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The Role of the Programming Director

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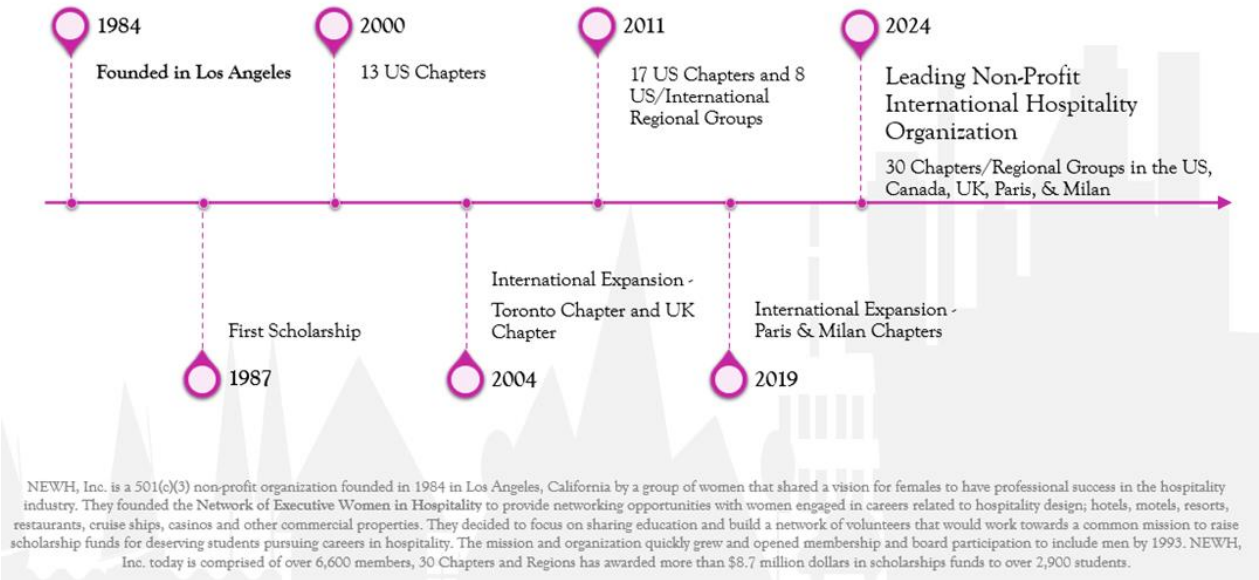
NEWH: The Role of the Programming Director

Overview

Why be involved in NEWH?

Knowledge is POWER! NEWH involvement will strengthen your professional skills and business network while building a stronger Board for the benefit of your Chapter and local hospitality community.

NEWH Timeline



NEWH, Inc. is a 501(c)(3) non-profit organization founded in 1984 in Los Angeles, California by a group of women that shared a vision for females to have professional success in the hospitality industry. They founded the **Network of Executive Women in Hospitality** to provide networking opportunities with women engaged in careers related to hospitality design, hotels, motels, resorts, restaurants, cruise ships, casinos, and other commercial properties. They decided to focus on sharing education and build a network of volunteers that would work towards a common mission to raise scholarship funds for deserving students pursuing careers in hospitality. The mission and organization quickly grew and opened membership and board participation to include men by 1993. NEWH, Inc. today is comprised of over 6,600 members, 30 Chapters and Regions and has awarded more than \$8.7 million dollars in scholarships funds to over 2,900 students.

NEWH Vision and Mission

Vision: “The Hospitality Industry Network”

Mission: NEWH is the international community connecting the hospitality industry, providing scholarships, education, leadership development, recognition of excellence, and business development opportunities.

Non-Profit vs For Profit: What is the difference?

