may take action as it deems appropriate to seek additional applicants so that the Committee can meet its obligation to prepare and submit a list of two candidates per position.
4. Objective criteria will be collected uniformly, verified and tallied by NSCA Staff.

Board of Directors Application process:

1. Candidates meet the minimum qualifications as stated in the NSCA Bylaws.
 2. Candidates meet the Board of Directors candidate qualifications and understand the responsibilities of a Board member.
 3. Round 1: Submit a CV/Resume and letter of intent (750 words or less) indicating NSCA involvement, how you will promote and advocate for diversity, and why you want to serve on the Board of Directors by November 15th.
 - a. Nominations committee will review applicant materials, evaluate (Appendix A), and select applicants that have met the criteria to move forward to round two of application process.
 - b. Nominations committee will notify applicants by December 15th to prepare the remaining application materials.
 4. Round 2: If applicants are selected to move to round 2 the following materials need to be submitted by January 15th:
 - a. Submit completed candidate questionnaire application.
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- i. Note: If past employee of the NSCA, an individual may not include any NSCA service, education, awards/honors received, events attended, publications written or reviewed or any other services rendered while receiving salary due to NSCA employment. There will be automatic and immediate removal from the election process if a candidate misstates any information on their application or CV.
 - b. Submit subjective questionnaire.
 - c. Submit a cover letter to the Nomination Committee outlining how the NSCA has influenced your career and why you are qualified to sit on the Board of Directors.
 - d. Submit a one-page vision statement outlining (a) the critical and/or substantive issues facing the NSCA, (b) specific goals for the NSCA, and (c) an indication of how such goals might be achieved. This information will be used on the election ballot, *as written*, if selected.
 - e. Submit a high-resolution headshot.
 - f. Sign and submit the NSCA Campaign Guidelines Acknowledgement
 - g. Sign and submit the NSCA Conflict of Interest policy
 - h. Sign and submit the NSCA Board of Directors Description
5. Round 3: Nomination Committee will review round two materials for applicants, evaluate (Appendix B) the candidates, and select candidates to be interviewed by March 1 using a consistent means for all candidates.
 6. Round 4: Nomination Committee selects top two candidates for each position to be on the ballot for voting by April 1.

Candidates for Nomination Committee will:

1. Be current members of the NSCA and hold NSCA certification or Fellowship (FNCSA).
2. Be willing to serve a three-year term on the Committee.
3. Submit completed candidate questionnaire application.
 - a. Note: If past employee of the NSCA, an individual may not include any NSCA service, education, awards/honors received, events attended, publications written or reviewed or any other services rendered while receiving salary due to NSCA employment. There will be automatic and immediate removal from the election process if a candidate misstates any information on their application or CV.
4. Submit subjective questionnaire.
5. Submit ballot questionnaire outlining (1) Why do you want to serve on the Nomination Committee? (2) What is your understanding of the organizational structure of the NSCA?, and (3) One of the roles of the Nomination Committee is to find qualified candidates for Board of Director positions. How would you go about seeking or identifying candidates who would be representative of the diverse population of our membership, and consistent with the NSCA mission statement? This information will be used on the election ballot, *as written*, if selected.
6. Submit a current CV/Resume.
7. Submit a high-resolution headshot.
8. Sign the NSCA Campaign Guidelines Acknowledgement
9. Sign the NSCA Conflict of Interest policy

NSCA staff will:

1. Identify open positions.
 2. Ensure the online candidate questionnaire form matches the Candidate Evaluation Form ([Appendix C](#)).
 3. Compose marketing information on Board of Directors and Nomination Committee openings, see [Sample Ads](#).
 - A marketing timeline will be created in advance of openings.
 - A web page will be developed to provide information on open positions.
 - Targeted email and social marketing effort will be made based on open positions.
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4. Collect and review applications for completion.
5. Ensure that each applicant meets the qualifying criteria.
6. Send notification to applicants upon receipt of application material.
7. Compile objective scores within the Candidate Evaluation Form for all candidates and verify resume/CV as needed.
8. Compile application packet of each candidate for Committee review.
9. Notify candidates of selection within one week of notification from Committee Chair.
10. Compose information on selected candidates for outside voting company and marketing advertisements.
11. Obtain election results from outside voting company in the presence of one or more Committee members.

Nomination Committee will:

1. Respond to email requests in a timely manner.
2. Review candidate applications thoroughly.
3. Coordinate with the Ethics Committee regarding candidate disclosures and resolutions of any questions or disputes regarding candidate eligibility.
4. Interview each applicant as deemed necessary by the Committee to assess their interests and expertise.
5. Jointly determine subjective points.
6. Notify candidates of election results.

TIMELINE – NOMINATION COMMITTEE APPLICANT	
Deadline	Objective
Sept/Oct <i>Marketing and online</i>	Call for nominations of open Nomination Committee position(s).
First business day of December – noon	Application deadline for Nomination Committee position full application.
As received from applicant	Welcome letter and information packet sent to applicants.
January 15 – March 1	Applications reviewed for completion by NSCA staff and Nomination Committee applicant packets compiled.
	Applications and subjective evaluation forms sent to Nomination Committee.
	Deadline for individual evaluations and scoring by Nomination Committee. Scores sent to NSCA staff liaison.
	Tally sheet comparisons sent to Nomination Committee Chair.
March 15 – April 1	The committee votes on the top Nomination Committee candidates to be included in the NSCA election.
	The committee chair may contact the selected candidates to notify them of their selection or refer this task to the NSCA staff liaison.
	Written notification will be sent to those applicants not selected.
May 1	Online election begins.
Friday of Annual National Conference	12:00 pm in time zone where Annual National Conference is held – voting closed. Candidates will be personally notified of election results as soon as they are available.
	New Nomination Committee members will attend their first Nomination Committee meeting.
Following the Annual National Conference	Nomination Committee information packet will be distributed.

