

Leadership San Marcos Alumni Association Operating Policies

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Leadership San Marcos Alumni Association Operating Policies

Section 1 Policy Statement

These policies apply to all programs and events associated with the operations of the Leadership San Marcos Alumni Association, hereinafter referred to as "LSM". These policies are intended to assist the Board of Directors of LSM in the consistent management and oversight of all LSM programs and events and are not intended to be restrictive or exhaustive in nature.

Exceptions to the policies contained herein may be granted from time to time by the approval of the Board of Directors of LSM when it is deemed that such exceptions are in the best interest of both the organization and the individual(s) concerned. No exception will be valid unless recorded in the minutes of the Board of Directors.

All established policies may be reviewed annually by the Board of Directors, or a representative of the Board as deemed necessary. Any changes to these policies, as a result of such review, shall be approved by the Board of Directors prior to their adoption.

Section 2 Policies

2.01 Board of Directors

The composition of the Board of Directors (hereinafter referred to as the "Board"), terms and duties of Board officers, shall be followed as defined in the LSM Bylaws. The officers are President, President Elect, Secretary and Treasurer, collectively referred to as the Executive Committee.

Pursuant to the LSM Bylaws the Board shall appoint an Executive Director. The President of the Board shall serve as supervisor of the Executive Director. An annual performance review of the Executive Director shall be conducted by the Executive Committee, as deemed necessary, in May of each year.

2.01.01 Standing Committees:

The Standing Committees of the Board shall be Selection, Facilitator, Membership Development, Events, Communications and Public Relations

- The President shall appoint a chair for each committee except the Facilitator Committee.
- The Facilitator Committee shall be lead by the class Chair and Vice Chair, elected by the previous year's graduating class at the final program session from those eligible to graduate and who are willing to serve in either capacity. A majority vote is required for election of each position, which will be conducted in a closed ballot format.
- The Selection Committee Chair must have served on the Selection Committee at least one year prior to chairing the committee.

Ad Hoc committees may be appointed by the President, with consent of the Board, from time to time throughout the year as necessary to complete projects or facilitate events. An Ad Hoc committee shall be of short duration and for a specific, pre-defined purpose. All Ad Hoc committee work, scope and completion shall be approved by the Board.

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The following Ad Hoc committees are typically appointed in a fiscal year:

- Financial Review
- Special Events
- Nominating Committee (as defined in the LSM Bylaws)
- Operating Policies and Bylaws Review
- Project Maintenance

2.01.02 Board meetings

Board meetings are held each month and shall cover, at a minimum, the following:

- Review and approve meeting minutes
- Review financial reports
- Review committee work in accordance with the planning calendar
- Vote on items needing a Board decision

The Planning Calendar shall be completed at the beginning of each fiscal year by the Board and shall dictate all events and activities facilitated throughout the year.

2.02 Finances

2.02.01 Bank account and funds

There shall be one bank account with five (5) funds: Association, Program, Project, Project Maintenance and Scholarship. The Association, Program and Project Funds are managed to a balanced budget each fiscal year, May 1 – April 30.

1. Association Fund: shall be used to fund programs and activities held by and for the LSM membership. The budget for this fund shall begin at zero balance each year and income shall be derived from membership dues and other donations. Twenty-five percent (25%) of the remaining balance at the end of the fiscal year shall be transferred to the Scholarship Fund. The remaining balance shall be carried forward in the Leadership San Marcos Alumni Association general account.
2. Program Fund: shall be used to fund the sessions and associated expenses for facilitation of the program each year. The budget for this fund shall begin at zero balance each year and income shall be derived solely from program fees. All expenses shall be directly related to the program. Any remaining balance at the end of the program year shall be transferred to the Scholarship Fund.
3. Project Fund: shall be the responsibility of the current Class and shall be used solely for income and expenses related to implementation and completion of the class project. The budget for this fund shall begin at zero balance each year and income shall be derived from fundraising activities facilitated by the class. Fifty percent (50%) of the remaining project funds following the completion of the project shall be transferred to the Scholarship Fund. The remaining 50% shall be transferred to the Project Maintenance Fund.
4. Project Maintenance Fund: this fund shall consist of funds remaining from completed projects and shall be used solely for maintenance of previous LSM projects as necessary.

5. Scholarship Fund: this fund shall be for the sole purpose of awarding scholarships each year per the LSM Scholarship Program. This account shall be funded through remaining balances each of the Association, Program and Project fund, as defined.

