



HERMANN SONS LIFE

Board of Directors Application Packet

Welcome and thank you for your interest in applying to be a candidate for the Hermann Sons Life Board of Directors at the 2026 HSL Convention Assembly.

I have compiled this packet that includes the tools you will need to review and comply with to successfully complete and submit your application for review by the Vetting Committee of the 49th HSL Convention Assembly. The Vetting Committee may accept or decline your application based on the criteria set forth in this packet and/or the information you provide on your application, so please be thorough in your review and the answers you submit on your application.

This packet begins by providing you with the Board of Directors Job Description for Member, Chair of the Board, Vice Chair and Committee Chair. Immediately following, you are provided the list of Board of Directors Core Competencies.

Please become thoroughly familiar with the information in the Job Description and Core Competencies before beginning your application to ensure you meet the minimum requirements and criteria associated with the role to avoid any disqualification by the Vetting Committee.

The last section in this packet is the fillable Board of Directors Application, which must be completely filled out for acceptance. By emailing your application, you are submitting it as final. To submit your application, fill out the document and when completed, save and download it to your computer. **Email your completed application as an attachment to samanthas@hermannsonslife.org. The deadline for submittals is 11:59 p.m. on Jan. 31, 2026.**

I am here to assist you should you have any questions or requests for additional information during this process as my role of Vice President of Operations and COO also serves as your Board Candidate Liaison. I can be reached during regular Home Office hours at 800-234-4124 ext. 233.

Fraternally,

Samantha Schulmeier Kelley
Vice President of Operations and COO
Board Candidate Liaison

Hermann Sons Life **Board of Directors**

Job Description for Member, Chair of the Board, Vice Chair, and Committee Chair

Position

The Board will support Hermann Sons Life by providing mission-based leadership, strategic governance and organizational and fiduciary oversight.

Specific Board Member responsibilities include:

- Hiring the President and CEO, and serving as a trusted advisor in the development and implementation of the strategic plan.
- Reviewing outcomes and goals, and regularly measuring performance and effectiveness.
- Always be prepared by reviewing agenda and supporting materials prior to Board and committee meetings.
- Approving the annual budget, investment, audit and other reports and material business decisions; being informed of, and meeting all legal and fiduciary responsibilities.
- Approving Officer and Committee appointments.
- Contributing to an annual performance evaluation of the President and CEO.
- Contributing to an annual Board self-assessment.
- Identifying and recruiting additional Board Members (through the Governance Committee), as needed.
- Partnering with the President and CEO, and other Board members to ensure that Board resolutions are carried out in conjunction with the Charter and Laws of Hermann Sons Life.
- Serving on committees or task forces and taking on special assignments.
- Contribute to a report to the delegates of the HSL Convention Assembly.
- Representing Hermann Sons Life to members; acting as an ambassador for the organization.

Board Participation Requirements

The following are estimated time requirements for Board members:

Regular Board Meetings

Full-day meetings in San Antonio four times a year (usually Feb., May, Aug., Nov.).

Committee Meetings

Full-day meetings in San Antonio twice a year preceding the regular Board meeting.

Education and Assessment Meetings

Full-day education or assessment meetings in San Antonio twice a year (Feb., Aug.) preceding the regular Board meeting or in an online webinar format.

Preparatory Work for Board and Committee Meetings

An estimated 8 hours advance preparation for Board and Committee meetings prior to each meeting.

Special Assignments

Board members are given special assignments to represent Hermann Sons Life at lodge functions or other special Hermann Sons Life events four to six times annually.

Total time requirements are approximately 120 hours, over 18 days, annually.

Board Terms

Directors serve a four-year term to end at the next regular HSL Convention Assembly. No person shall be eligible for election to the Board of Directors who has an aggregate of two elected four-year terms as a Hermann Sons Life Board Director.

