



2025 Board of Directors Election

Candidate Information Guide

Note:

This Candidate Information Guide has been prepared to help prospective candidates navigate the nominations process. We have tried to keep it to only the most relevant information to keep the application process manageable.

If you would like to request any additional information about the election process, the role of the Board, or really anything about the USBG that will help you to make your candidacy decision, please do not hesitate to email nomcom@usbg.org. We are here to support you through this process!

Table of Contents

TABLE OF CONTENTS	3
LETTER FROM THE NOMINATING COMMITTEE	4
ABOUT THE USBG	5
ABOUT THE USBG BOARD OF DIRECTORS	6
USBG DIRECTOR AND OFFICER CANDIDATE QUALIFICATION POLICY	7
APPLICATION DETAILS	8
APPLICATION TIMELINE AND PROCESS	8
APPLICATION SECTIONS	8
FREQUENTLY ASKED QUESTIONS FOR PROSPECTIVE CANDIDATES	9
WHAT IS THE BOARD OF DIRECTORS AND WHAT DOES IT DO?	9
WHAT DOES THE BOARD OF DIRECTORS NOT DO?	9
HOW MUCH TIME WOULD I NEED TO PUT INTO SERVING?	9
WHAT ARE THE FIDUCIARY (LEGAL) RESPONSIBILITIES OF BOARD MEMBERS?	10
DOES THE USBG CARRY DIRECTORS AND OFFICERS (D&O) INSURANCE?	10
HOW ELSE CAN I MAKE UP MY MIND WHETHER OR NOT TO RUN?	10
WHEN WILL ELECTIONS BE HELD?	10
OK, I'VE DECIDED TO RUN! NOW WHAT?	10
ARE THERE ANY RULES WITH REGARDS TO CAMPAIGNING?	11
IT SOUNDS LIKE A BIG STEP!	11

Letter from the Nominating Committee

Dear Prospective Board Candidate,

We're thrilled to invite you to be a candidate for the 2025 National Board elections. The 2025 election will seat three (3) Board Members for the January 2026 – December 2028 term.

Our selection process starts by assessing the Board's skills and aligning them with our strategic goals. This year, we're looking for candidates experienced in strategic partnerships, digital marketing, chapter management, and/or legislative advocacy.

Furthermore, the Nominating Committee is dedicated to enhancing the diversity of experience and perspective represented on the Board. We have taken comprehensive measures to ensure that the current Board is well-balanced in terms of occupational and social identity. However, we acknowledge that there is room for further enrichment in areas of ethnic/ancestry representation, immigration background, and more. We believe that your background could offer valuable insights that would contribute to a more inclusive representation.

Should you be interested in joining the candidacy process, we would be delighted to discuss this opportunity with you further. Your passion for the industry, combined with your demonstrated expertise, aligns perfectly with our mission to elevate the USBG community. If you are willing, we would like to initiate a conversation to explore how your skills and aspirations could align with the goals of the USBG.

We're excited about the possibility of having you onboard and contributing to the USBG's journey. Once you submit an application, we may will reach out to schedule a 15-30 minute phone call with you. If you would like to talk with us before you apply, do not hesitate to reach out to nomcom@usb.org

Best regards,

USBG Nominating Committee

nomcom@usb.org

Kim Haasarud, Chair

Reza Esmaili, Vice Chair

Anu Apte

Bob Dagostino

Ingrid Rodriguez

Jarrette Moore

About the USBG

Our **vision**: Bartending is a respected and fun occupation in a healthy environment that builds a hub for community.

Our **mission** is uniting and elevating the bar industry through education, community, and advocacy.

The **values** that guide all we do are Service, Tradition, Integrity, Camaraderie, and Sharing Knowledge.

The **moral owners** to whom the Board feels accountable are Members and the primary **beneficiaries** of our services are bartenders and hospitality professionals interested in bartending-related skills, networking, and careers.

The primary **operational concepts** we will follow to fulfill our mission include empowering local and national hospitality communities to define and deliver member-driven, community-oriented, comprehensive educational content in the concept areas of bartending, bar management, cocktail and beverage alcohol service and production and be the premier non-profit, hospitality-centered provider of that content.

The major **general functions** and the approximate percentage of total effort that is expected to be devoted to each are Educational (40%), Membership Engagement (30%), Governance/Leadership (15%), and Community Engagement/Charitable Programs (15%).