2.02.02 Budgets

There shall be two budgets established each year, an association budget and a program budget. Both budgets shall be maintained by the Executive Director, under the direction of the Treasurer.

Association Budget:

The Association Budget shall cover the following expenses typically incurred by LSM each fiscal year, as submitted by each committee chair at the beginning of the fiscal year:

- Events *
- Public Relations
- Recruiting and Selection
- Membership Development
- Communications
- Office Supplies
- Expenses incurred by the Executive Director in the dissemination of his/her duties and not otherwise listed above
- Any other expense as deemed necessary by the Board

Membership Dues, which comprise, in part, the association budget income, are \$40 per member per year, payable by April 30th of each fiscal year. First year's membership dues for new graduates shall be covered by the association.

The Association Budget shall be a balanced budget and shall note the reserve amount (carry-over from the previous year, as applicable) any portion of which may only be spent upon a two-thirds vote of all Board members.

The Association Budget shall be finalized and approved by the Board by June 30th of each fiscal year.

* Expenses related to the program Kick-Off and Graduation Events shall be shared equally by the Association and Program budgets.

Program Budget:

- The Program Budget shall cover the following expenses typically incurred by the Program each fiscal year, as submitted by the Facilitator Committee at the beginning of the fiscal year:
 - Meals
 - Supplies
 - Speakers
 - Transportation
 - Facilities

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Tuition Fees, which comprise the program budget income, are \$325 per class member, payable by the beginning of the first session in September. Twenty-five dollars (\$25) of the tuition fee must be paid personally by the applicant, with the balance being paid by either a sponsor or the candidate. The tuition fee includes all handout materials, notebook, graduation plaque, lunch for each session, the kick-off reception, and graduation.

The Program Budget shall be a balanced budget with no carry-over balance from the previous year.

The Program Budget shall be finalized and approved by the Board by June 30th of each fiscal year.

2.02.03 Payments and reimbursements

Requests for all payments and reimbursements against the budget shall be submitted on a Payment Request Form, with appropriate receipts and/or supporting documentation attached, to the Executive Director within 5 days of the expense being incurred so that vendors are paid in a timely manner. The Executive Director shall process payments within 5 days of receipt of the completed Payment Request Form.

Routine expenses, as approved in the Budget (Association or Program) may be paid without prior Board approval. Any expenses outside of the approved budgeted expense, must be approved by the Board prior to incurring or payment of such expense.

2.02.04 Tax-exempt status and payment of sales tax

LSM is tax-exempt, therefore, anyone requesting goods or services shall complete a tax exemption form and not pay sales tax unless approved by the Treasurer.

Any questions should be directed to the Treasurer. The state sales tax exempt number is 17426413328. IRS number is 742641332.

2.02.05 Event Fees

LSM shall charge fees for attendance at LSM hosted events as follows:

- Kick-Off and Graduation: Non-members and member guests shall be charged an amount as determined by the Board. Members and up to 2 guests of each graduating class member shall attend at no charge.
- Leadership enrichment events: Members shall be charged an amount as determined by the Board. Non-members or guests shall be charged an additional \$5 per person above the member charge.
- LSM hosted networking events: There will be no charge to any attendees for these events.

2.02.06 Financial Review

A Financial Review committee shall be appointed by (and reports to) the President at the beginning of each fiscal year to review the financial records of the previous year. This process shall be completed by June 30th of each year with a Financial report presented to the Board at the next called Board meeting. All findings needing corrective action must be completed within 90 days of completion of the financial review and documented accordingly.

2.03 Communications

Official communication on behalf of LSM to applicants, graduates, association members or as a part of fundraising activities must be on approved LSM letterhead or other stationery using an approved LSM logo with the correct LSM address affixed.

2.04 Recruitment and Selection

LSM does not discriminate on the basis of sex, age, race, ethnicity, handicap or religion in our recruiting or selection practices.

Recruiting activities shall be conducted in a manner so as to ensure an adequate number of candidates and a diverse candidate pool to choose from by June 15 of each year.

The maximum number of participants selected from the candidate pool shall be 15.

The following criteria (derived from the application, references and in-person interview) shall be considered in selecting new class members (in order of importance):

- Completeness of application, including all required documentation and \$25 personal fee, submitted and/or postmarked by the June 15 deadline.
- Candidate's commitment to the program and participation requirements (program requirements and dates presented at time of interview)
- Candidate's current and/or past involvement in the community
- Candidate's interest in professional development and local community issues
- Live in and/or work in the San Marcos community
- Consideration of multiple candidates from the same employer (Prefer not to have two in same class, but exception is permissible if class isn't full and it is a employer of a large number of people)
- Employer support of program based on past sponsorships

All interviews shall be conducted in a team interview fashion with 2 members of the selection committee forming a team.