TIMELINE – BOARD OF DIRECTOR APPLICANTS

Deadline	Objective
Sept/Oct <i>Marketing and online</i>	Call for nominations of open board of director (BOD) positions.
November 15th	Round 1: Letter of intent for open BOD position due.
As received from applicant	Welcome letter and information packet sent to applicants.
Nov 15-Dec 15th	Review BOD candidates' letters of intent and notify applicants that move to round 2 of application process
January 15th	Round 2: BOD round 2 application materials due.
January 15 – March 1	Applications reviewed for completion by NSCA staff and Board of Director applicant packets compiled.
	Applications and subjective evaluation forms sent to Nomination Committee.
	Deadline for individual evaluations and scoring by Nomination Committee. Scores sent to NSCA staff liaison.
	Tally sheet comparisons sent to Nomination Committee chair.
	Round 3: Conference call to discuss which candidates will move on to the BOD interview phase of the election: NSCA staff will send notification to all applicants.
	NSCA staff will contact BOD applicants to schedule conference call interviews for the following two weeks when appropriate. Schedule info will be sent to the committee chair for coordination.
March 4-15	BOD applicants interviewed by Nomination Committee.
March 15-April 1	Round 4: Conference calls to discuss BOD applicant interviews.
	The Nomination Committee votes on top BOD candidates to be included in the NSCA election.
	The committee chair may contact the selected candidates to notify them of their selection or refer this task to the NSCA Staff Liaison.
	Written notification will be sent to those applicants not selected.
May 1	Online election begins.
Friday of Annual National Conference	12:00 pm in time zone where Annual National Conference is held – voting closed. Candidates will be personally notified of election results as soon as they are available.
	6:30 pm – new Board Members arrive at Awards Banquet. Election results posted.
Saturday of Annual National Conference	Introduction of the new board of directors. New board members will attend their first board meeting.
Following the Annual National Conference	New board member orientation will be held within 3 months of the Annual National Conference.

PROCESS COMPOSITE RANKING OF CANDIDATE SCORING

Ranking of candidates are done by both objective and subject evaluations. Composite ranking is a formative process to evaluate the scoring. The composite ranking is based on the overall score taken from the evaluation process. Each nominations committee member will review and rank candidates objectively based on the summation of points from each candidate. For example: if candidate A received 300 points and candidate B received 280 points and candidate C received 230 points then the candidates under this reviewer would be ranked as follows; A=1, B=2 and C=3. Each reviewer's subjective rankings are then tabulated for each candidate and summed. The sum is then divided by the total number of reviewers. The total summation of points and rankings are used as a tool to guide the committee on who may be most qualified to sit as a member of the BOD, but they are not the final result on who should be placed on the ballot.

Sample: Candidate A gets rankings from 4 committee members as follows: 2,2,3,4. The overall sum is 11, which is divided by 4 = 2.75. The candidate's overall composite rank is 2.75.

A complete composite of the scoring is given to the NSCA Staff Liaison as a record of the conclusions made by the Nomination Committee.

RECRUITMENT- UNDERSTANDING BOARD OF DIRECTORS DESCRIPTION, QUALIFICATIONS, AND RESPONSIBILITIES

The Nomination Committee will advocate for the NSCA membership by recruiting and selecting candidates that have the background, experience, and qualifications to be highly effective for the position they are seeking. Board member may not serve more than two (2) full terms. Individuals elected to serve as President must have previously served a full-term on the Board of Directors and shall be allowed to serve a third BOD term, provided s/he meets all other eligibility requirements.

BOARD MEMBER POSITION DESCRIPTION

The eight members of the Board of Directors elected by majority vote of the membership are the President, three Members, and four Representative members: Educational/Institutional Strength and Conditioning Professional, Personal Trainer, Academician/Researcher, and Sports Medicine Professional. Representative members are based on membership demographics and are reviewed every five years by the Board of Directors.

Member Position Description

This position may be filled by any member of the Association who meets the minimum qualifications. If the member is retired, then they should be within five years of retirement and continue to maintain an active role in the field of strength and conditioning or fitness.

Educational/Institutional Strength and Conditioning Professional Position Description

This position may be filled by a qualifying member of the Association working in a scholastic setting, college/university, institution (i.e. corporate, tactical, etc.), or sporting organization, with primary job responsibility as a strength and conditioning coach. Desired candidates for this position should hold the CSCS credential.

Personal Trainer Position Description

This position may be filled by a qualifying member of the Association primarily working in a Personal Training environment with the general population. Desired candidates for this position should hold NSCA-CPT credentials.

Academician/Researcher Position Description

This position may be filled by a qualifying member of the Association working at an accredited college,

university, or institution for higher learning and is actively working as a researcher. Desired candidates for this position should hold a terminal or doctoral degree.

Sports Medicine Professional Position Description

This position may be filled by a qualifying member of the Association working as a sport medicine professional or educator. Desired candidates for this position should hold AT, PT, MD, DO, or DC credentials.