Compensation

The maximum compensation package for the Board of Directors shall be approved at every regular HSL Convention Assembly. The compensation amount will be paid on a monthly basis with approved meeting and assignment expenses being reimbursed via submission of a completed expense voucher with receipts.

Qualifications

This is an extraordinary opportunity for an individual who is passionate about the Hermann Sons Life mission and who has a record of leadership.

Directors must have the following qualifications:

- Be a Hermann Sons Life member in good standing with premiums and local lodge dues paid current and remain paid current through the election.
- A minimum of 3 years Hermann Sons Life membership, as of the first day of the HSL Convention Assembly.
- Be an adult between the ages of 25 and 75 on the first business day of convention.
- Meet a minimum of three of the established Core Competencies for Directors.
- Complete the required Hermann Sons Life Background Check Authorization, Texas Department of Insurance Biographical Affidavit and Hermann Sons Life Conflict of Interest Statement and meet minimum requirements.
- A commitment to and understanding of Hermann Sons Life, its members and the fraternal system, preferably based on experience
- Personal qualities of integrity, credibility and a passion for improving the lives of members

And must have:

- A minimum of a Bachelor's degree or a minimum of five years proven business experience with a concentration in management or leadership.

The following individuals are not eligible for Board Director candidacy:

- Current employees of Hermann Sons Life.
- Former employees of Hermann Sons Life who have separated from service less than five years prior to the first business day of convention.
- Former employees of Hermann Sons Life who have been terminated, laid off or are not eligible for rehire.
- Residents of the Retirement Home.
- Immediate family members (to include spouses, children and parents) of ineligible persons listed in the immediately preceding four bullet points.
- A person who has an aggregate of two elected four-year terms as a Hermann Sons Life Board Director.

Other Hermann Sons Life Board of Directors limitations:

- Non-employee sales agents of Hermann Sons Life may apply for Board Director candidacy, but if elected must resign their agent position within 30 days of such election.
- No two family members may serve on the Hermann Sons Life Board of Directors at the same time – family members for this exclusion are defined as spouses, children, grandchildren, parents, siblings, grandparents and in-laws of all of the same.
- All applications must be received by the Board Candidate Liaison via email by 11:59 pm on January 31, 2026.

Chair of the Board

The Chair of the Board is responsible for providing leadership to enhance the effectiveness of the Board.

The Chair of the Board shall be elected by convention delegates from elected Board members.

Specific responsibilities include:

- Preside over Board meetings and assist Board members in carrying out their responsibilities
- Develop meeting agendas with the assistance of the other Board members and the President and CEO
- Act as an ex-officio member of all committees in addition to those on which he/she is a member
- Serve as the key speaker in charge of conducting the meetings during the HSL Convention Assembly.

Qualifications include:

- All the personal qualifications required of a Board member
- Hold at least five of the established core competencies of Board members
- Proven leadership and professional communication competencies
- Financial aptitude that is considerable, not just literate
- Ability to be impartial and objective, influence without dominating, achieve consensus and build relationships
- Ability to establish a trusted advisor relationship with the President and CEO and other Board members
- Highly respected and approachable
- Confidence, energy and the ability to inspire
- Ability to synthesize multiple viewpoints into a sound decision-making process
- Willingness to put in the extra time to do the job properly

Vice Chair of the Board

The Vice Chair of the Board shall assist the Chair of the Board when requested, preside in the absence of the Chair of the Board and assume the role as Chair of the Board if the position becomes vacated. The Vice Chair of the Board shall be elected by Board members from Board members elected by the delegates.

Board Committee Chairs

Board Directors hold all committee chair positions. Committee Chairs should have greater expertise in the area of the committee they chair. The Committee Chairs' responsibilities include advance review of agendas and meeting material to ensure meetings are conducted in a productive manner that enhances the Board of Directors' overall effectiveness. Committee Chairs, in consultation with the Chair of the Board, may engage independent advisors as part of that process.

