



Executive Council Statement of Candidacy

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Name Marcia Howes

Big Red Number 30400

1. Please tell us a little about yourself, most importantly why you are interested in serving on the Executive Council.

I recently retired early after a 35+ year career in supply chain and executive business leadership (Honeywell, Ecolab, BJC Healthcare, Johns Manville, DaVita). I realize I have a surplus of time now and would love to share my experience with an organization that I greatly appreciate and benefit from as a devoted Airstream owner. I am a chemical engineer with both an MBA and MPH (Public Health) who has successfully led large teams (2000+) across chemical, specialty materials, and, most recently, the healthcare industry. I have been on numerous workplace and charitable boards providing both technical insights and business leadership. I am also a certified Gallup Strengths Coach (10+ years) so I am always finding ways for teams to maximize their potential using the diverse innate strengths of their members. In addition, I am a proud mother of four, grandmother of three, and devoted dog mom. My husband Kevin and I enjoy "life on the road" in "Roxy", our 30' International. I am confident that I could contribute in many ways to the Executive Council.

2. What is your passion for the Club?

Ever since I can remember, I had an Airstream nearby. This started as camping trips with my grandparents in the 70's; those same grandparents living in their Airstream in our PA driveway for extended periods in the 80's-90's; and now my own Airstream adventures for the last decade. We joined the Club as soon as we made our first purchase and I naively asked if I could get my grandparents BRN 142. Little did I realize this low number was reserved for officers (as my grandmother had been). Instead, I was able to get the number my grandfather had gotten when he first joined – so still special! We quickly fell in love with Airstream Club rallies and other adventures (across MO, IL, CO, AZ, NV, UT, NM, WY, SD, KS, PA, NJ, and more). "Roxy" is our fourth Airstream. We went from 16' to 23' to 25' and now our perfect size 30' (we need to be able to host those grandkids!). Just last year, my brother purchased his first Airstream as well. We are passionate about the breadth of experiences, amazing views, and deep camaraderie we gain by being a part of the Club.

3. What has inspired you to commit to a two (2) year term on the Executive Council?

The call for candidates inspired me to submit my name since I am free to commit to the two-year term and I feel my background would be a good addition to the Executive Council. In light of all the global supply chain challenges of the world and the need for members to know how to maximize performance, I am a great candidate. I recently finished a board commitment with a global charity and retired from my full-time career, so I am looking for ways to give back and build new relationships in areas of strong interest – Airstream-related is a perfect fit.

4. What areas of expertise would you bring to the Executive Council, and ultimately our membership? (E.g. Strategic Planning, Financial Management, Marketing, Leadership, etc.)

Areas of expertise include global supply chain management (planning, procurement, manufacturing,

logistics), executive business leadership, strategic planning, acquisition integration, QA/QC (quality assurance & control), EHS (environmental, health & safety), project management, financial/budget management, and most importantly team leadership. As a Gallup Strengths Coach, I have been able to leverage my teams' strengths and achieve great results in a wide array of areas – productivity, safety, customer service, waste reduction and cost savings. My top 5 Gallup Strengths are strategic, competitive, achiever, learner, and maximizer. Please feel free to check me out on LinkedIn for more details on my career and experience.

5. If you have served, or are serving on one or more professional, recreational, city/county/state, charitable or other volunteer board(s), how would you bring those experiences to the members of the Executive Council and how do you envision positioning the Club for continued and sustainable growth?

I have served on many boards. My experiences, combined with my love of the Club mission and my ability to quickly assess and address challenges and opportunities, would make me a valuable member of the Executive Council. We could continue advancing the Club's strategic plans, develop and achieve goals, and maintain a focus on the pulse of the membership. My experiences include:

- Johns Hopkins University, Chemical/Biomolecular Engineering Department Advisory Board – provide industry and executive leadership guidance to graduate and undergraduate programs
- Surge for Water, Board of Directors – developed growth and execution strategies for a not-for-profit focused on clean water, sanitation, and hygiene solutions
- Berkshire Hathaway Leveraging Spend Initiative, executive steering committee chairperson – identified/accelerated savings opportunities and best practice sharing for subsidiaries by leveraging volumes and buying power (>\$500M)
- MSS (regional Vizient) Board of Directors – directed and governed the healthcare group purchasing organization (>\$100M)
- Washington University & University of Missouri, Supply Chain Advisory Boards – provided industry guidance, project sponsorship, student mentoring and curriculum input
- BJC Healthcare, Capital Projects Review Board – provided supply chain input and approval for capital projects (\$1-100M)
- Hawk Creek Laboratory Board of Directors – guided strategic growth and successful sale \$15M manufacturer

6. What accomplishments related to a project, board, business life, or other activity achieved a positive change?

For most of my career, I was brought in to establish a new organization, merge organizations, and/or advance the performance of a team facing difficulties. I am extremely proud of the successes I have had in these roles. One accomplishment I am particularly proud of is the reduction of workplace injuries at a manufacturing facility of over 2000 people that I led in the Dominican Republic. Within 18 months, we were able to reduce injuries by over 90%. This was done through a combination of planning, preventing, and promoting safe behaviors, processes and environments. The smile on people's faces knowing that they were coming to work at a place where leadership cared about their well-being was the reward. I am also proud of the many more expected accomplishments I delivered as a supply chain leader – successfully integrating business acquisitions, driving supply chain performance improvement (costs, lead time, quality, customer service), developing talent within my team and watching them grow as individuals, and being a part of business leadership teams that grew businesses and performance in sustainable ways.