All candidates who submit a completed application packet, including \$25 personal fee, shall receive an in-person interview.

A scoring system, as determined by the Selection Committee, shall be used to help ensure fairness and equity in the selection process.

The following criteria shall be cause for disqualification from program consideration.

- Currently running for political office (during the selection process)
- Incomplete application packet, as determined by the Selection Committee
- Application to or interest in the program is a requirement of employment, as stated by the candidate in the interview or as otherwise indicated
- Does not live in or work in the San Marcos community

All candidates who are interviewed, but not selected, shall have their \$25 personal fee returned within 10 days of the decision.

The final roster of 15 interviewed and selected candidates shall be presented to the

Board for approval by July 15 of each year.

2.05 Program

The program shall consist of education sessions, community awareness activities and a community project. The program shall be planned, coordinated, managed and facilitated by the Facilitator Committee, consisting of all members from the previous year's graduating class.

2.05.01 Education Sessions

There will be seven (7) one day sessions to be held one full day per month, September through March.

The day of the week, Tuesday, Wednesday or Thursday, and the week of the month, second or third, shall be determined by the facilitator committee and approved by the Board by June 15th of the fiscal year in order to communicate the calendar during the candidate interviews. The holiday months of November and December, as well as Spring Break in March, shall be considered when planning the session calendar.

The sessions shall cover the following subjects covering the greater San Marcos Community throughout the year:

- Team Building –first session to break the ice
- Highlights of San Marcos – historical and present day
- City and County Government
- Economy - city, county, state and regional
- Education - public, private and higher education
- Business and industry – private, public, profit and not for profit
- Social Services and healthcare
- Leadership Development – some form of LD to be included in each of the seven sessions
- Case Study – in the last session to summarize and put into action all that has been learned throughout the year

Sessions shall consist of a combination of speakers, tours and activities designed to create awareness of the structure and make up of the topic at hand, and the current issues facing our community as it pertains to the topic. For example, if the topic is education, then speakers, tours, activities, etc. shall address the current issues in education facing our community.

The outline for each of the seven sessions, including topic, speaker and logistics, shall be approved by the Board prior to implementation.

There shall be an evaluation completed by the class members at the end of each session to assist the Board in assessing the program status.

2.05.02 Community Awareness Activities

Participation in a minimum of three community activities shall be required of each class member during the program year. Examples of community activities include:

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- Attend a city council, county commissioner, school board or a city commission meeting.
- Join or participate in a service organization activity.
- Participate in an evening ride with a San Marcos police officer.
- Serve on a committee of the San Marcos Area Chamber of Commerce or the San Marcos Hispanic Chamber of Commerce.
- Participate in the planning and organization of a major community event (such as Sights and Sounds of Christmas, Texas Natural festival, Cinco de Mayo, etc.).

The purpose of the community activity participation requirement is to expose participants to areas of the community they would have otherwise not been aware of or participated in support of the Leadership San Marcos Mission of creating community awareness. Therefore, participants are expected to seek out activities that are not a requirement of their current occupation or volunteer scope. Activities may be done individually or as a team. The decision of whether or not the community activity is acceptable resides with the Facilitator Chair/Vice Chair.

A community report must be completed on each of the three activities and submitted to the Facilitator Chair/Vice Chair on the Community Activity Report Form by the deadlines established by the Facilitator Chair/Vice Chair (typically October, January and March), but not later than March 15.

2.05.03 Community Project

The members of the program class are charged with the responsibility of selecting, designing, planning, managing, publicizing, and funding a community project each year.

Criteria: The project can be an event, a product or a service with the purpose of enhancing the quality of community life in San Marcos. The project shall be in the best interest of the San Marcos Community and LSM, and must allow for participation by all class members.

Approval: The project scope, fundraising activities and publicity plan must be approved by the Board prior to beginning any work on the project. The class must submit their proposed project, fundraising and publicity plans for approval by the Board by November.

Timeline: The scope of the project must be such that it can be planned, funded, and completed within the fiscal year. The need for the project to extend past the end of the fiscal year, must be presented to and approved by the Board at the time the project is presented for approval. If the project completion date is to go past April 30th, 80% of the project must be funded by that time.

