

EVP Search Committee Progress Update No. 2 – May 16, 2024

The purpose of this update is to advise the Board of Directors regarding the activities that have been, and are planned to be, conducted by this Committee relative to determining the search process and conducting the search to identify qualified candidates for the EVP position pursuant to the Committee’s charge. It does not represent a formal report by the Search Committee to the Board. The official reports of this Committee’s work will be provided and discussed as is normal for any and all committee reports at meetings of the Board of Directors, and they will therefore be a part of the meeting proceedings books that are distributed to Board Members subsequent to each Board meeting.

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Since the issuance of Interim Progress Report No. 1, the EVP Search Committee has met on April 13th, April 27th and May 11th; all in Atlanta, Georgia. In addition, there have been two conference calls on April 1st and April 22nd.

At the April 13, 2024 meeting, Past Presidents and the current President were invited to attend to provide input regarding the qualifications and responsibilities for an NRA EVP. Two Past Presidents and the current President participated in individual and confidential sessions with the Committee.

At the April 27, 2024 meeting, all NRA Board Members were invited to attend and provide input regarding the qualifications and responsibilities for an NRA EVP. In addition to the members of the Committee, 10 Board Members and NRA EVP Andrew Arulanandam attended. Seven Board Members participated in individual and confidential sessions with the Committee. All Board Members present and EVP Arulanandam then attended the open session of the Committee and participated in discussions.

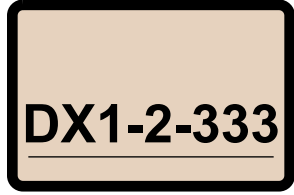
The Committee proposed to those in attendance at the April 27th meeting to use an adaptation of the Board Candidate Questionnaire as a basic means to gather information about prospective candidates. This idea was also mentioned in Interim Progress Report No. 1. The Committee notes that in and of itself the questionnaire does not contain nearly sufficient detail to support any candidacy for EVP. To be successful, candidates must provide extensive additional information.

Input was also sought and received regarding the list of EVP Qualifications and the candidate interview process proposed in Interim Progress Report No. 1. The Committee is appreciative of all suggestions received and welcomes additional suggestions from Board Members and other NRA members.

Based on this input, the list of candidate qualifications was adjusted to add additional relevant characteristics. It is also noted that the outline of the interview process has been refined based on Board Member input. These adjusted items accompany this report as separate documents.

The **EVP Candidate Selection and Interview Process** accompanies this report as **Attachment 1**.

The **NRA EVP Candidate Qualifications** accompanies this report as **Attachment 2**.



Attachment 1**EVP Candidate Selection and Interview Process**

Considering the importance of the EVP to the successful operation of the NRA, and understanding the unique skill set such a person must possess, it is not unreasonable to anticipate that it will take many months to identify, recruit, fully vet, and hire an appropriate individual to fill this position.

The names provided to date by Board Members, by other NRA members, and including names submitted by or on behalf of non-members constitutes an initial pool of candidates that is the most reasonable place to start the candidate selection process. The qualifications of those in this pool will be initially reviewed by the Committee.

To provide a balance and basis for comparison against Board Member identified candidates, advertising in appropriate venues and publications may also be utilized.

Again, considering the unique nature of the NRA, and given the expense associated with using an outside search firm, it is a less desirable option but may be recommended if needed and if a search firm can be identified that can demonstrate it can generate candidates who have serious potential to satisfy NRA's unique needs.

For candidates meriting further review, completed questionnaires, detailed resumes, and other supporting documentation will be solicited and obtained. Particular attention will be paid to materials that demonstrate their abilities as a CEO in general, and their level of commitment to the NRA and its multifaceted mission, along with other relevant accomplishments and capabilities.

For candidates who clear this level of review by the Search Committee, background checks and additional appropriate investigations will be conducted.

Candidates from this pool meriting further consideration will be invited individually to come to NRA HQ for one or two days. They will be given an initial orientation to NRA and have opportunities to meet with key NRA staff. The Search Committee will meet with each candidate to discuss and make clear the Board's expectations for the EVP position, and the responsibilities, burdens, and risks associated with it.

This process may result in one or more candidates choosing not to pursue the position.

Should the candidate(s) wish to continue, on separate days (for each candidate), they would be invited to attend for a day during a Board Meeting week. Board Members interested in meeting the candidates would be authorized travel and housing for early arrival for this meeting to accommodate this opportunity. This format gives multiple opportunities for informal in-person discussions by Board Members with the candidates.