7. Where would you go to learn more about an alternative perspective presented to you, and from whom would you gather the information?

To learn more about an alternative perspective, I look for broad diverse sources of additional information. I look to my peers as well as those who are younger, older, from different backgrounds, and with different life experiences. I also do sound research using appropriate resources such as business journals, technical manuals, or blogs/literature. With "learner" as one of my top 5 strengths, it comes naturally to me to look for more information to understand the opinions and beliefs of others regardless of the topic. I am an active listener and love asking questions about how perspectives have

formed.

8. What strategies have you used to build consensus with those who held differing viewpoints?

As a leader of large and diverse teams, I have employed a number of strategies to build consensus among those of differing viewpoints. First, I always respect and listen to those views. Then I work with the team to understand what the pros and cons of each viewpoint are. I then work with the team to mutually discuss and develop what realistic options exist. Depending on the situation, I use this to develop potential paths forward and let the team vote to decide. I have certainly been in situations where a decision had to be pushed through by leadership.. I have also been in situations where deciding to pause and reflect on the various viewpoints has also been the best path forward. Usually, I use the diverse strengths of the team to see how I can help everyone feel like they had a say in the decision and that their viewpoint was respected.

9. Describe how you would create and ensure an inclusive environment.

My family includes multiple races, identities, and nationalities. I have lived in eight different states and overseas as an expatriate employee. I am very proud of this diversity and the experiences I have had. It has made me a much better person over the last 20+ years. As a result, I am very sensitive to the need for creating an inclusive environment that respects the opinions and differences of our members and their communities. As a leader, I have always proactively searched for diversity and inclusivity when building teams and soliciting input. As a Council member, I would uphold these values and take action if I saw any practices that worked against this mission. When making decisions, I would always solicit diverse input and opinion so that balanced decisions and approaches are achieved.

10. What do you feel is the single greatest opportunity for our Club? How would you work with the International Board of Trustees to expand the opportunity?

The new structure of the Executive Council is a great opportunity as it allows us to enlist a new group of talented leaders with skill sets that can keep the club growing and vibrant. Together we can create further opportunities by identifying and addressing membership needs, advanced technology, and future trends. I think our partnership with Airstream manufacturing and R&D is an additional opportunity to explore further. Our membership brings user-experience and knowledge that is necessary for them to advance their mission and products. Overall, the Club can expand member loyalty and cohesiveness with events and benefits that meet the needs of the broader community. As noted in the next question, our challenges become our opportunities. If elected as a Council Member, I would work hard to bring the voice of our members to the International Board of Trustees so that together we could prioritize these opportunities and take action to advance our Club and even further enhance the member experience.

11. What do you see as the single greatest challenge for the Club? What steps would you take to course correct the challenge?

One of the biggest challenges of the Club is to ensure we meet the diverse and broadening expectations of our growing membership. Some are looking for benefit programs; some are looking for activities, friendships, and adventures; and others are looking for education, technical support and product knowledge. We must be prepared to address these needs in a variety of ways. Currently, we have social media forums and Club resources that point people to what they are looking for. We can further leverage and grow these opportunities to connect with membership and to remain current and relevant. This will include advancing our administrative technologies and communication approaches. The Executive Council will need to prioritize opportunities and work together with all Club leaders to respond in creative and productive ways. A mix of member networking, collaboration with subject matter experts, formal membership surveys, and a solid project management approach will drive a successful path forward. In addition, we will want to stay closely aligned with Airstream's product development and manufacturing teams to ensure they deliver products our members want and that attract Club members in the future.

12. Have you served two (2) years on the International Board of Trustees as a Region President or Executive Council member?

No

Our members may wish to learn more about you, or ask some additional questions regarding your candidacy. Please indicate your preferred method of contact and include hours of availability & time zone:

Phone or email anytime between 9am-7pm ET

E-mail howesmar@gmail.com

Phone Number (651) 356-0090

ACKNOWLEDGEMENTS:

Please review the following statements and check the corresponding boxes to reflect your acceptance.

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Upload a high-resolution picture of yourself, a minimum of 300 dpi. It is recommended that the photo you submit should be front-facing, well-lit, and clearly show what you look like. It is also suggested to wear appropriate attire in the photo.



Watch candidate video