About the USBG Board of Directors

Governing Style. The Board will approach its task with a style that emphasizes outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of Board and staff roles, and proactivity rather than reactivity. In this spirit, the Board will:

- Enforce upon itself and its members whatever discipline is needed to govern with excellence. Discipline shall apply to matters such as attendance, respect of clarified roles, speaking to management and the public with one voice and self-policing of any tendency to stray from the governance structure and process adopted in these Board policies.
- Be accountable to its stakeholders and the general public for competent, conscientious and effective accomplishment of its obligations as a body. It will allow no officer, individual or committee of the Board to usurp this role or hinder this commitment.
- Monitor and regularly discuss the Board's own process and performance, seeking to ensure the continuity of its governance capability by selection of capable directors, orientation of directors, Board training, and Board evaluation.
- Be an initiator of policy, not merely a reactor to staff initiatives. The Board, not the staff, will be responsible for board performance.

Board Job Description. The job of the Board is to lead the organization toward the desired performance and assure that it occurs. The Board's specific contributions are unique to its trusteeship role and necessary for proper governance and management. To perform its job, the Board shall:

- Determine the mission, values, strategies and major goals/outcomes and hold the ED accountable for developing tactical and operational staff plans based on these policies.
- Determine the parameters within which the ED is expected to achieve the goals/outcomes.
- Monitor the performance of the organization relative to the achievement of the goals/outcomes within the executive parameters.
- Maintain and constantly improve all on-going policies of the Board in this SPM.
- Select, fairly compensate, nurture, and evaluate annually an ED, who functions as the Board's sole agent.
- Ensure financial solvency and integrity through policies and behavior.
- Require periodic financial and other external audits to ensure compliance with the law and good practices.
- Evaluate and constantly improve our Board's performance as the governing board and set expectations for individual involvement as volunteers.

USBG Director and Officer Candidate Qualification Policy

The USBG Nominating Committee may only nominate candidates to the USBG Board of Directors who meet the following standards of qualification. The Board of Directors may only appoint Officers who meet the following standards of qualification. Directors and Officers on the USBG National Board of Directors must:

- Be USBG Members in good standing
- Not be in a substantial conflict of interest resulting from an affiliation with any enterprise that is in competition with the USBG
- Disclose any potential conflicts of interest in accordance with the [USBG Conflict of Interest Policy](#)
- Resign from any USBG Chapter Director or Officer position within 12 weeks of election or appointment to the National Board of Directors
- Refrain from standing as a candidate for Chapter Board and Regional Council Representative positions while serving on the National Board of Directors
- Be willing to commit to the minimum term requirements of the position
- Have computer and internet access
- Have proficient written and verbal communication skills
- Have experience and success in managing regular email communications and conference call scheduling
- Be familiar with the USBG Bylaws
- Be available to volunteer for the USBG an average of 2 hours per week and occasionally up to 5 hours per week for Directors, and an average of 5 hours per week and occasionally up to 10 hours per week for Officers
- Be available to attend and assist in events
- Be willing and able to comply with [USBG Attendance](#) and [Board Accountability Policies](#)

Application Details

Application Timeline and Process

Important Date(s)	Description
September 2, 2025	Candidate Applications Available
October 20, 2025	Candidate Application Deadline
October 21, 2025	Candidate Vetting Process by Nominating Committee Begins
September 2 - October 26, 2025 if needed	Candidate Interviews with Nominating Committee
October 27-30, 2025	Final Slate of Candidates Announced
November 1 - 15, 2025	Member Voting Period
November 18, 2025	Tentative Date for Announcement of Election Results
December, 2025	Orientation for New Board Members
January 4-7, 2026	Elected Board Members Seated and Onboarded, Full Board Retreat

Application Sections

The **application for candidacy** will ask for the following information:

- Personal Information such as name, address, and resume for upload with an option to upload two recommendation letters.
- Question and Answer (approx. 250 words per question if applicable)
 - An association is defined as "a group of people who voluntarily come together to solve common problems, meet common needs, and accomplish common goals." In your opinion, what common solutions, needs, and/or goals are most pressing for bartenders right now?
 - What skills and strengths do you bring to the table when you join a group as a volunteer?
 - Please describe any past or present involvement with USBG.
 - Describe any leadership experience you've had with other membership or not-for-profit organizations
- Short-form Candidacy Statement – if you are nominated, these 100 words or less will be included on the ballot for members to identify you
- Self-Assessment of your knowledge & expertise, your professional network, and core competencies
- Occupational identity questions – you may select “Decline to identify” for any questions you prefer to keep private
- Social identity questions – you may select “Decline to identify” for any questions you prefer to keep private

Frequently Asked Questions for Prospective Candidates

What is the Board of Directors and what does it do?

The Board of Directors is the governing body of the USBG. It is composed of nine (9) Directors, all Members of USBG, elected by Members, and appointed in accordance with the Bylaws. All Directors represent the Organization overall, rather than any special member subgroup.