There will be a candidate forum during each candidate's individual visit to make a presentation on an assigned topic to Board Members. There will be opportunities for Board Members to ask questions of the candidate about the presentation. After the forum, an informal gathering can be held to give further face-to-face opportunities to get to know the candidate.

Board members will be asked to complete a rating sheet for each candidate and submit them for review. The rating sheets will be tabulated and the consolidated results for each individual candidate provided to the Nominating Committee.

Based on the rating sheet scoring, a finalist will be identified. This finalist will be invited to appear before the Nominating Committee in closed session for a final interview. The Nominating Committee will then issue its report and recommendation to the Board regarding the candidate.

The Board will then discuss and vote on the recommendation from the Nominating Committee.

Attachment 2

NRA EVP Candidate Qualifications

Overview

Any candidate for the position of Executive Vice President of the National Rifle Association of America must be an NRA Member who would be eligible for election to the Board of Directors per the Bylaws of the Association. The candidate must possess the skill set and characteristics applicable to any CEO of any organization, particularly concerning both 501(c)(3) and 501(c)(4) entities. Specific to the EVP position, the candidate must understand the core mission of the NRA and the vision that this mission fulfills. The candidate must be a firearms owner and user with substantial (but not expert) knowledge regarding firearms, the shooting sports, hunting, the firearms industry, and current laws and regulations applicable to these several things. The candidate must be rock solid and unswerving in supporting the Second Amendment. Finally, the candidate must understand and accept the potential loss of privacy, verbal abuse by those hostile to the NRA and the risk of physical harm, not only to themselves but potentially to family and property; all of which are inherent risks attached to the position of NRA EVP.

Qualified candidates must also have a record of performance that demonstrates the following:

Integrity, Ethical Behavior and Trustworthiness

The NRA is committed to walk the principled path and never stray from it. On behalf of the Members of the Association, the Board of Directors is resolute that all Board Members, all Executive Council Members, and all NRA employees will conduct the activities of the Association in a transparent, ethical, and forthright manner. All NRA Policies and Procedures must and will be enforced upon all parties to which they apply. They will be administered impartially and without favoritism.

Any evidence that any candidate for EVP has conducted themselves in a manner contrary to the above standard is immediately disqualified for the EVP position.

<https://home.nra.org/corporate-ethics/> <https://app.mycompliancereport.com/report?cid=NRAA>

Leadership Skills

Candidates must have shown that they:

- Can lead from the front.
- Have appropriate managerial experience at multiple levels.
- Have demonstrated that they have organizational skills.
- Have assembled and led high performing teams.
- Are inspirational leaders.
- Are approachable, adaptable, and flexible.
- Have empathy with and for employees, Board Members, and volunteers.
- Can cultivate employee engagement and collaboration.
- Are respectful of personnel at all levels.

- Are open-minded and receptive of input from staff and Board members.
- Are not afraid to ask for help.
- Are decisive.
- Can make uncomfortable but necessary choices.
- Can deal with crises.
- Can be proactive to avert crises.
- Can manage ambiguity.
- Are comfortable in public speaking.
- Are engaged in our political system.
- Clearly understand the difference between the policy-setting responsibility of a Board of Directors and the implementation responsibilities of staff.
- Are skilled at debate.

Fiscal Skills**Candidates must have:**

- Appropriate general business acumen.
- Appropriate knowledge of how the general business environment might affect NRA operations.
- Appropriate human resources acumen.
- The ability to recruit and retain loyal and productive personnel.
- Appropriate financial acumen.
- The basic ability to read and understand traditional financial statements.
- The ability to analyze and make operational changes based upon information from internal managerial financial statements.
- A focus on cash flow.
- The ability to make decisions based on fact and not emotions or guesswork.

Strategic Skills**Candidates must have:**

- A focus on the future (with an understanding of the past as relates to the NRA).
- The ability to envision future opportunities and threats.
- A big-picture long-term focus on organizational mission and fulfillment of the organizational vision.
- A commitment to sustained growth for the NRA.
- An understanding of the concepts of long-term risk and long-term return.
- The ability to visualize potential outcomes resulting from ideas generated by original and creative thinking.
- The willingness to capitalize on opportunity.
- A demonstrated ability to develop and implement a business plan, with a necessary degree of flexibility.
- The ability to devise strategies based on facts and not emotions

Communications Skills

Candidates have demonstrated that they:

- Can communicate clearly and appropriately to a variety of audiences and stakeholder groups.
- Can create a climate of openness that fosters beneficial, two-way communications.
- Have used multiple methods of communication successfully for fund raising and other purposes.
- Are comfortable in both one-on-one meetings and before large audiences.
- Are experienced in communicating with a Board of Directors.
- Have experience with major news media including radio and television interviews and press conferences.
- Have a working knowledge of social media, livestream, and podcasts.
- Are sincere and that they speak the truth.