BOARD OF DIRECTORS CANDIDATE QUALIFICATIONS

- a) A Board member may not also be an employee of the NSCA.
 - b) A Board member must, 1) be a member in good standing of the NSCA, and 2) hold an active NSCA certification or be a Fellow of the NSCA, except that:
 - i. The Public Member shall not hold NSCA certification or be a Fellow.
 - c) An individual is ineligible to be a Board member if s/he has:
 - i. Been convicted of a felony involving:
 - harm to a member of a vulnerable population such as children, elderly or individuals with a disability;
 - sexual abuse or assault of any kind; or
 - a hate crime.
 - ii. Served a period of ineligibility for an anti-doping rule violation as determined by a signatory of the World Anti-Doping Code, or other similar organization governing anti-doping in sport.
 - iii. Served a period of ineligibility for a violation of the policies of the U.S. Center for SafeSport, or other similar organization governing bullying, harassment, hazing, physical abuse, emotional abuse, or sexual misconduct and abuse in sport.
 - d) An individual may be ineligible to be a Board member if s/he has any misdemeanor conviction, sanctioned for academic misconduct, suspension from a place of employment, or period of ineligibility from a sport or sport organization.
 - e) Any potential Board member will be subject to a background check. If the background check reports felony convictions or misappropriation of funds, this will be disclosed to the Nomination Committee.
 - f) Potential and existing Board member's Duty to Disclose:
 - i. A potential Board member has a duty in the application process to disclose any of the infractions listed above in the Board Member Qualifications section, which will be considered by the Nomination Committee.
 - ii. Existing Board members have an ongoing duty to immediately disclose any of the infractions above to the NSCA Ethics Committee.
 - iii. A potential or existing Board member's duty to disclose also applies if s/he is under investigation for, or has been formally accused of, any of the above infractions.
 - g) A potential or existing Board member may be asked to suspend his/her candidacy or leadership role until the investigation or accusation has been resolved.
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- h) The NSCA Ethics Committee shall resolve questions and disputes in eligibility and the application of these qualifications for service. Should the Ethics Committee resolve to remove the candidacy of a potential Board member, it shall be made in the form of a recommendation to the Nomination Committee for final decision. Should the Ethics Committee resolve to remove an existing Board member, it shall be made in the form of a recommendation to the Board for final decision according to the Removal provisions of these Bylaws.
- i) If the NSCA learns of any information that could impact the good standing of a Board member, or reputation of the NSCA, it shall be reported to the Ethics Committee for resolution.

Additional qualification requirements include:

Significant contributions to the NSCA – All candidates will be a member in good standing and will have a history of contributions to the NSCA through publication, service, or both.

There will be automatic and immediate disqualification from the election process if a candidate materially misstates any information on their application or CV.

Qualified NSCA Board candidates should have expertise in:

Influencing/negotiation – Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates “win-win” situations.

Oral communication – Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.

Political savvy – Identifies the internal and external politics that impact the work of the organization; approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action.

Written communication – Expresses facts and ideas in writing in a clear, convincing, and organized manner.

Problem solving – Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.

Decisiveness – Exercises good judgment by making sound and well-informed decisions; perceives the impact and implication of decisions; makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences; is proactive and achievement oriented.

Integrity/honesty – Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others and demonstrates a sense of corporate responsibility and commitment to public service.

Vision – Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.

Additionally, the candidates for President must demonstrate the following:

Proven senior leadership experience - Has a demonstrated record of senior leadership in management of organizations. The candidates will have a proven record of decision-making and accomplishments. Although not mandatory, it is desired that candidates will have served on the Board of Directors of the NSCA. The candidate for President must have the respect and trust of their peers.

Excellent communication skills - Possess good social and communication skills as the President will represent the NSCA within the organization and to outside organizations. The candidate for President must be able to meet the public effectively and instill confidence and trust.

RESPONSIBILITY OF BOARD MEMBERS

The primary responsibilities of the NSCA Board are to oversee the activities of the Association, to set goals, and to provide the means to accomplish these goals in accordance with the Mission Statement and the needs of the membership.

Attendance at all Board meetings is required. A Board position requires active participation in Association activities and an unimpeded commitment. Attention to Association matters must be completed in a timely fashion and in accordance with NSCA policies and procedures.

All agenda items must be directed to the Executive Director to be prepared in advance of a Board meeting. All agenda items with proper documentation and justification must then be submitted to the President for approval.

Board members are required to review all agendas prior to Board meetings and ensure that all documentation has been received. Each Board member should carefully study the issues and bring up any questions prior to the meeting, to allow sufficient time for research, if necessary.

Board members should understand the Association's rules and regulations as well as the general operating procedures. These documents define the relationship between the Board and Association office staff. Utilize the staff as a reference in responding to questions. It is important to maintain consistency and credibility in providing information to the public.

BOARD MEETINGS

An agenda and appropriate supporting materials will be prepared and distributed three weeks prior to regularly scheduled meetings and seven days prior for special meetings of the Board. It is essential to an effective discussion of agenda items that the materials in the meeting notebook are read and any inquiries about the agenda and/or materials are done before attendance at the meeting.

At an NSCA Board meeting, the President will preside and conduct the meeting. All Board members are encouraged to discuss the agenda items and express their opinions freely. Frank discussion of the issues by all members helps assure that the Board makes intelligent, informed choices. Any concerns about an item should be voiced at the meeting. Once a decision has been made by official vote of the NSCA Board, it is the responsibility of all Board members to support that decision in public, regardless of their personal opinions or their stances taken prior to final adoption.