Core Competencies for Board of Directors

Business Judgment

Business judgment is the proven ability to make competent decisions on an informed basis, in good faith and in the honest belief that the action taken was in the best interests of the company.

Vision

The act or power of anticipating that which will or may come to be as related to the stated aims and objectives of a business or organization.

Strategic Insight

The proven ability to bring about a desired future, such as achievement of a goal or solution to a problem through methodical planning. Planning and marshalling resources for their most efficient and effective use.

Management Skills

Management consists of the interlocking functions of creating corporate policy and organizing, planning, controlling and directing an organization's resources in order to achieve the objectives of that policy.

Leadership

The proven ability to make sound decisions and inspire others to perform well. Effective leaders are able to set and achieve challenging goals, to take swift and decisive action even in difficult situations, to outperform their competition, to take calculated risks and to persevere in the face of failure. Strong communication skills, self-confidence, the ability to manage others and a willingness to embrace change also characterize good leaders.

Industry Knowledge

Possesses knowledge of the fraternal insurance industry including history, trends and current/future developments in the industry. It includes having a complete perspective and a thorough understanding of all the issues related to the industry and the forces and factors impacting the industry. It includes knowledge of social, commercial, scientific, technological and financial accomplishments within the industry, in addition to operations, business strategies and trends.

Financial Literacy

The knowledge and understanding of business finance. Financial literacy pertains to decision-making knowledge in areas like insurance, investing, tax planning and retirement.

Financial Accounting Skills

The process of recording, summarizing and reporting the myriad of transactions from a business, so as to provide an accurate picture of its financial position and performance. This includes the ability to evaluate relationships and long-term effects that encapsulate the company's operating performance over a particular period, and financial position at a specific point in time.

Professional Communication Skills

The various forms of speaking, listening, writing and responding carried out both in and beyond the workplace.

Ability to Navigate Current Technology

An understanding of current technologies and the willingness to learn new technologies of the business and social environment. These include information technology, wireless data communication, social media and more.



HERMANN SONS LIFE

BOARD OF DIRECTORS APPLICATION

Last Name

First Name

Middle Name

Email

Phone (with area code)

Address

Street City State Zip

Your Lodge (name and number)

Board of Directors Job Description

Have you read the Board of Directors job description and understand the responsibilities and commitment requirements? By answering "Yes," you are acknowledging that this application will be utilized to determine whether you meet the minimum qualifications to be a candidate for the Board of Directors.

☐ Yes ☐ No

Educational History - List the highest educational institution you've attended.

Name of Institution City State

Dates of Enrollment Level of Education Obtained

Name of Most Recent or Current Employer Position Held

Address

Street City State Zip

Dates of Employment Reason for Leaving

Job Duties

Name of Previous Employer

Position Held

Address

Street City State Zip

Dates of Employment

Reason for Leaving

Job Duties

What is your view of the mission and vision of Hermann Sons Life?

Why do you think you would make a great Board Member for Hermann Sons Life?

Do you possess BUSINESS JUDGMENT?

Business judgment is the proven ability to make competent decisions on an informed basis, in good faith and in the honest belief that the action taken was in the best interest of the company.

☐ Yes ☐ No

If yes, provide proof of your business judgment.

Do you possess VISION?

Vision is the act or power of anticipating that which will or may come to be as related to the stated aims and objectives of a business or organization.

☐ Yes ☐ No

If yes, provide proof of when you've shown vision.

Do you possess STRATEGIC INSIGHT?

Strategic insight is the proven ability to bring about a desired future, such as achievement of a goal or solution to a problem through methodical planning. Planning and marshaling resources for their most efficient and effective use.

☐ Yes ☐ No

If yes, provide proof of your strategic insight.

Do you possess MANAGEMENT SKILLS?

Management consists of the interlocking functions of creating corporate policy and organizing, planning, controlling and directing an organization's resources in order to achieve the objectives of that policy.