Other Skills

Candidates must have examples that they:

- Are decisive.
- Are resilient.
- Are optimistic.
- Are open-minded.
- Have a positive mindset.
- Are driven to succeed.
- Can learn from and overcome failure and defeat.
- Are a life-long learner.
- Possess a sense of humor.

Specific Requirements for the NRA EVP position

Candidates must:

- Be an NRA Member eligible for election to NRA's Board of Directors.
- Have a demonstrated record of advocacy for the right to keep and bear arms.
- Work effectively with volunteers at all levels, including members of NRA's Board of Directors.
- Understand that the NRA operates like a legislature operating under a strong committee system and not as a conventional Board of Directors.
- Accept and carry out directives received from the Board of Directors via resolutions from Committees and the full Board of Directors.
- Be able to develop a strategic plan for the NRA.
- Work with NRA's committees to obtain input for NRA's strategic plan and obtain their support to advance the plan to the full Board of Directors for approval.
- Accept and make necessary changes in their personal lifestyle to address the inherent risks associated with the NRA EVP position.

- Accept and understand that it takes over \$1 million dollars per day, every day, to operate NRA and its affiliates and enable these entities to fulfill their roles in advancing NRA's Mission and Vision.
- Agree to an annual performance evaluation by an appropriate committee of the Board of Directors.
- Understand and agree that they are employed at the will of NRA's Board of Directors.
- Understand that annually they must stand for election to the EVP position per the requirements set forth in the Bylaws of the Association.
- Understand that the success of NRA's advocacy of the individual right to keep and bear arms is dependent upon the election of pro-gun candidates at the federal, state, and local levels and in all three branches of government (i.e., Executive, Legislative, and Judicial).
- Understand the important role of NRA's Firearms Civil Rights Defense Fund in litigating firearms matters, as well as its role in advancing firearms law scholarship.
- Harness the synergies between the NRA Community Engagement Programs, and the NRA Foundation, the Whittington Center, and the three NRA Museums to make clear that private firearms ownership, hunting, target shooting, and self-defense are lawful and proper activities representing "Mainstream America."
- Advocate and fund NRA's School Shield and Community Shield programs.
- Expand efforts by NRA's Freedom Action Foundation to ensure gun owners register to vote, and to motivate them to vote to elect 2nd Amendment advocates and defeat its opponents.
- Understand that while efforts by NRA-ILA and its personnel to obtain enactment of pro-gun legislation is the best and most cost-effective solution and is the avenue of first resort to advance firearms rights, if the votes to do so are not present, litigation by NRA-ILA is necessary.
- Understand the importance of and the need to promote NRA's traditional education and training programs, youth safety (Eddie Eagle GunSafe® Program), NRA's on-line hunter safety and other on-line education programs and the NRA Foundation's Youth Hunter Education Challenge (YHEC), and the Youth Education Summit (YES).
- Be able to work productively with industry and industry organizations, as well as with other pro-Second Amendment organizations as appropriate and as consistent with fulfilling NRA's goals and mission.
- Advocate and fund NRA's hunting and wildlife conservation activities.
- Advocate the critical role that NRA's clubs and associations play in delivering both NRA's various programs and NRA's message of firearm freedom for all Americans.
- Understand and cultivate that NRA Clubs and Associations are a primary source of NRA grassroots volunteers and small dollar donors.
- Promote and advance the shooting sports, including amateur and junior competitions in marksmanship at the local, state, regional, national, international and Olympic levels.
- Embrace the fact that NRA exists for the benefit of its members and that our members **are** the NRA.
- Tirelessly promote to Americans of all ages and particularly young people and from all walks of life that membership in the NRA is vitally essential to sustain the NRA as America's premier defender of freedom.
- Act to expand the number of NRA members in the ranks of hunters, collectors, competitors, Second Amendment constitutionalists and all Americans who own and use firearms for lawful purposes.