The Board functions effectively because the members work as a group of peers. Each member has a fiduciary responsibility to the Association, regardless of the individual member's employment affiliation or position in the profession. The recognition that all members of the Board must contribute on an equal basis and avoid the "us versus them" approach is vital to the effective operation of the NSCA Board. Members have the responsibility to act in the best interest of the Association regardless of their area of affiliation.

CONFLICT OF INTEREST

Essentially, all members are expected to refrain from using their positions on the NSCA Board in the pursuit of personal gain, and are required to place the interest of the Association ahead of their own in making decisions as members of the NSCA Board.

The full NSCA Board reviews activities that may constitute a conflict of interest on an individual basis. Members are obligated to bring to the attention of the NSCA Board any matter which may be a conflict of interest or about which there may be any doubt, before taking an action on the matter. Please refer to the enclosed Conflict of Interest Policy for officers and directors document for a more detailed explanation regarding the issue of conflict of interest.

Members of the NSCA Board will be asked to sign an acknowledgement attesting to their compliance with the rules of conduct. If questions about this information, the President and/or Executive Director should be consulted.

RELATIONSHIP OF NSCA BOARD TO EXECUTIVE DIRECTOR AND OFFICE STAFF

This section provides some generalizations about the philosophy that should be followed by the NSCA Board in its relationship with its staff.

RELATIONSHIP OF THE NSCA BOARD TO EXECUTIVE DIRECTOR

The Executive Director is specifically responsible for carrying out the directives of the NSCA Board, but may develop administrative policies and procedures needed to implement such decisions without NSCA Board approval. For example, the alignment of staff positions and the delegation of administrative responsibilities are at the discretion of the Executive Director. The President and the NSCA Board assess performance by whether or not the project or resolution was implemented as directed, without becoming involved in the specific details of the work of the office staff.

Though the Executive Director reports to the full NSCA Board, he or she may be responsible to an Executive Committee, through the President, on a day-to-day basis. The Executive Director should be considered the NSCA Board's business and financial advisor. He or she should participate fully in meetings of the NSCA Board and may offer guidance and suggestions to assist the NSCA Board in making prudent decisions. Once decisions are made, the Executive Director should be expected to carry them out without regard for his or her personal opinion.

RELATIONSHIP OF NSCA BOARD TO STAFF

The office staff carries out the policies and directives adopted by the NSCA Board and implements, through administrative planning, new programs and services approved by NSCA Board resolution. The NSCA Board must not become involved in employment or termination decisions. Staff position descriptions, assignment of duties, salary scales, performance reviews, and all other matters related to the personnel function are the Executive Director's responsibility. The Executive Director reports to the NSCA Board and is responsible for the functions of the staff. If a problem with a staff member arises, a Board member should contact the Executive Director to resolve any difficulties.

COMMUNICATION BETWEEN NSCA BOARD AND OTHER ORGANIZATIONS

The President is the NSCA Board's official communicator with outside agencies unless this role is delegated to the Executive Director. Individual members of the NSCA Board should not respond officially on behalf of the NSCA Board, unless directed by the President. This policy clarifies who should be contacted by external agencies about NSCA Board business and prevents confusion that might result from individual responses.

NSCA BOARD POLICY VS. PERSONAL OPINION

If invited to represent the NSCA Board through a speaking engagement or asked to respond in writing on behalf of the NSCA Board, care must be taken to differentiate between NSCA Board policy and personal opinion regarding an issue.

NSCA Board policy is that which has been adopted by the NSCA Board through the approval of a resolution that appears in the official minutes and/or in the policy manual. When the NSCA Board has not adopted an official position, clearly state that any individual comments made are a personal view and not that of the NSCA Board.

EXCEPTIONS TO NSCA BOARD POLICIES

Individual NSCA Board members do not have the authority to grant exceptions to Association policies.

NSCA BOARD MEETING MINUTES

Official minutes are available for review on the NSCA website. All minutes are considered drafts until final approval has been established by the Board of Directors at the next regularly scheduled meeting in accordance with NSCA Bylaws.

NSCA STAFF

The Executive Director and other staff members are available to assist the Board in meeting its responsibilities. They hold the “corporate memory” of the organization. A Board member should not hesitate to ask any questions he or she may have of the Executive Director.

CONFIDENTIALITY

Most information and documents received in association with the NSCA Board are confidential. Much of this information should not be distributed or discussed with individuals who are not members of the Board or staff. If you have any questions concerning confidentiality, assume the information is confidential, and then contact the President or Executive Director for clarification.

CONFLICT OF INTEREST

All Board members are expected to refrain from using their positions in the pursuit of personal gain. They are required to place the interest of the Association ahead of their own in making decisions as members of the Board.

MEETING ATTENDANCE/PARTICIPATION POLICY

Members are expected to perform 100% of their functions. If a member consistently cannot fulfill his or her responsibilities, he or she has the obligation to notify the President and consider resigning the position.

Appendix

Board of Director Applicant Letter of Intent Score Sheet (Round 1)

Candidate Name: _____

Directions: Please circle the most appropriate Likert scale value for each question. Provide comments when applicable. The Likert scale points will be tallied, and the comments will be considered to narrow the candidates for consideration.

- 1- didn't address the question, partial or incomplete answer.
- 2- answered the question, superficial level, weak.
- 3- average, answered adequately.
- 4- answered the question well, gave examples and/or provided understanding of NSCA.
- 5- Clear understanding, detailed, specific clear example and/or examples, and demonstrated knowledge of the NSCA.