☐ Yes ☐ No

If yes, provide proof of your management skills.

Do you possess LEADERSHIP SKILLS?

Leadership skills are the proven ability to make sound decisions and inspire others to perform well. Effective leaders are able to set and achieve challenging goals, to take swift and decisive action even in difficult situations, to outperform their competition, to take calculated risks and to persevere in the face of failure. Strong communication skills, self-confidence, the ability to manage others and a willingness to embrace change also characterize good leaders.

☐ Yes ☐ No

If yes, provide proof of your leadership skills.

Do you possess INDUSTRY KNOWLEDGE?

Industry knowledge is that of the fraternal insurance industry including history, trends and current/future developments in the industry. It includes having a complete perspective and a thorough understanding of all the issues related to the industry and the forces and factors impacting the industry. It includes knowledge of social, commercial, scientific, technological and financial accomplishments within the industry, in addition to operations, business strategies and trends.

☐ Yes ☐ No

If yes, provide proof of your industry knowledge.

Do you possess FINANCIAL LITERACY?

Financial literacy is the knowledge and understanding of business finance. It pertains to decision-making knowledge in areas like insurance, investing, tax planning and retirement.

☐ Yes ☐ No

If yes, provide proof of your financial literacy.

Do you possess FINANCIAL ACCOUNTING SKILLS?

Financial accounting skills is the process of recording, summarizing and reporting the myriad of transactions from a business, so as to provide an accurate picture of its financial position and performance. This includes the ability to evaluate relationships and long-term effects that encapsulates the company's operating performance over a particular period, and financial position at a specific point in time.

☐ Yes ☐ No

If yes, provide proof of your financial accounting skills.

Do you possess PROFESSIONAL COMMUNICATION SKILLS?

Professional communication skills are the various forms of speaking, listening, writing and responding carried out both in and out of the workplace.

☐ Yes ☐ No

If yes, provide proof of your professional communication skills.

Do you possess ABILITY TO NAVIGATE CURRENT TECHNOLOGY?

The ability to navigate current technology includes the understanding of current technologies and the willingness to learn new technologies of the business and social environment. These include information technology, wireless data communication, social media and more.

☐ Yes ☐ No

If yes, provide proof of your ability to navigate current technology.

Conflict of Interest

Are you or your spouse a national or state officer, or home office officer, either elective or appointive; or an agent or agency manager engaged in the enrollment of membership and sale of life insurance in another fraternal insurance organization or in an insurance company that writes life insurance or annuities?

☐

Yes

☐

No

Applicant Agreement and Consent to Background Check

For the purpose of evaluating my qualifications for becoming a director of Hermann Sons Life, I hereby give permission for Hermann Sons Life or its agents to conduct a background check which may include investigation of my employment history, educational background, criminal history, military records, credit history and department of motor vehicle records. I understand that I may receive additional information about the nature and scope of the background check by submitting a written request. I understand that Hermann Sons Life may deny me the opportunity to be a director if it receives information that it considers unfavorable. I release Hermann Sons Life and its agents from any liability resulting from use or disclosure of the information obtained from the background check.

☐

Yes

☐

No

Criminal Offense

Have you ever plead guilty to, been convicted of, or received deferred adjudication for a criminal offense?

☐

Yes

☐

No

If yes, explain

Electronic Signature

By typing your name below, you testify that you have read and understood all information on this application and answered all questions truthfully and to the best of your knowledge and belief. You further understand that false information, omissions or misrepresentation of facts on this application could lead to your application not being considered. Furthermore, by typing your name below, you are electronically signing this application. The electronic signature will be in accordance with the E-Sign Act and will have the same force and effect as a wet signature. For information on the Electronic Signature in Global and National Commerce Act (E-Sign Act), please copy and paste this link into your browser: <https://www.fdic.gov/resources/supervision-and-examinations/consumer-compliance-examination-manual/documents/10/x-3-1.pdf>

Your Signature: