Happy Holidays from your NMA Staff... Steve... Martha... Joe... Robin...

The NMA office will be closed for the holidays starting on December 23, 2005, and will reopen on Tuesday, January 3, 2006.

From Your 2005 Chairman of the Board

Thank you!

Wendell M. Pichon, CM
2005 Chairman of the Board
Lockheed Martin Leadership Association
Fort Worth, Texas

It is very hard to believe that a year has gone by since I was installed as your 2005 Chairman of the Board. The end of the road is near. The friendly cooperation and the warm comradeship of all of you have dispelled the difficulties; the path proved to be pleasant one, and the year for me has been memorable and happy. You have answered promptly and whole heartedly every call we made upon you for service. This year has heartened me with an enriching experience. It has brought me many new and wonderful friendships which are now among my most cherished possessions. My heartfelt thanks then to our Executive Advisory Committee members, our former chairmen, the officers, the board of directors, the NMA Staff and all of my fellow members for your dedication and support. Your 2006 leadership team of which I will be a part will continue to grow and move our beloved association forward to greater achievements.
Thoughts become words. Words become actions. Actions become habits. Habits become character. And character becomes your destiny.

-- Unknown --

Director's Corner

NMA... THE Leadership Development Organization
Now YOUR Leadership Development Organization
Mary Anne Koltowich, PE, CM
NMA National Director
The East Tennessee Leadership Chapter
Knoxville, Tennessee

You may have noticed if you've called NMA HQ in Dayton, Ohio, that the professional voice (real person, not a machine) answering says “NMA - THE Leadership Development Organization.” Many of you know that NMA has been working on a name change for the last couple of years. This has been at the urging of both the Executive Advisory Committee (EAC, comprising senior high-level managers and leaders across the corporate world) and many of our NMA Chapters. Since this past March, NMA has been testing a new branding of the Association, dropping the use of the full name and instead using “NMA...THE Leadership Development Organization.” This new “branding” won unanimous approval from the EAC this past August, and NMA was encouraged to move on out, making it a consistent and permanent brand change.

The EAC wants to emphasize this is not a cosmetic change and desires to run it deep, throughout the organization. The EAC members all value the need for leadership development and shared stories of their own organizational approaches for identifying “leadership competencies.” They spoke to continuing to value and foster management skills while building on those to add leadership skills to one’s personal and professional toolkit. It was their prevailing opinion that leaders can be both “born or made,” with the belief that given the right tools and opportunities, men and women can achieve and fulfill their leadership potential. EAC members spoke to NMA positioning itself as the “leadership laboratory” and leveraging out our unique network to benefit all our customers.

At the National Conference in Reno, Nevada, just a few weeks ago, NMA rolled out new podium banners with the new branding. A request will be sent out to chapters to fill out if they desire the new banner (at no cost). Also, the NMA Board voted to suspend activities regarding the name change, thus saving money and effort. Many of our chapters have already changed their name to include the word “Leadership,” and they have been very happy. Other chapters are restricted by other requirements and may not even desire to change their names. Either way is absolutely fine. NMA wishes to emphasize that chapters should feel free to name themselves as their conditions best suit, and at the same time, not to feel pressured into renaming if what they are doing works.

NMA has all along promoted itself as a “leadership laboratory.” Now this is being really focused upon by our corporate leaders. The key is to participate, take on a role with your chapter to grow your skills. One EAC member commented, “What differentiates NMA to me is that it makes no difference who it is, it’s accessible to all. They learn and network. It’s a good place for those of us in executive management to stand back and watch...and see who are the ones who stand out!” Come along and jump in, learn, practice, and be noticed.

Remember NMA-THE Leadership Development Organization is YOUR Leadership Development Organization.

A Dale Carnegie Thanks to Steve Bailey, CM
Steve Bailey recently attended the Annual International Convention of Dale Carnegie in Anaheim, CA. Steve was a keynote speaker on the main stage with 38 countries represented, being translated into 15 languages. He was also a member of a panel discussion focusing on “The People Side of Process Improvement.”

You will be proud to hear that Steve represented all of us exceedingly well. Michael Crom, DC Executive VP said the “audience was enchanted by both his wit and the wisdom that he shared from NMA members.” Tom Otley, Sr. VP of Global Support Services believes he “captured the spirit of our two organizations incredibly well.” Our national DC point-of-contact, Eric Ruckle, says he heard numerous comments about Steve’s likeability and that many expressed a genuine desire to help the NMA.

Crom continued to say that DC is “looking forward to continuing to help the NMA chapters in the development of their member’s leadership skills as they help their organizations drive bottom line results.” Otley echoed this when he said, “we’re very excited about the relationship with the NMA as our partnership is an essential ingredient to help organizations accelerate their quality initiatives.”

Thanks to Steve for doing so well representing us all in such a high profile event.

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**Executive Dialogue**

**Be Heard Above the Electronic Din**

**Katherine M. Tamer**

Vice President & Chief Information Officer  
United Space Alliance  
Houston, Texas

Today, in the electronic age, our senses are bombarded on a daily basis by messages and communication. I read a short but pointed article on the above topic in a recent issue of the *Fast Company* magazine. The article was based on a conversation with Alan Nelson, a partner in a communications consultancy. His specialty is helping major companies define strategies around the effective use of electronic forms of communication (e.g. email, web conferencing).

It’s one thing to learn how to use the electronic tools and another to learn how to communicate effectively using these tools as aids to the process. Five key points were identified. Following is an attempt to apply the 5 points to our environment.

**First:** “Match the Medium to the Message”. The complexity of the message and its strategic importance are key to determining the appropriate method of communication. You wouldn’t tell someone they were fired by email or address highly volatile issues with your customer via webcasting. Balance the significance of your message with the value of meeting face-to-face. Manage the size of your distribution lists. Seriously consider “disabling” reply to all when the distribution list has more than 10 people included in the “To” field.

**Second:** “Be Obsessively on Message”. Put the critical information at the beginning of the message. If you want to be heard, you must tie your message to the bigger message - consistently. Employees receive many email messages each day. How many times do you delete standard communications without reading the whole message or even just reading the first couple of lines? Today there are many opportunities to communicate with your constituency and many more ways to accomplish the message delivery.

**Third:** “Authenticity Matters More Than Ever”. When you deliver a message, you need to be honest and straightforward. No hidden messages or dancing around touchy subjects. Just be honest about what you can say. If your communications are more straightforward, they’re seen as more credible. “Credibility leads to read, not delete.” Real-time communication makes it tougher to back track on something said or printed. Audiences need to feel comfortable believing your message.
Fourth: “Live By the Blackberry, Die By It”. It’s actually not just a Blackberry thing. If you’re reading the fourth response to an email, pick up the phone and place a call. If the distribution changes with each version, call a time out and schedule a conference call. People don’t have time to schedule a meeting but they can use email to effectively confuse the issue and turn it into a bigger issue than it was before the trail of email began. Consider using email as a tactical tool to document conversations. “A recent study shows that constantly checking email, voice mail and so on temporarily lowers your IQ more than smoking marijuana.”

Fifth: “Rev Up A Dashboard”. Home computing users have ready access to personalized web-based dashboards that present user-selected information in a one-screen footprint (e.g. sports scores, financial info, and weather). Migrating this technology to the corporate environment will make it easier for users to “subscribe” to the desired information in lieu of sifting through email looking for updates and links.

Bottom line - As we look into the future, one thing is obvious - the only thing you’ll be able to count on is “change”. Internal and external drivers will create an environment where change is the norm. It is of the utmost importance that we send clear, crisp, consistent messages that are tied to the bigger message. It starts with each one of us.

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**Executive Involvement in NMA Chapter Organizations**

**Jayne Schnaars**

*Site Director*

**Boeing Huntington Beach Site**

**Boeing NASA Systems**

**Huntington Beach, California**

The Boeing Aerospace Leadership Chapter (BALC) is an important organization within our Huntington Beach, Seal Beach, Anaheim and Long Beach sites. It provides a key mechanism for our employees to interface with Boeing executives through after-hours monthly dinner events. As we all know, networking is often discussed as a key tool in meeting new contacts that could potentially provide a link to future career opportunities. In light of this, we highly encourage executive participation at our BALC events and we ensure that our executives are strategically placed at our dinner events to allow for maximum exposure to our membership. Our dinners enable a high level of networking while also providing the opportunity to learn more about our businesses, our company direction for the future, and our strong emphasis on leadership values within the Boeing Company.

Utilizing the “pull” of our executives to introduce our Boeing employees to the benefits of BALC and NMA, has had a very positive impact on our Huntington Beach site. Since the average age of our 6,500 employees on the site is over 45 years of age, we wanted to make a specific thrust into our younger engineering pool including the sometimes neglected and often bewildered “new college hires” as they enter the maze of the major aerospace industry in southern California right out of school. To introduce itself to this new group of employees, the BALC widely advertised an executive panel on leadership during the lunch hour this past September. The focus groups for this discussion included our Boeing Young Engineers Team and our site REACH (Regional Events and Activities for College Hires) organization. It followed a “Lunch & Learn” format with each attendee bringing their own lunch and the BALC providing drinks and cookies. We had close to 100 attendees and we handed out hardcopy membership applications for BALC at the beginning of the event. The executive panel included myself, the Director of Finance, the Director of Quality and the Director of HR - all site executives. The moderator for the panel was the President of BALC, Joe Morano, and we also had the President of the SCAC, Pete Kurzhals, present an overview of the NMA.

The event was successful in several ways. It allowed for a discussion of leadership skills required for career advancement and the best ways to go about achieving those skills. There was a lengthy Q&A session from the audience and then a short but gratuitous marketing pitch on the value of BALC. A free paperback book entitled “60 Ways to Get It, Set It, Move It and Prove It” by Mark Graham Brown was given to each new member that signed up that day. As a result, we had a long line of young engineers, accountants, programmers and analysts with applications in hand to join the NMA BALC and get their books! The executives remained after lunch for one-on-one conversations with the audience.

It was a very successful event for BALC, for our young engineers and new college hires, and for the executives in that it provided yet another opportunity to “network” and to discuss the leadership values that we believe are key to Boeing’s
success. The BALC has long been a vital organization to our Boeing leadership team and our long time employee base but it’s time to market its benefits to a much broader audience. We need to enthuse in our newer employees the value of leadership skills in their career and what better forum to discuss these issues and teach the required skills than the BALC. The Boeing Huntington Beach site is committed to this goal by continuing to make the BALC even broader in its appeal in the years ahead.

Chapter and Council Happenings

City of San Diego Chapter
4th Annual Golf Tournament
City of San Diego
San Diego, California

The City of San Diego Chapter 195 held their 4th Annual Golf Tournament. This year’s designated charity is the San Diego Family Justice Center. The Family Justice Center Executive Director Gael Strack was presented checks from Chapter President Frank Belock. The San Diego Chapter raised money for the Family Justice Center at their Installation Banquet and at the Annual Golf Tournament.

The world renowned San Diego Family Justice Center launched in 2002 is the most comprehensive “one stop shop” in the nation for victims of family violence and their children. Victims of domestic violence in the San Diego can now go to one location to talk to an advocate, get a restraining order, plan for their safety, talk to a police officer, meet with a prosecutor, receive medical assistance, counsel with a chaplain, get help with transportation, and obtain nutrition or pregnancy services counseling.

The San Diego Family Justice Center is a unique, special, safe place where victims of domestic violence are the highest priority. They are committed to providing victims and their children the help they need to break the cycle of family violence that so often damages and destroys families. The San Diego Family Justice Center was established to help stop domestic violence in the families of San Diego. You can learn more about the San Diego Family Justice Center by visiting their website at www.familyjusticecenter.org.

The San Diego Chapter is proud to be able to help the Family Justice Center expand their services.

Junior Achievement
“Hollywood” Bowl-A-Thon

David B. Williams
Junior Achievement Coordinator
LMLA Manager American & Youth Enterprise
Lockheed Martin Leadership Association
Fort Worth, Texas

The Junior Achievement Bowlathon, recently held at Don Carter Cityview in Fort Worth, Texas, was a tremendous success as Junior the Chisholm Trail was able to surpass their goal for the 2005 - 2006 school year. Lockheed Martin and Lockheed Martin Leadershi (LMLA) sponsored forty-four teams (220 bowlers) for this annual fundraiser. Together, we had great team sprit and raised $33,718 venerable youth organization.

Junior Achievement provided the fun and music for the annual Cosmic Bowlathon. The theme was “Hollywood” and everyone
bowled two games under neon and black light conditions while listening to the music, answering trivia questions for door prizes and displaying their own version of Hollywood actors, clothing and lane decorations. Several of the adults, as well as most of the children, were dancing and jumping up and down.

In addition, Lockheed Martin and other local businesses donated numerous gifts for door prizes and we had some extra entertainment with the Hollywood Lane Contest. The contest was for the best lane and costume decorations with a $10.00 Chili gift card awarded to each bowler on the winning “Hollywood” team. This was a tough competition as several of the teams were very creative. But in the end, it was Lee Sampson’s team sponsored by Engineering, although Bill Lake’s F-16 sponsored team was a close second with Human Resources team led by Ernest Duran was a in third. These teams were not only creatively dressed for the event but they arrived early that morning to decorate their lane and gave it an added Hollywood atmosphere. Obviously, everyone had a great time!

All of the donations received through this fundraiser will be used for books and materials for the various classroom programs. With these materials the volunteers help the students learn the importance of staying in school, the impact of not having an education, the economics and roles of the consumer, as well as, business and the world marketplace. In addition, the Junior Achievement programs and volunteers help students develop the knowledge, skills and attitudes to become productive citizens, workers and leaders of tomorrow.

Special thanks goes to Gary Bailey, Tom Blakely, Tom Burbage, Frank Cappuccio, Tom Heiserman, Larry Lawson, Terry Leek, Bob Manney, John McCarthy, Willy Moore, Mary Jo Polidore, Sandra Shoemaker, June Shrewsbury, Mac Stevenson, Joe Stout and the LMLA officers for sponsoring teams. Also, many thanks to Karen Hagar, Norman Robbins and to everyone that donated time and/or money to make this fundraiser a success, especially all of our outstanding bowlers/fundraisers: Your sponsorship and participation does make a difference for our children and our community.

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**Goodrich NMA Stars in Christmas in October**

**Goodrich Chapter**

**Chula Vista, California**

Take a couple dozen Goodrich NMA employee volunteers, a Chula Vista woman in need, a fall day, add a dash of Toyota Production System visual controls and mix well. The result is Christmas in October - and a freshly painted, safer and more secure home.

As they've done in conjunction with the City of San Diego for the past several years, Goodrich NMA volunteers spent Saturday, October 15, giving their time, talent and sweat to help out someone who needs a hand, this time a little closer to work. “We’ve supported the City of San Diego’s ‘Rebuilding Together’ program for about ten years,” said Allan Miller, one of the NMA House Captains. “We felt like we should also contribute to our own Goodrich neighborhood as well, so we got in touch with the City of Chula Vista to take part in their program for the first time.”

Through the Chula Vista effort, called “Christmas in October” or “C-in-O,” the Goodrich volunteer team was connected with a low-income resident whose home was in need of paint, new window sills and locks. The elderly woman recently had had a stroke, so the team also installed new railings for the front and back steps, as well as grab rails in the bathroom. Goodrich contributed $3,000 to cover the cost of materials with the volunteer team starting at 7:30 a.m. to provide the labor. Their efforts were augmented by several Chula Vista firefighters.

“We always focus on three things at these events: safety, neatness and quality,” Miller said. “We also want to make sure that all the volunteers are kept busy.” To ensure that happens, Miller and the planning team, Jeff Loney, and Debi Schwarz, leverage familiar tools: Toyota Production System visual controls. The planning team visits the site for an assessment ahead of time, identifies all the tasks that need to be completed, time phases them and then creates visual controls for use the day of the event.

“Everyone wants to work hard and go home tired and the visual controls help us see to that. No one wants to give up their Saturday and end up just standing around,” Loney said. “This helps make sure that everyone’s time is put to good use.
throughout the day.”

In addition to helping out someone in need and supporting Aerostructures’ main hometown, there’s another benefit for volunteers.

“This cuts across Value Streams and helps build the greater Goodrich team,” said Miller. “I think one of the best things for people is getting to meet and work with other employees that they wouldn’t ordinarily interact with, all the while helping someone in need.”

Schwarz, Goodrich Chapter’s Director of Community Service, who coordinated the volunteers, says the event was the beginning of a new tradition. “Everything went well, and we look forward to working with the City of Chula Vista on other events,” Schwarz said. “It’s good to be able to help someone out so close to work.”

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**LMLA Semi-Annual Fall Dinner**

**LMLA Chapter #611**

**Moorestown, New Jersey**

Peter Balch, general counsel vice president, Legal, at MS2 in Moorestown, was presented with the annual Silver Knight of Management Award – the highest award that can be bestowed upon an outstanding executive – by the Lockheed Martin Leadership Association (LMLA) Chapter 611 on Oct. 6th.

“Mr. Balch is deserving of this recognition due to his outstanding leadership in business and in the community,” said LMLA Chapter Treasurer, Veda Earnshaw. “He is a man of uncompromising ethics and business conduct who values and respects every member of the MS2 team.”

Balch’s day-to-day responsibilities include oversight of the legal department staff and three attorneys, providing legal advice and counsel to all company components including support of the Advanced Technology Laboratories, the MACMAR regional procurement group, and the company’s Ethics Program.

A Moorestown resident, Balch is currently the executive champion of the “Nipper Campaign,” in which local artists painted statues of the famed RCA terrier mascot, Nipper, for display in the Township. He is also actively involved in the Moorestown Ecumenical Neighborhood Development (Mend), Inc. project, which focuses on providing decent, safe and affordable housing.

In addition to the highlight of the evening, several other exciting events took place during the dinner. LMLA presented a check to Ranch Hope for $300 to purchase winter coats for some of the children who are in need of them.
Orlando Carvalho surprised Donna Fascenda, LMLA President, by presenting her with the NMA Leadership Award. The award was presented to Donna for the outstanding leadership and motivation she has provided to our Chapter. Delores Williams provided entertainment with a beautiful rendition of “God Bless America” and “You Raise Me Up” for the dinner attendees.

To top off the exciting evening James Hyett, Flight Instructor, 2164 Base Unit Army Primary, Tuskegee Institute, Alabama, World War II gave the keynote speech of the evening. He provided interesting and insightful stories about being a Tuskegee Airman. All dinner attendees were treated to some of the poetry he has written about his experiences as well.

To conclude the evening two door prizes were drawn at random. The winners were Marilyn Bidrawn and Dorothy Scruggs.

Texas Gulf Coast Council Assists Chapter in Need

(Note: Some of the article below is an excerpt from the American Valve & Hydrant’s newsletter, including the quotes from the company advisor)

When the name badge of past American Valve & Hydrant (AVH) NMA chapter president, Henry Sieffers was not picked up at the National Conference in Reno on October 1, the emails started flying. NMA Southwest Area Chair, Dan Robertson, tried to contact members of the Beaumont, TX, chapter to ask if everything was ok. Everything was not, due to a rough lady named Rita. With the notification from NMA National Headquarters of a chapter in need, Janet Morris (Texas Gulf Coast Council (TGCC) Secretary & USA Leadership Association (USALA)/Texas Member Relations Director) immediately took lead to collect monetary donations from Council Chapters to take to the chapter in Beaumont. Representing the TGCC (comprised of USALA/Texas, Wyle Laboratories, Hernandez Engineering, Inc., and Lockheed-Martin Leadership Association chapters) and accompanied by Gary Waits (USALA National Director and incoming NMA Southwest Area Chair), they drove to Beaumont on November 4, 2005. Janet and Gary presented a check for $600 to assist NMA members who suffered financial hardships as a result of Hurricane Rita. Special thanks also to members at Day & Zimmerman Lone Star Chapter for their help and support. As a result, another check will be presented on behalf of NMA members across the US for their help and support to Hurricane victims at American Valve and Hydrant.

“Every employee was affected in some way by the storm”, stated company advisor Ken LaFleur. “Some of them, including several NMA members, sustained more damage than others.” Members of the AVH Committee of Concern personally contacted all employees to determine if they wanted to submit a request for financial assistance. Those employees needing assistance completed a Relief Fund Assistance Score Sheet, which was used by the committee to distribute funds. The funds from the NMA Council were distributed to four NMA members. Though the names of the employees that received financial assistance were not disclosed, they, along with all AVH NMA chapter members, are very appreciative of the financial aid, the prayers, and the show of support. Per the AVH newsletter: “When did we see hungry and feed you, or thirsty and give you drink?” You just did. Thanks!”

The TGCC was honored to help.
AVH NMA chapter president, Amy Denison (left) accepts a check from Janet Morris representing the NMA Texas Gulf Coast Council. Southwest Area Chair Gary Waits is at right.
Southern California Area Council Presents Distinguished Recognition Award!

Avis French
1995 NMA Member of the Year
Southern California Area Council

“What a surprise, I can’t believe you did this.” So said Laura Swinth as she was presented with the NMA Distinguished Recognition award at the October BALC meeting.

When presenting the award, Pete Kurzhals, SCAC President, said “Laura has actively served as a key chapter and council Board member and as NMA associated director for many years; and has always been willing to do her utmost to help other members and her chapter and council to succeed. In addition, she has actively reached out to other chapters and their members to involve them in NMA activities, and to share her knowledge and experience. She has truly proven herself as a leader among leaders!