Board of Director Applicant

	Poor	Fair	Avg.	Good	Excellent
1. Clear explanation of NSCA leadership and/or involvement	1	2	3	4	5
2. Clear explanation of why they want to serve on the NSCA BOD	1	2	3	4	5
3. Diversity and Inclusion statement, explain how you will advocate for diversity and inclusion	1	2	3	4	5

TOTAL Points: _____

General Comments:

Board of Directors Applicant Score Sheet (Round 2)

Candidate Name: _____

Directions: Please circle the most appropriate Likert scale value for each question. Provide comments when applicable. The Likert scale points will be tallied, and the comments will be considered to narrow the candidates for consideration.

- 1- didn't address the question, partial or incomplete answer.
- 2- answered the question, superficial level, weak.
- 3- average, answered adequately.
- 4- answered the question well, gave examples and/or provided understanding of NSCA.
- 5- Clear understanding, detailed, specific clear example and/or examples, and demonstrated knowledge of the NSCA.

BOD Applicants

	Poor	Fair	Avg.	Good	Excel.
1. Future professional goals?					
a. Bridge the gap?	1	2	3	4	5
b. Goals in line with NSCA mission?	1	2	3	4	5
c. Goals will reflect positively on NSCA?	1	2	3	4	5
2. Goals as a BOD member?					
a. Goals will have a positive impact on the direction of the NSCA?	1	2	3	4	5
b. Goals will help facilitate the NSCA mission?	1	2	3	4	5
c. Goals reflect a current need within the organization?	1	2	3	4	5
3. Significant accomplishments?					
a. Mentor students or young professionals?	1	2	3	4	5
b. Reflect NSCA values and mission?	1	2	3	4	5
c. Have they ever held an executive position? (e.g., CEO, Director, Chairman, President etc)	1	2	3	4	5
4. Q&A application process?					
a. Understanding of NSCA leadership structure?	1	2	3	4	5
b. What are the most important responsibilities of the BOD?	1	2	3	4	5

TOTAL Points: _____

NSCA Professional Points (from Candidate Evaluation Form): _____

Combined Point TOTAL: _____

General Comments:

Nomination Committee Applicant Score Sheet

Candidate Name: _____

Directions: Please circle the most appropriate Likert scale value for each question. Provide comments when applicable. The Likert scale points will be tallied, and the comments will be considered to narrow the candidates for consideration.

- 1- didn't address the question, partial or incomplete answer.
- 2- answered the question, superficial level, weak.
- 3- average, answered adequately.
- 4- answered the question well, gave examples and/or provided understanding of NSCA.
- 5- Clear understanding, detailed, specific clear example and/or examples, and demonstrated knowledge of the NSCA.

Nomination Committee Applicants

	Poor	Fair	Avg.	Good	Excel.
1. Understanding NSCA structure?					
a. BOD/National Office/etc.	1	2	3	4	5
2. Plans to recruit and nominate candidates?					
a. Recognize importance of bridging the gap	1	2	3	4	5
b. Recognize importance of nominating NSCA leadership with diverse backgrounds to serve our growing membership	1	2	3	4	5
3. Qualifications for selecting most qualified NSCA leadership candidate?					
a. Clear explanation of NSCA leadership and/or involvement	1	2	3	4	5

TOTAL Points: _____

NSCA Professional Points (from Candidate Evaluation Form): _____

Combined Point TOTAL: _____

General Comments:

Appendix D – Candidate Evaluation Form

NSCA Board Candidate Evaluation Form: POSITION & NAME OF APPLICANT			Verified
Section A- Qualifying Criteria			
Active NSCA Certification or FNCSA (Required by the NSCA Bylaws)	X	X	X
Member in good standing (Required by the NSCA Bylaws)	X	X	X
Letter of Intent	X	X	X
Cover Letter	X	X	X
Vision Statement	X	X	X
Full Application	X	X	X
CV / Resume	X	X	X
Headshot	X	X	X
Section B-Letter of Intent	Points	Max/Min	
Letter of Intent		15	
Clear explanation of NSCA leadership and/or involvement	0 - 5	5	
Clear explanation of why they want to serve on the NSCA BOD	0 - 5	5	
Diversity and Inclusion statement, explain how you will advocate for diversity and inclusion	0 - 5	5	
Letter of Intent Total		15	0
Section C-Governance and Leadership	Points	Max/Min	HQ
BOD Experience		28/0	
NSCA (term = 4, officer = +5, President = +6)	4,5,6	10	
NSCAF & CASCE (term, officer, President) (term = 2, officer = +2, President = +2)	2	8	
Strength & Conditioning/Fitness related Org. (local = 4; national, i.e. NATA = 5 per term)	4,5	10	
Service (strength and conditioning organization or related)		12/2	
NSCA, NSCAF, & CASCE Service: Term, Chair (term = 2, Chair = +3)	2,3	6	
Non-NSCA Service: Term, Chair (term = 2, Chair = +3)	2,3	6	
Governance and Leadership Subtotal		40/2	0
Section D - Certifications, Recognitions and Education			
NSCA Credentials (Dates listed)		17/0	
ADDITIONAL: NSCA Certification; Distinctions (additional cert = 3, *D = +1)	3,1	5	
ADDITIONAL: NSCA Fellow	4	4	
RSCC, Distinction	2,1	3	
NSCA award	2	4	
NSCA grant, scholarship, assistantship	2,1,1	4	
Non-NSCA		16/0	
Additional current certifications/specializations (RKP, ATC, PT, DC, DO, MD, OCS, SCS)	1	5	
Other (honors, awards)	1	5	
Non-NSCA Fellowships (FACSM, FISSN, FNATA)	2	6	
Academic Degree in Related Field		10/0	
Bachelors	5	5	
Master's/Doctoral (1 pt per additional degree above Bachelors)	1	5	
Certifications, Recognitions and Education Subtotal		43/0	0
Section E - NSCA Participation			
NSCA Membership		5/0	
Total Years of Membership (1-5yrs=1pt; 6-10yrs=2pts; 11-15=3; 16-20=4; 20+ = 5pts)	1	5	
Attendance		42/0	
NSCA National Conference (National, Coaches, PT, TSAC, International)	3	18	
NSCA Preconference Symposia	1	4	
NSCA Symposia	2	8	
NSCA State or Regional Clinic	2	4	
Practitioner's Course and/or Foundations of Coaching Lifts	2	4	
Fly Solo Camp	2	4	
Volunteer		38/0	
NSCA Certification Exam hosted	2	8	
CSCS, NSCA-CPT, TSAC-F Exam Prep host (1 pt per 3)	1/3	3	
ERP CSCS/NSCA-CPT Sponsor or Director (per 3 yr term) (1 pt per 3 yrs. per program)	1/3	9	
CASCE Peer Reviewer (2 pts/site visit)	2	8	
CASCE Lead Role Service (1 pt/site visit)	1	3	
NSCA Fly Solo Camps hosted	3/2	9	
State/Regional Clinic hosted	3	9	