NONPROFIT

- Organization provides services of benefit without financial incentive
- Nonprofit is qualified by the IRS as a tax-exempt organization through education and scholarship
- Voluntary trustees govern the Nonprofit, protecting members interest
- Nonprofit owned by the public; status granted by the IRS
- NEWH, Inc. as a 501(c)(3) does not lobby

FOR PROFIT

- Organization operates for personal or corporate monetary gain
- For Profit organization is governed by a Board of Directors – directors are paid for their service
- Stockholders own a for profit business

NEWH Serves

NEWH serves students, industry, and membership.

Students: NEWH recognizes the talent and ability of students and encourages involvement in all areas of the Hospitality fields through scholarships, educational programs, and volunteer opportunities.

Industry: NEWH offers educational events and networking opportunities to keep those involved in hospitality connected and informed.

Membership: NEWH provides meetings, educational programs, seminars, and career opportunities for its members.

What NEWH Does

Education: NEWH offers events and programs providing educational opportunities for students and hospitality industry professionals related to their fields including design, procurement, and sales. NEWH events bring knowledge from CEUs, hotel tours, to visionary panel discussions from leading industry professionals.

Networking: As part of its mission, NEWH connects students pursuing careers in the hospitality industry and industry professionals wishing to grow their careers in the hospitality industry with companies that have projects, job openings and internship programs.

Scholarships: NEWH has awarded over \$8.7M in scholarships that have impacted more than 2,900 students and their families from around the world. Volunteers are the driving force behind these astounding results.

Value of NEWH: Important Things to Consider When Joining an Organization

Credibility

NEWH has been bringing hospitality professionals together for more than three decades. It has grown to be the leading nonprofit international hospitality organization that focuses on promoting its members, participating in the mission of providing scholarships for students pursuing careers in hospitality. It is focused on hospitality-related businesses serving hotels, resorts, timeshares, casinos, cruise lines, theme parks, restaurants, and senior living markets.

Expanding Your Network

Making connections is critical to running a successful business and joining NEWH gives countless opportunities to connect in person at an event or program. There is a sense of security belonging to a large network that can support you in strategic business moves whether they are local or international. NEWH's international network reaches more than 30 hospitality regions from US, Canada, and Europe with more than 6,600 members.

Broadening Your Knowledge

Through Chapters and distinct partnerships NEWH offers seminars, panel discussions, property tours and online education to keep its members up to date on the latest industry innovations, research, and trends. NEWH brings small format product showcases directly to your community for a "touch and feel" of the latest products.

Personal and Professional Development

NEWH gives you an opportunity to develop your skills as a leader through participation on Chapter Boards.

Taking Charge of Your Career

Take advantage of career resources. NEWH offers a "Career Network" where members can post resumes and job listings for little to no cost. This is a great way to find targeted job postings for your area of interest or gain a new employee that is trained for your specific needs.

Strength in Numbers

NEWH is committed to recognizing and promoting its members and their work. The NEWH Magazine features members, hospitality projects, and scholarship recipients and has a circulation of more than 20,000 worldwide.

International conferences and events feature members and their contributions to the organization and the industry.

Stay Motivated and Stay Inspired

Any venture worth pursuing will be challenging along the way. It is important to be proactive about things you discover on the journey. Joining NEWH will keep you in tune with today and inspired for the future as you engage in many of the local and international events focused on building a stronger future for the hospitality industry!

Give Back to Your Community

Participating on a Chapter Board or committee is a great way to grow your network and build lasting relationships you will value for business and friendship, while raising funds for the mission of scholarships.

Participating and/or attending events and programs allows you to stay in touch while giving back to the industry you remain passionately committed to.

Giving back is invaluable. With NEWH you can become a part of something that enhances your career while working towards a brighter future for everyone.

NEWH Partnerships

NEWH has built strategic alliances and partnerships to benefit its members and the driving mission of education, networking and raising scholarship funds for students pursuing careers in hospitality.

Corporate Partners

NEWH Corporate Partners are primarily comprised of manufacturers that produce products for the hospitality industry. These relationships are important to support the financial stability of NEWH.

Corporate Partners allow NEWH to keep dues at an affordable rate, host in-person International Board of Director Meetings and support new membership initiatives.

NEWH has 3 levels of NEWH Corporate Partnership, ranging from \$18,000 to \$38,500 USD per year).

Green Voice

NEWH supports a focused educational initiative related to sustainability and the protection of our environment.

Green Voice Partners financially supports the needs related to resourcing credible talent and professional expertise that can deliver comprehensive knowledge about sustainability at international expositions and conferences.

NEWH includes the vision of our students through design competitions tapping into their creative design solutions that benefit the world of hospitality.

Media

NEWH Media Partners bring strength to the extensive international network with their vast reach into the market connecting with executives and professionals that lead the industry with innovative thought, influence, and action.

These partners provide NEWH and its members presence at international expositions, conferences, and trade fairs allowing NEWH the opportunity to spread their message and share initiatives that benefit the entire industry and those that support it. Many of these partners assist NEWH in promotion of its members and supporters through their globally renowned publications.

Brand Partners

Brand Partners lead the charge for bringing the highest level of education to our professional members. We provide live educational sessions that host the brand partners as they share pertinent information with a perspective on pipeline and design expectations related to the brand distinctions.

BrandED Program Partners are manufacturing companies that support this educational and networking initiative for NEWH. This program funds multiple scholarships per year presented at international events.

Design

NEWH is committed to acknowledging and promoting its member firms through programs such as Top Interior Designers (TopID), which celebrates its talented and innovative design professionals.

We are proud to promote our members throughout the world as leaders in design excellence with a heart for giving back to the hospitality community.

International

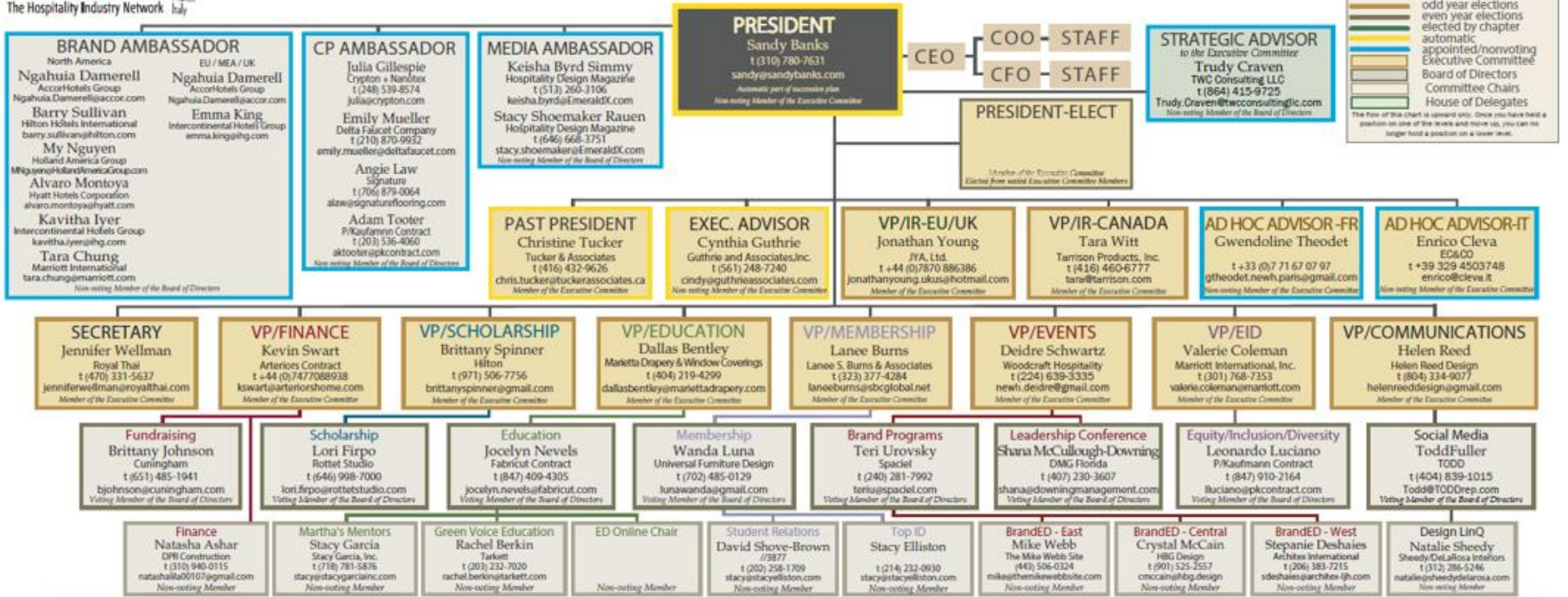
The strength of NEWH's network comes from the expansion of Chapters and regions to selective hospitality communities.

We align with International Partners that provide financial support and cultural guidance related to building these regions to support their businesses and local hospitality industry.

Organizational Chart



2024 Board of Directors Organizational Chart



Legend

- odd year elections
- even year elections
- elected by chapter
- automatic
- appointed/nonvoting
- Executive Committee
- Board of Directors
- Committee Chairs
- House of Delegates

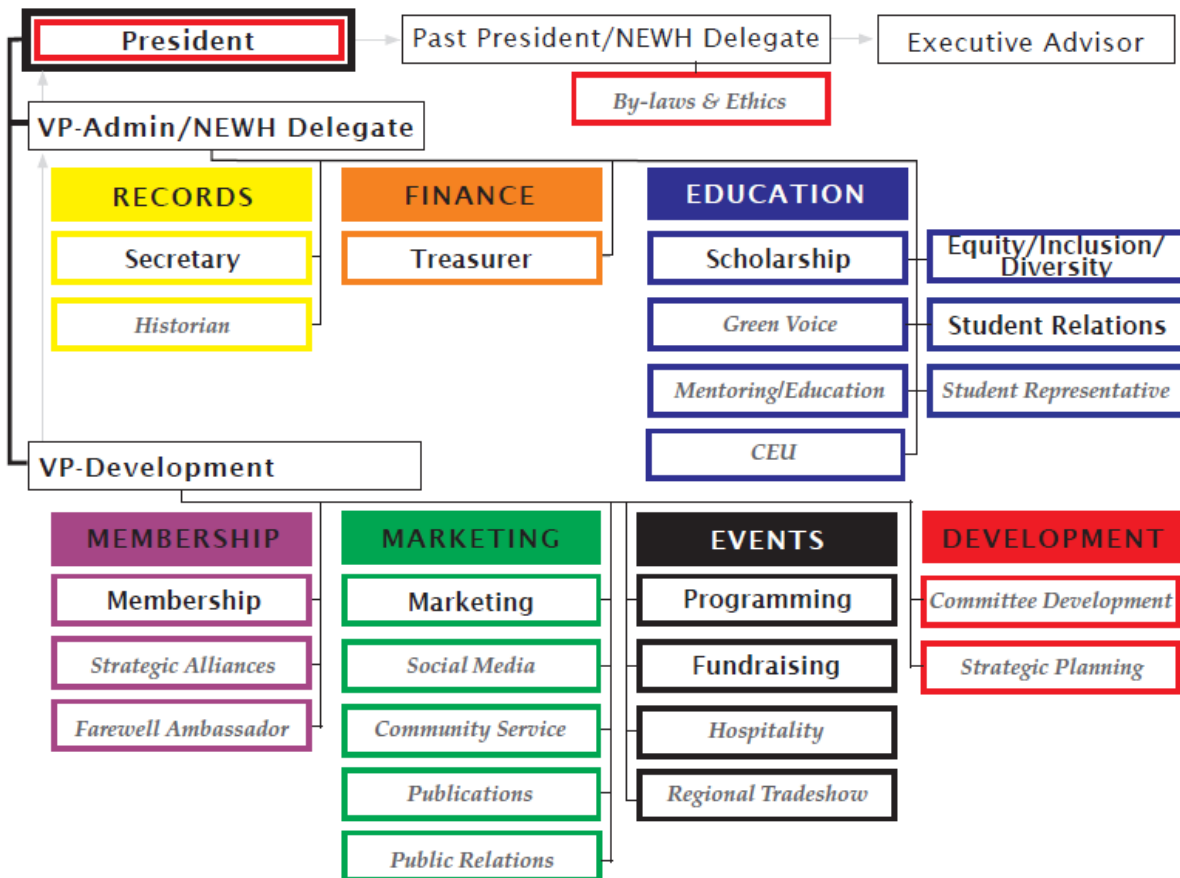
The flow of this chart is upward only. Once you have held a position one year of the time and more so, you can no longer hold a position on a lower level.

HOUSE OF DELEGATES

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NEWH, Inc. Chapter Board of Directors Organizational Chart

NEWH, Inc. Chapter Board of Directors
Organizational Chart



Understanding the Chapter Board Succession Plan

NEWH has a succession plan policy in place for Chapters to follow. Succession planning ensures knowledge and stability for the Chapter and follows the NEWH Board model. The **VP/Development, VP/Administration, President, Past President, and Executive Advisor** positions are part of the succession plan - beginning with the VP/Development position which is elected.

Each position is a one-year term, which means when you accept to run for VP/Development you are making a 5-year commitment to your Chapter. *No person shall serve on the Board more than ten (10) years.*

The **VP/Administration** and **Past President** will also serve as the Chapter's **NEWH Delegate**.

**NOTE: In the UK, the delegate position is a floating position for a Board member can attend the IBoD meeting in the U.S.*

Board Positions

Executive Committee (1 vote each, unless indicated)

- President* (no vote, unless tie)
- VP-Administration/NEWH Delegate*
- VP-Development
- Secretary
- Treasurer
- Past President/NEWH Delegate*
- Executive Advisor* (no vote)

*Automatic positions are part of succession planning and begin at the VP/Development position, which is elected. After one year in the position, the person will move to the next level. This ensures knowledge and stability for the Chapter and follows the NEWH, Inc. Board model. All other positions are one-year positions, with a 2-year maximum per position.

Directors (1 vote each)

- Scholarship
- Equity, Inclusion, and Diversity
- Membership
- Programming
- Fundraising
- Marketing
- Student Relations

Chairs (no vote)

- Community Service
- Hospitality
- Internet Communication
- Public Relations
- Publications
- Green Voice
- Student Rep
- Other

Quorum = 50% of voting members +1

Email Vote: To be valid, the vote must be unanimous and have 100% participation/reply of all voting Board members.

Expectations of all Chapter Board of Directors / Regional Group Steering Committee Members:

- Read, understand, and agree to the following by signing:
 - [NEWH Code of Ethics, Rights and Responsibilities](#)
 - [NEWH Conflict of Interest](#)
 - [NEWH Code of Conduct](#)
 - [NEWH Travel Disclaimer](#)
- Understand that to serve in a leadership role in NEWH is a privilege and that actions represent and reflect upon NEWH.
- Through personal and professional conduct, uphold and maintain beyond reproach the dignity of NEWH.
- Avoid compromising the interests of NEWH. for personal/professional benefit.
- Maintain confidentiality in all confidential matters.
- Foster Equity and Inclusion to support Diversity in all NEWH. programs.
- Be informed about the mission, services, policies, and programs of NEWH and the Chapter.
- Be familiar with Chapter finances, budget, and financial/resource needs.
- Understand the policies and procedures of NEWH.
- Be alert to community concerns that can be addressed by NEWH mission, objectives, and programs.
- Help communicate and promote NEWH mission and programs to the community.
- If a vacancy occurs between elections, Chapter Board members may recommend an NEWH member to fill the vacancy, upon which a motion is made and voted on.
- Ensure all records, correspondence, and other collateral materials are maintained to be passed along to the successor in the role as part of the Board of Directors' knowledge transfer process or turned over to the Chapter President and/or NEWH, Inc. Office if there is no immediate successor.
- Attend Chapter Board Orientation / Training / Strategic Planning as required/requested.
- Attend and participate in Chapter Board meetings and IBoD committee meetings on a regular basis.
 - Study agenda and supporting materials prior to Board and committee meetings.
 - Keep the “personal” out of Board and committee meetings and focus on the “greater good” for the Chapter and for NEWH.
- Attend Chapter events.

The Board/Chapter – NEWH, Inc. Staff Relationship

Consider it a partnership, alliance, collaboration between Chapter Boards and the NEWH, Inc. staff to achieve the goals of NEWH.

How to be a Valuable Board Member

- Promote NEWH, Inc. to others; understand the mission/history.
- Understand roles and responsibilities; hold others accountable.
- Live your role and responsibilities; hold yourself accountable.
- Stay in your lane.
- Cross over lanes when asked.
- Come prepared (review agenda and supporting documents).
- Treat information and discussions as “confidential.”
- Be curious about different perspectives/practice teamwork.
- Consensus means “I can live with it” and will support it as a team.

Committee Do's & Don'ts

Do:

- Choose members carefully, include non-Board members for committee service (If you need help recruiting, conduct a member talent survey – contact the NEWH, Inc. Office for info).
- Distribute committee assignments evenly across the Board so all members are involved.
- Give goals and provide follow-up communication/connect with committee members on an ongoing basis to ensure success.
- Get approval from the full Board before making important decisions.
- Write committee reports providing info to the Board.

Don't:

- Create committees that are too large to be effective.
- Treat non-Board members as outsiders.

Celebrate your success, highlight your Board members, and thank them! Be sure to post your Board/committee volunteers on Facebook, Instagram, LinkedIn.

Board Financial Responsibilities

- The Board should carefully review all financial reports as they have a fiduciary responsibility for all Chapter finances.
- The treasurer will present a financial report for the previous period at each monthly meeting.
- The Board should prepare, propose, and vote to approve an annual budget. Chapters should not be spending money until a budget has been approved.
- The approved budget should be included with the [Chapter Business Plan](#) and turned in to NEWH, Inc. Office by end of February. The business plan template can be found on NEWH website.

Financial Notes

All Chapters have two (2) bank accounts – Administrative and Scholarship. Checks are ONLY written from the administrative account. Checkbooks are held at the NEWH, Inc. Office on the Chapter's behalf. Scholarship dollars are NOT to be co-mingled with administrative funds. Funds transferred from the scholarship account to the administrative account to cover the expenditure(s), please contact Susan Huntington with the approved transfer amount and she will complete the bank transfer for you.

NEWH, Inc. holds a Chapter credit card for all Chapters to utilize to pay expenses (no fee). This ensures that vendors are paid promptly, and Board members are not using personal finances to pay NEWH expenses. Please submit Chapter requests to Susan Huntington at NEWH.Finance@newh.org.

State compliance is conducted through the NEWH, Inc. Office. Please check with the NEWH, Inc. Office if your Chapter is tax-exempt, we are NOT tax exempt in all states.

Reimbursement

Reimbursement Requests

All reimbursement requests need to be submitted within 60 days and accompanied by receipts. These expenditures are to be approved by the Board of Directors and are inclusive of two signatures. *This policy holds true for any reimbursable delegate travel to International Board of Directors meetings.* After 60 days it is considered a charitable donation and NEWH will provide a tax-deductible receipt.

Delegate Reimbursement

NEWH has a very conservative travel reimbursement policy.

NEWH will cover ½ of the NEWH, Inc. Board Members and Chapter Delegate's airfare and ½ of their room expense for two (2) nights max to attend regularly scheduled Board of Directors meetings (if these expenses are not being covered by their business). Chapter covers the other half of airfare/lodging and includes it in annual budget. Room rates are based on double occupancy with qualified Board members.

Please note: There are caps on airfare and lodging based on location – Delegates are informed of the caps in the meeting announcement sent by NEWH. NEWH will reimburse up to \$50 of additional approved expenses with receipt. An approved expense is transportation or meals (no alcohol).

If, in your normal course of business, you will be attending (or exhibiting at) an event, you should only request the appropriate portion of one-night's lodging and no airfare.

Programming Director Job Description

The Programming Director is a **voting** position.

Purpose:

Create, plan, and implement program event(s) that will attract disciplines of the hospitality industry, resulting in raising the profile of NEWH, Inc. and in promoting membership.

What is the difference between a Program and a Fundraising Event?

There is a difference between a Program and a Fundraising Event.

Program: The purpose of a program is to develop relationships and build membership in a more business type setting. A program occurs when you have a speaker, a panel discussion, or a tour. If industry members find your event informative and educational, it is a program. A **program should cover its costs** and maybe have proceeds of 5-10%.

Fundraiser: The mission of a fundraiser is to be profitable and make money for Scholarship and Education. Optimally, Chapter **proceeds should target 40% net proceeds**. If upon developing a fundraiser, your anticipated proceeds are lower than 25%, it should be tweaked or cancelled. Examples of fundraisers are golf tournaments, bowling tournaments, galas, etc.

Happy Hour events are neither a program or a fundraiser as they are not required to have any proceeds, no speakers or tours are necessary. You have not contracted with a venue to provide a special room, etc., for a Happy Hour type event.

Major Responsibilities (see [Task List](#) for More Details):

- Form Programming Committee to plan and implement program events for the Chapter.
- Collaborate with others on Programming Events:
 - Membership Director to coordinate and implement at least one Chapter event as a “membership drive.”
 - Student Relations Director to coordinate and implement at least one Chapter event to focus on students.
 - Scholarship Director to coordinate and implement a Chapter event recognizing scholarship recipients.
 - Education Director to coordinate and implements Chapter events that are educational in nature, such as hotel tours, speakers on panels on topics of interest, Green Voice events, etc.
 - EID Director to ensure that the event aligns with the best practices in Equity, Inclusion and Diversity.
 - Green Voice Chair to promote sustainable practices in events.
 - BrandEd Team when a BrandEd event is held in the Chapter’s geographic area.
 - Participate in communications with IBoD Director/Programming as required/requested.

Length of Term

- The Fundraising Director position is a one-year position, with a two (2) term maximum.
- No person shall serve on the Chapter Board more than ten (10) consecutive years.

Accountability

- Reports to Vice President/Development, Chapter President, and NEWH, Inc. Office.
- Attendance expected at all required meetings/events.

For Those Who Have Positions Reporting to Them:

As the Programming Director, you oversee the following Chair positions:

- Hospitality
- Regional Tradeshow

You should:

- Provide oversight of the position to ensure NEWH, Inc. mission, standards, and practices are maintained and followed.
- Have a clear understanding of the job description for the position and how they contribute to the overall success of the Chapter and NEWH, Inc.
- Have a clear understanding of the Chapter's strategic plan and the primary goals for the position.
- Empower and support the members in the position in their managing their role.
- Maintain communication with the member in the position to be aware of progress related to their role.

Outside Resources and Relationships

- Represent NEWH, Inc. and be aware of events being held by other industry organizations, businesses, and educational institutions.



Programming Director Task List/Timeline Overview

Timing	Category	Activity
Upon assuming the role	Leadership	In addition to the following and for a complete overview, go to the NEWH Programming Guidelines document.
Prior to Planning / Calendaring	Programming Committee	Form a Programming Committee.
As needed prior to the event	Programming Committee	Lead Programming committee meetings and participate with emails as needed.
During Planning / Calendaring	Planning for Events	Review plans and budget to Chapter Board for review / approval as appropriate.
During Planning / Calendaring	Planning the Event	Plan the event. <ul style="list-style-type: none"> Select the theme, date, venue, details of the event. Establish the event budget, sponsorships levels, admission fees. See NEWH website for details – Programming Fundamentals - With the Programming Committee, Plan the Event.
During Planning / Calendaring	Planning the Event – Contracts, Certificate of Insurance, and Special Considerations	All events require a Certificate of Insurance while some events require special considerations such as contracts to be signed, waivers of liability, waivers for donations, etc. <p>See NEWH website for details – Programming Fundamentals – Special Considerations.</p>
During Planning	Designing Event Materials	Follow these NEWH Logo/Branding Guidelines . If you have any questions on the logo policy, please contact the NEWH, Inc. Office.
October while company budgets are being set / At least 6 months before the Event	Sponsorships	Enlist sponsors to underwrite the event Establish sponsorship levels. <ul style="list-style-type: none"> Market sponsorships to potential sponsors. Sign up the Sponsors. See NEWH website for details – Programming Fundamentals – Enlist Sponsors to Underwrite the Event.
During Planning	Ticket prices	Set ticket prices. <ul style="list-style-type: none"> Have a difference in ticket price being a member vs. nonmember. Manage Courtesy Tickets for Corporate Sponsors who are interested in attending the event. See NEWH website for details – Programming Fundamentals – Set Ticket Prices.
During Planning	Marketing the Event	Market the Event. <ul style="list-style-type: none"> Coordinate with Marketing Director, and the Public Relations, Publications, and Social Media Chairs for maximum press coverage opportunities such as Chapter social media, newsletter, etc. Submit date to NEWH, Inc. Office for inclusion on website. See NEWH website for details – Programming Fundamentals – Market the Event.
2-3 days lead time to NEWH, Inc. Office 4-6 weeks prior to the event	Save the Date Invite	Prepare / send the “Save the Date” invite. <p>See NEWH website for details – Programming Fundamentals – Prepare/send the Save the Date Invitation.</p>

3-4 weeks prior to the event	Event Invite	<p>Prepare / send the Event Invite.</p> <ul style="list-style-type: none"> • Prepare the Event Invite. • Establish ticket prices, member vs non-member. Alert NEWH, Inc. Office to set up online RSVP/payment, promotions. • Broadcast invitation with all event specifics 3-4 weeks prior to the event with necessary RSVP information. <p>See NEWH website for details – Programming Fundamentals – Prepare/send the Event Invitation</p>
Prior to the Event	Reminding Chapter Members about an Upcoming Event	<p>Reaching out to Chapter members to remind them about an upcoming event is important! Following is an example of the Washington DC Chapter's approach with a Communication Committee using a Core Group Approach and then using that Communication Committee to Remind Membership about an Important Event.</p>
At the Event	At the Event	<p>At the Event.</p> <ul style="list-style-type: none"> • Recognize Corporate Sponsors and Event Sponsors. • Badges / Check-in Table. • The Program. • NEWH, Inc. Liquor Policy. • Event Photo Release / Attendance / Refund and Cancellation Policies. <p>See NEWH website for details – Programming Fundamentals – At the Event.</p>
After the Event	After the Event	<ul style="list-style-type: none"> • Thank sponsors and the committee. • Provide a Results of Activity Report to Board to the NEWH CFO (Susan Huntington) at the NEWH, Inc. Office within 45 days after the event. <p>See NEWH website for details – Programming Fundamentals – After the Event.</p>
As Required	Leadership	Attend Chapter Board Orientation / Training / Strategic Planning as required/requested.
As Required	Leadership	Participate in communications with IBoD Director/Programming as required/requested.
Monthly	Leadership	Attend monthly Chapter Board meetings.
At Events	Leadership	Attend Chapter events