As Will Rogers said, “Even though you are on the right track, you will get run over if you just sit there.” The Board of USBG should be strategic and visionary with its view toward the future of our Guild, rather than focusing solely on the short-term. Recently, the Board has focused on developing the USBG’s strategic plan.

By devoting time to focus on the big-picture vision of USBG, the Board will ensure that we adequately position our Organization for the maximum benefit of our Members. The Board governs the Organization, and delegates all operational duties to one employee, the Executive Director (ED).

The Board is responsible for ensuring Organizational performance on behalf of all USBG Members. This work includes: developing clearly stated expectations for the ED through written policies; delegating responsibility for, and authority over, the achievement of stated objectives; and monitoring ED compliance with written policies.

What does the Board of Directors NOT do?

The Board of Directors does not make decisions about, become involved with, or take part in, any of the day-to-day activities or decisions regarding the operation of USBG. The Board’s sole official connection to the operations of the Guild is through the ED, who in turn hires and manages the staff to run the Guild. For example, Board Members do not get involved in any of the ED’s decisions on programs or personnel matters, although the Board has developed policies to guide the ED in these and other operational areas, and it certainly reviews the ED’s reports on a regular basis.

How much time would I need to put into serving?

The Board holds regular meetings for two hours up to once per month, at which regular attendance is expected. Beyond this regular meeting, the time commitment for a Director typically averages out to 5-10 hours per week, including: preparation for regular meetings; specially called Board meetings; participation on Committees; Leadership Conference participation; and one weekend retreat each year. ***The retreat will tentatively be held January 4th through January 7th, 2026. If you are not available during that time, please consider applying next year.***

What are the Fiduciary (Legal) Responsibilities of Board Members?

As an elected Board Member, it is paramount that the following Duties are carried out diligently, to the proper execution of one's role as a sitting Member of the Board. One must keep these Duties in mind at all times in order to: make decisions that keep with the defining mission, or purpose, of the Organization; make judgements in good faith; and assure that the assets of the Organization do not unfairly accrue to the personal gain of any individuals.

- **Duty of Care** - Board Members must act in a manner in which they believe to be the **best interest of the Organization**, and with such **ordinary and reasonable care**, including reasonable inquiry, as an ordinarily prudent person in a like position would use, under similar circumstances, exhibiting honesty and good faith.
- **Duty of Loyalty** - This is a duty of faithfulness to the Organization. This means that Board Members must give their **undivided allegiance** to the Organization when making decisions affecting the Organization. In other words, Board Members cannot place personal interests above the interests of the Organization. Board Members should be careful to disclose even **potential** conflicts of interest, and should recuse themselves from deliberating, or voting, on matters in which they have personal interests.
- **Duty of Obedience** - This Duty requires Board Members to act in accordance with the Organization's Articles of Incorporation, bylaws, & other governing documents, as well as all applicable Federal & State laws, and regulations.

Does the USBG carry Directors and Officers (D&O) insurance?

The USBG carries indemnification coverage for Directors and Officers. Our current policy retains coverage for \$1 million per year.

How else can I make up my mind whether or not to run?

You may obtain additional information about serving on the Board of Directors by talking to a Member of the Nominating Committee or any of the current directors to get a personal perspective of what serving on the USBG Board is all about.

When will elections be held?

The final slate of Candidates for all positions will be announced on October 27-30, 2025. Voting begins on November 1, 2025 and ends November 15, 2025.

OK, I've decided to run! Now what?

Make sure your name is listed as a USBG Member in good standing, review the expectations of Board service, and contact the Nominating Committee (nomcom@usbg.org) with any questions you may have about Board service or election procedures. Follow the link to the application form on the next page, fill out the questionnaire, and upload your resume & references! If your application is endorsed by the Nominating Committee, your candidacy information will be made available to the Membership to empower them to make as an informed decision as soon as possible.

Are there any rules with regards to campaigning?

Once you have been formally nominated by the Nominating Committee, the following opportunities will be available to tell membership, in your own words, why you want to be elected to the Board of Directors:

- Information from your application will be posted on usb.org on the National Elections page
- The short form candidacy statement from your application will be listed on the ballot

Other policies relating to campaigning and candidate messaging are as follows:

- Campaign messaging should be limited to Members only and therefore will be exclusively hosted on usb.org and Board approved social media channels
- Do not campaign on social media channels other than Board approved social media channels, or via email
- Official communications about elections from the national office will be available to share via social media
- ***'Negative' Campaigning is a violation of the USBG Code of Conduct.*** Please stay positive in your communications
- The use of any member email lists is ***not*** permitted

It sounds like a big step!

Indeed it is, and a worthwhile one! As a Membership Association, USBG is only as strong as its Members. The Board has been a diverse group of people with a wide range of skills who have brought the Organization to where it is today –76 years and a vibrant Association that benefits our Members and their community.