Presentations		40/0	
NSCA Annual Conference, main session (National, Coaches, PT, TSAC, International)	2	8	
Pre-conference	2	6	
NSCA From the Field, Career Talks, Hands-on Session	2	4	
NSCA Symposia	2	6	
NSCA State/Regional Clinic	1	3	
Non-NSCA Conference Presentation	1	3	
Pod-Cast	1	2	
Webinar	2	4	
Video (The Bridge, Expert Answers)	2	4	
NSCA Participation Subtotal		125/0	0
Section F -Publications			
Author/Co-Author		40/0	
JSCR Article (4 pts per 1)	4/1	10	
SCJ Article	4/1	10	
Associate Publications (PTQ, PTJ, NSCA Coach, TSAC-Report)	4/1	10	
NSCA Book or book editor	4/1	10	
NSCA Book Chapter or chapter editor	4/1	10	
NSCA Hot Topics	1	1	
NSCA Position Paper	4/1	10	
NSCA Career Development Guides, NSCA Membership Tools, Other	4/1	10	
Reviewer and Editor Services		15/0	
JSCR, SCJ, Associate Publications	1 per 10	5	
Senior Associate Editor	1 per yr	5	
Assistant/Associate Editor	2 per yr	5	
Non-NSCA		15/0	
Article	1 per 5	5	
Book Chapter	5	5	
Book	5	5	
	Publications Subtotal	70/0	0
	OBJECTIVE Subtotal	278/2	0
Section G- Board of Directors Subjective Personal Evaluation and Conference Call Interview			
BOD Subjective		55	
Future Professional Goals (0-5 pts per question, averaged among committees evaluation)	0-5	15	
Goals as a BOD Member	0-5	15	
Significant Accomplishments	0-5	15	
Question/Answer (Application process)	0-5	10	
Conference Call:		20	
1		5	
2		5	
3		5	
4		5	
Subjective Personal Evaluation and Conference Call Interview Subtotal		75	0
	GRAND TOTAL	332	0
Ever been employed by the NSCA			
Ever been convicted of a Felony			
If owner or principle of a company, List:			
Name of Company:			
State of incorporation:			
Licenses, if required in employment type:			
Licenses number:			

Excerpt from NSCA Codes, Policies, and Procedures

National Strength and Conditioning Association CONFLICT OF INTEREST POLICY

The purpose of this policy is to help volunteer leaders of the NSCA to effectively identify, disclose and manage any actual, potential or perceived conflicts of interest in order to protect the integrity of the NSCA and manage risk.

NSCA volunteer leaders must serve:

- Without conflict of interest or to seek personal gain or advantage.
- Free from any outside business interests or influence which might interfere or appear to interfere with the proper and efficient discharge of their duties, or which might be inconsistent with their duty of loyalty to the NSCA.
- In such a manner that the trust and public confidence of the NSCA are enhanced, and without embarrassment to or adverse reflection or impact on the integrity of the NSCA.

In recognition of these principles, a volunteer leader or any member of her/his immediate family, **may not:**

1. Have any beneficial interest in, or substantial obligation to, any supplier of goods or services to the NSCA or any other organization doing business with or serving the NSCA, or which competes with the NSCA.
2. Perform, for personal gain, any services to any supplier of goods or services to the NSCA, or to any competitor of the NSCA.
3. Act as an employee, consultant, or in any other capacity with any supplier of goods or services to the NSCA, which promises compensation, benefit, or reward of any kind, or with any competitor of the NSCA.
4. Bid on and/or be granted a contract by the NSCA. Furthermore, no companies or individuals who have family members, spouses, or former business associates are eligible to bid on or be granted a contract by the NSCA. Exceptions to this may be granted by the NSCA Board of Directors.
5. Accept any gift, gratuity, entertainment, service, loan, or promise of future benefits from any persons who either personally or whose employees might benefit or appear to benefit from such volunteer's connection with the NSCA. It is also a violation to give gifts to individuals or firms with whom the NSCA does business. However, these prohibitions are not intended to apply to gifts and/or similar entertainment of nominal value that clearly are in keeping with good business ethics and do not obligate the recipient. For example, excluded from these prohibitions is the exchange of normal business courtesies such as meals, when they are proper and consistent with regular business practice. Also excluded are advertising or promotional materials and holiday or other gifts, which are of nominal value (less than \$25). Volunteers are expected to work out for themselves the most gracious method of declining gifts, entertainment, and benefits that do not meet these standards.

6. Take any action on behalf of the NSCA that they know, or reasonably should know, violates any applicable law or regulation. This includes such activities as bribery, kickbacks, falsehoods, and misrepresentations.

DUTY TO DISCLOSE and RESOLUTION OF POTENTIAL CONFLICTS

Prior to assuming the role of a Volunteer Leader of the NSCA, and throughout one's tenure, an individual must disclose any potential conflict to the Ethics Committee, which may take appropriate steps to prevent influence, either on the general affairs of the NSCA or on a particular deliberation or vote. This action may include rendering the individual ineligible, or removal of the individual from his/her leadership position.

Conflict of Interest Policy Acknowledgement

I have received, read, understand, and will comply with this Conflict of Interest Policy.

- I have no known conflicts of interests.
- I have disclosed, as an attachment, possible conflicts of interest for the Ethics Committee to review.

Print Name: _____

Signature: _____

Date: _____

NSCA CAMPAIGN GUIDELINES

Purpose Statement: To address the issues of campaign guidelines that pertain to newly nominated Board of Directors (BOD) and Nomination Committee candidates.

Rules and Regulations:

1. In general, the candidates for election are expected to conduct themselves in a manner commensurate with the dignity of the office they aspire to hold.
2. Each candidate must sign an agreement that they will abide by the guidelines as established. The statement shall include a reference to having received and read these guidelines.
3. In the event of a complaint, the reporter of a complaint may not remain anonymous to the BOD. However, that individual may request anonymity when the President conveys the complaint to other pertinent groups or individuals. All complaints will be investigated and if found to conflict with these guidelines, the candidate may be dismissed and not allowed to continue his/her campaign.
4. The NSCA is opposed to soliciting any resources for campaign purposes.
5. Committees or SIGs may endorse their respective candidates. All voting shall be done online or on an individual basis at the specified voting areas only. NSCA Facebook pages may be used by supporters to endorse candidates.
6. The NSCA may leverage communication channels to publish presentations or interviews with candidates, provided that the opportunity for equal time is given to all candidates for that position. A candidate's email shall be given for questions and answers.
7. Mass mailings of letters in support and/or for vote solicitation purposes of a candidate are allowed, whether authored by the candidate or a supporter. The same applies to email messages. Electronic or hard copy mail lists may not be obtained through the National Strength and Conditioning Association, its sponsors, or affiliates. The same applies to email messages and websites. Current or past NSCA volunteer candidates may not use mailing or email list provided to them in the fulfillment of their volunteer role.
8. The NSCA will supply each candidate with a ribbon, pin or badge stating that person is a candidate. The NSCA will not allow any campaign buttons, stickers, or any other items to be used by the candidates or their supporters.
9. Board of Directors candidates will get equal time to present themselves and their platform to the membership.
10. Candidates shall not stand near the voting areas during the National Conference for the purpose of soliciting votes.

All candidates may speak freely to anyone at any time during the National Conference to discuss their views and platform.

NSCA CAMPAIGN GUIDELINES ACKNOWLEDGEMENT

The NSCA Campaign Guidelines have been prepared for use by the staff of the National Strength and Conditioning Association (NSCA) and approved by the NSCA Board of Directors.

I have received and read a copy of the NSCA Campaign Guidelines. I acknowledge that I am responsible for understanding and following these guidelines.

Signature of NSCA Candidate

Date

Name of NSCA Candidate (Print)

SAMPLE MARKETING ADS FOR NOMINATION COMMITTEE OPENINGS

Members of the Nomination Committee are elected by the membership of the Association. The Nomination Committee is responsible for selecting the most qualified candidates to run for NSCA President, Board of Directors (BOD), and Nomination Committee positions. Experience working with other associations or groups on similar tasks is helpful but not required. To apply for the Nomination Committee, please follow the instructions below.

There are two positions available for 20xx.

Minimum Requirements to be Considered:

1. Must be a current member of the NSCA.
2. Must hold an active NSCA certification, and/or NSCA Fellowship.
3. Submission of completed application.

How to Submit Application

Please submit all required documents in one email to nominations@nsca.com. You will be emailed a confirmation of receipt once your application has been received.

Application - How to Apply

Candidates wishing to be considered for a position on the Nomination Committee must follow these specific steps. If you miss a step, you may not be considered a candidate for the Nomination Committee*.

- Step 1.** Download, complete and return the [Candidate Application Form](#). Open in Adobe Acrobat, or [click here for Word document version](#).
- Step 2.** Download, complete and return the [Nomination Committee Candidate Subjective Questionnaire](#)
- Step 3.** Download, complete and return [Ballot Questionnaire](#). *Answers will be used verbatim on election ballot to members, if selected.*
- Step 4.** Include with submission your current curriculum vitae or resume.
- Step 5.** Include a recent headshot that clearly shows your face. The image must be submitted as a high resolution .jpg, jpeg, .bmp, .tiff, etc. (>1MB preferred). *Photo will be used on election ballot and election marketing materials, if selected.*

**Your application will not be accepted unless you meet the Minimum Requirements and all five steps listed in Application - How to Apply have been fulfilled, completed, and submitted before the deadline.*

Note: If past employee of the NSCA, an individual may not include any NSCA service, education, awards/honors received, events attended, publications written or reviewed or any other services rendered while receiving salary due to NSCA employment. There will be automatic and immediate removal from the election process if a candidate misstates any information on their application or CV.

Questions?

Please direct all questions to: nominations@nsca.com, or call 1-866-815-6826 ext. 174. **Please do not contact any member of the Nomination Committee.**

SAMPLE MARKETING ADS

These ads are examples of what could be used but may be changed to meet the marketing needs of the committee.

Round 1

Are you qualified to run for the board?

If you are a member in good standing, NSCA certified or an NSCA fellow, who has a history of contributions to the NSCA then you could be qualified to help shape the future of the NSCA! If you answer **yes to at least 3** of the 7 questions, you may be qualified to run for the board.

- YES | NO **I have served** on a committee, SIG, State/Providential Director or other volunteer position at the NSCA or another S&C/fitness related organization.
- YES | NO **I have receive recognitions, distinctions and awards** within the S&C and/or fitness industry.
- YES | NO **I regularly attend NSCA events.**
- YES | NO **I have hosted** an NSCA programs like ERP, Exam Prep Clinic, Tactical Practitioners Course, Foundation of Coaching Lifts Course, State/Provincial or reginal clinic, Fly Solo Camp, Etc.)
- YES | NO **I have presented** at events, participated in a podcast or other educational tools as an expert for the NSCA or other S&C/fitness related organization.
- YES | NO **I have been published** in journal, publication, books, position papers, or contributed content to the NSCA or other S&C/fitness related organization.
- YES | NO **I have been a reviewer or editor** for and NSCA publication or other S&C/fitness related organization.

Total # of Yes _____

Did you score a 3 or higher? Submit a CV/Resume and letter of intent (750 words or less) indicating NSCA involvement, how you will promote and advocate for diversity, and why you want to serve on the Board of Directors by November 15th.

The Nominations Committee will review applicant’s materials using a subjective and objective evaluation. Select applicants that have met the criteria to move forward to Round 2 of application process will be notified by December 15th to prepare the remaining application materials.

Round 2:

The NSCA Board of Directors is comprised of volunteers who are critical to the success of the Association. Board positions are very active and require attendance at both the NSCA National Conference and the NSCA Coaches Conference, as well as periodic conference calls. In addition, it is important to understand the amount of work that is required to effectively participate in and govern the growth of the Association.

There are two positions available for 20xx:

Personal Trainer Position Description

This position may be filled by a qualifying member of the Association primarily working in a Personal Training environment with the general population. Desired candidates for this position should hold NSCA-CPT credentials.

Academician/Researcher Position Description

This position may be filled by a qualifying member of the Association working at an accredited college, university, or institution for higher learning and is actively working as a researcher. Desired candidates for this position should hold a terminal or doctoral degree.

Please be sure to review carefully: NSCA Conflict of Interest Policy, [NSCA Board of Directors Campaign Guidelines](#), [NSCA Board Member Position Description](#), and [Qualified NSCA Board Candidate Criteria](#).

Minimum Requirements to be Considered:

1. Must be a current member of the NSCA.
2. Must hold an active NSCA certification, and/or NSCA Fellowship.
3. Submission of completed application.

How to Submit Application

Please submit all required documents in one email to nominations@nsca.com. You will be emailed a confirmation of receipt once your application has been received.

Application* - How to Apply

Candidates wishing to be considered for a Board position must complete all steps. If you miss a step, you may not be considered as a candidate for the NSCA Board of Directors.

- Step 1.** Read, understand, and sign acknowledgement form for the [NSCA Conflict of Interest Policy](#), [NSCA Board of Directors Campaign Guidelines](#), [NSCA Board Member Position Description](#), and [Qualified NSCA Board Candidate Criteria](#).
- Step 2.** Download, complete, and return the [Candidate Application Form](#). Open in Adobe Acrobat, or [click here for Word document version](#).
- Step 3.** Download, complete, and return the [Board of Director Candidate Subjective Questionnaire](#).
- Step 4.** Include with submission a Cover Letter which indicates your request to be considered by the NSCA Nomination Committee. Outline how the NSCA has influenced your career and explain why you are qualified to sit on the NSCA Board.
- Step 5.** Include with submission an essay of 250 words or less on why you want to serve on the Board of Directors.
- Step 6.** Include with submission your Vision Statement. Provide a brief, one-page vision statement outlining: (a) The critical and/or substantive issues facing the NSCA; (b) Specific goals for the NSCA; and (c) An indication of how such goals might be achieved. **Note:** *This information will be used **as written** on the election ballot and marketing materials to members, if selected.*
- Step 7.** Include with submission your current curriculum vitae or resume.
- Step 8.** Include a recent headshot that clearly shows your face. The image file must be submitted as a high resolution .jpg, .jpeg, .bmp, .tiff, etc. (>1MB preferred). *Photo will be used on election ballot and election marketing materials, if selected.*

** Your application will not be accepted unless you meet the Minimum Requirements and all eight steps listed in Application - How to Apply have been fulfilled, completed, and submitted before the deadline.*

Note: If a past employee of the NSCA, an individual may not include any NSCA service, education, awards/honors received, events attended, publications written or reviewed or any other services rendered while receiving salary due to NSCA employment. There will be automatic and immediate removal from the election process if a candidate misstates any information on their application or CV.

Questions?

Please direct all questions to: nominations@nsca.com, or call 1-866-815-6826 ext. 174. **Please do not contact any member of the Nomination Committee.**