One who has always been willing to help.
One who has found creative solutions to challenging opportunities.
One who has effectively reached out to others.
One who has earned our loyalty and support.
And one who has been an invaluable member of any team she ever worked with.”

Laura said “I am grateful and truly enjoy working with each and every one of you and you are considered as my extended family. I will cherish this award and it will always remind me of all my experiences with NMA and SCAC. It is hard to believe that I have been with NMA for 20 years!”

As someone who has worked with Laura for all of those 20 years, I cannot think of a better recipient of the NMA Distinguished Recognition award than Laura Swinth.
About Recertification

Melody Branner
ICPM
Harrisonburg, Virginia

It is the responsibility of each Certified Manager to recertify annually. CMs must maintain current recertification status in order to use the professional credential “Certified Manager” and the registered trademark “CM” for business purposes.

Recertification Requirements

Recertification is a 2-part process which includes:

- Prepayment of a $40 professional fee annually, and
- Submission of a 10-hr professional development plan

Benefits of Recertification

CMs that recertify annually receive the following benefits:

- Management World - ICPM’s online journal
- The Certified Letter - ICPM’s online newsletter
- JobNet - ICPM’s online job board
- CM Directory - online list of Certified Managers
- Professional Development Exercises (PDEs)
- Access to management books from Amazon.com
- Access to a network of thousands of CMs worldwide

When Do I Recertify?

Recertification invoices are mailed to CMs in January of each year and are due at ICPM by the end of February of the same year. Both payment of the professional fee and submission of the professional development plan are required to fulfill the requirements for recertification.

Professional Fees

The $40 professional fee can be paid by check, money order, or credit card (MasterCard or VISA). All fees must be paid in US funds. ICPM does not accept BAHAMAS Postal Money Orders, American Express cards, electronic payments, or wire transfers. Payment can be made by mail, fax, or email.

Professional Development Plan

The 10-hr professional development plan consists of educational activities a CM plans to complete during the upcoming year (see sample--other side). One hour of professional development equals 60 minutes. Documentation of completed professional development activities is maintained by each CM individually, and is subject to year end audit by ICPM for verification.

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ICPM’s Professional Development Exercises 2
NMA Leadership Webinars 3
In-house leadership training 4
Management World - journal reading 1

Total professional development hrs 10

*Supporting documentation for professional development hours is maintained individually by each CM. Documentation need only be submitted to ICPM if requested for audit purposes.

Commitment to Lifelong Learning

One way a Certified Manager continues to grow his/her skills and knowledge is by engaging in lifelong learning. The professional development plan evidences a CM’s commitment to continuous improvement and ensures he/she stays current with ever-changing management practices.

Lapsed Recertification

CMs that fail to recertify annually lose their current CM status and the ability to use the professional credential “Certified Manager” and “CM”. To bring a lapsed certification current, a CM must pay past due professional fees plus a $50 reinstatement fee.

For More Information

To obtain additional information about CM recertification, contact ICPM as follows:

E-mail: icpmcm@jmu.edu
Phone: 1-800-568-4120
Web: http://www.icpm.biz

Who to Contact at NMA...

Click on the staff person’s name to e-mail him/her.

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From the Editor…

Sue Kappeler, CM
VP Management Information Systems
sue@nma1.org

Your Area Chairs are in the process of making National and Associate Director assignments for the upcoming year. Shortly after January 1, you will be sent the name of Area Chair, assigned National Director, Associate Director (if you have one) and information on how to contact each one of them.

Soon, information about the 2006 Leadership Development Conferences will be sent to all NMA members. The East LDC (Northeast, Southeast, Central) will be held April 27-29 at the Marriott Orlando Airport, Orlando, Florida, and the West LDC (Pacific North, Pacific North, Southwest) will be held May 4-6 at the Marriott City Center in Salt Lake City, Utah. We encourage you to sign up and pay for one of these conferences before January 31!! During the month of January, you will receive $35 off the full registration price of $250. You will pay only $215 if you register and pay during the month of January!!

Remember, the NMA office will be closed from Thursday afternoon, December 22, 2005, until January 3, 2006. If you need...
something during that timeframe, you may e-mail me at sue@nma1.org. I will be checking e-mail at least once a day.


The NMA staff wishes everyone a very happy and safe holiday!!

If you want to succeed you should strike out on new paths, rather than travel the worn paths of accepted success.

--John D. Rockefeller--