Fundraising: All projects shall be funded through various fundraising activities as planned and managed by the class. The class shall work with the Facilitator Chair/Vice Chair and the Treasurer to deposit funds for the project and to obtain checks as needed to fund the project.

2.05.04 Graduation Requirements

The effectiveness and integrity of the program is compromised when participants fail to

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complete the requirements of the program as outlined, including attendance at all sessions, completion of community awareness activities and participation in the class project. As such, the Board will enforce the following policies and apply graduation requirements equally to all participants regardless of the circumstances.

2.05.05 Attendance:

Candidates will be informed of attendance requirements on the application, during the interview process and at the 1st class session.

- Candidates are expected to attend all seven sessions in full, including any project planning activities that are conducted during the session time.
- A full day's attendance is considered being present for six or more hours of the day.
- Failure to complete 6 or more hours of a session day shall be considered a full day's absence.
- An excused absence from any part of the scheduled program shall be only in case of emergency.
- The attendance requirement includes more than just physical presence. Cell phone, blackberry, laptop or other electronic device usage must be limited to breaks and lunch, so as to minimize disruption to class members.
- A participant may have one excused absence without Board review.
- A participant having two absences may fail to graduate depending on the nature of the absences. Any participant who has two absences shall have their attendance and reasons for absence reviewed by the Board. The Board shall have ultimate authority for determining graduation eligibility.
- A participant who has more than 2 absences shall not graduate regardless of the circumstances. See Make Up Session below.
- Candidates shall notify the Facilitator Chair/Vice Chair regarding any absence as soon as practical.
- The Facilitator Chair/Vice Chair shall be responsible for reporting attendance issues or concerns to the Board in a timely manner.

Make Up Session: In the event a participant does not meet the attendance criteria as outlined above and fails to graduate with his/her class, the participant may "make up" the session the next year and graduate with the next year's class provided he/she does the following:

- Participant must request approval by the Board and receive such approval by April 30 of their original graduation year.
- The participant notifies the new Facilitator Chair/Vice Chair, in writing, by September 1 of the same year that he/she intends to make up the missed session(s). The letter must include which session(s) will be made up.
- The participant must pay a reinstatement fee of \$25.00 by September 1 of the same year he/she intends to make up the session(s).

2.05.06 Activity Reports:

All class members are held accountable to participating in the community awareness

activities by submitting a Community Activity Report.

- A distinct community activity report shall be completed following each of three activities and turned in to the Facilitator Chair/Vice Chair according to the deadlines established, but not later than March 15.
- Participants who fail to turn in three completed activity reports by the deadlines and per the criteria will not be eligible to graduate.

Final determination of graduation eligibility shall be the responsibility of the Board.

Section 3 Roles and Responsibilities

Committee chairs are responsible for ensuring the responsibilities of each committee are fulfilled throughout the year. The following outline defines the basic responsibilities of each committee chair:

1. Recruit committee members as necessary
2. Call and lead committee meetings as necessary to fulfill committee responsibilities
3. Coordinate timely communication and notifications, as applicable
4. Plan and submit budget requests to the Treasurer during the budget preparation process
5. Report committee activities at each monthly Board meeting
6. Deliver committee records needed for the ensuing year to his/her successor, and
7. Ensure that the payment/reimbursement form is completed for all expenses related to committee activities

3.01 Standing Committees

3.01.01 Selection

responsible for the annual recruiting and selection of the program class participants. Responsibilities cross fiscal years from January – August.

- Facilitate annual review and update, as necessary, of Candidate Application, Referral Form and Brochure.
- Coordinate recruiting process to include:
 - Referral Form (distribute to current class, Board, members, graduates)
 - Website
 - LSM Newsletter
 - SM and Hispanic Chamber of Commerce newsletters
 - SM Daily Record
 - Employer Letter
 - Creation of candidate database
 - Collection and Review of applications and supporting documentation
 - Coordination of interviews with eligible candidates
 - Facilitate interview debrief and final selection of class participants

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- Notification of both selected applicants and those not selected

3.01.02 Facilitator (Program) Committee

responsible for ensuring all 7 sessions are planned, organized, managed and facilitated according to the established calendar. The Facilitator Committee is comprised of all members from the previous year's graduating class. The Facilitator Chair/Vice Chair serve as the liaisons between the class and the Board.

- Plan the session agendas according to the LSM approved subjects.
- Designate at least 2 facilitators from the committee to manage each month's session.
- Coordinate and arrange for speakers, locations, tours, meals and transportation as necessary.
- Send thank you letters to speakers, hosts and underwriters following each session.
- Organize materials for distribution at each session.
- Coordinate and send agenda to class members at least 1 week prior to each session.
- Distribute and collect session evaluations after each session, and report back to the Board.
- Be available and answer any and all questions of class members on behalf of the Board.
- Convey and ensure graduation requirements are met – monitor attendance, project participation, and collect and review community activity reports.

3.01.03 Membership Development Committee

– responsible for recruiting and maintaining the membership of the Leadership San Marcos Alumni Association from the program graduate base.

- Recruit membership each year by assisting the President elect with the renewal letter and invoicing, through phone campaigns and reminders.
- Send thank you notes to all renewing members.
- Plan, organize and facilitate at least 3 leadership enrichment events – speakers, tours, panels, etc.
- Coordinate, in conjunction with the Events Committee, other member benefits as needed to maintain interest in remaining an active alumnus in LSM.

3.01.04 Events Committee

– responsible for planning and hosting networking events for all members and graduates of LSM, to include the main events of kick-off, graduation and the annual meeting.

- Coordinate and arrange for the location, food, beverages and logistics of the annual Kick-Off Reception, Graduation and Annual Meeting, including invitations, reminders and RSVP's.
- Plan and facilitate, in conjunction with Membership Development, at least 2 events each fiscal year to promote networking opportunities for alumni and special guests of

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the program, to include arranging for the location, set-up, food, beverages, parking and other logistics for the event.

- Work with the Executive Director, Membership Development, Communications and PR to ensure timely and accurate notices/invitations for all networking events.

3.01.05 Communications Committee

– responsible for ensuring timely and accurate communication of LSM news and events to all members of LSM.

- Solicit information from Board members and other LSM members for the publication of a semi-monthly LSM newsletter and E-Flash bulletin.
- Information to include program and project updates, members in the news, leadership development information, community awareness issues and events, LSM events, recruiting and renewal notifications.
- Work with the Executive Director to ensure electronic publication of semi-monthly newsletter and bulletin.

3.01.06 Public Relations Committee

– responsible for ensuring timely and accurate media exposure for LSM.

- Promote awareness of Leadership San Marcos in the community throughout the year including publicizing the Program to the general public through press releases and other avenues.
- Work with the Selection committee each spring in order to promote LSM during the application time period. This may include the San Marcos Area and the San Marcos Hispanic Chambers of Commerce. Others to be contacted include the Manufacturer's Association, civic clubs, churches, etc.
- Take photographs at LSM events for use in publicity, web pages, and historical purposes and sending those photographs to the Historian after the annual meeting.

3.02 Ad Hoc Committees

3.02.01 Financial Review Committee

There will be a financial review committee composed of three members appointed by the President at the beginning of each fiscal year. The committee shall:

- take possession of the books from the outgoing Treasurer and Executive Director and review them as follows:
- determine the beginning balance and ending balances,
- verify receipts/invoices for all expenditures,
- compare checks issued to receipts/invoices,
- verify checks against bank statement, checking for sequential numbers and voids to ensure no checks are missing,
- verify deposits by reviewing deposit slips and bank statements,
- compare deposits to income notations,
- verify each monthly bank statement balanced, and

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- if desired for verification, create spreadsheet, using beginning balance, to duplicate all checks and deposits to verify ending balance of last bank statement.
- report the committee findings to the Board.

3.02.02 Bylaws and Policy Review Committee

This committee shall be responsible for annual review of the Bylaws and Operating Policies, reporting such to the Board, and preparing materials for presentation to the membership for the annual meeting, as necessary for Bylaws changes.

3.02.03 Special Events Committee

This committee shall be responsible for planning, coordinating and facilitating such special events as the Cottage Kitchen, Chamber Breakfast or evening mixer, and other events as determined by the Board. Responsibilities include working with the PR, Communications, Membership Development and/or Events Committees, as necessary.

3.02.04 Project Maintenance

This committee shall be appointed from time to time to review all existing LSM projects, making a site visit to each to recommend to the Board any maintenance activity needed. The committee will work with the City (where applicable) to ensure maintenance is completed and follow-up on all maintenance scheduled.

3.03 Appointees

[heading added by jh]

3.03.01 Historian

The President shall appoint a Historian who shall:

- Work with the Executive Director of LSM to record and catalog the history and associated documentation of LSM.
- Collect all photographs and other historical documentation for the organization at the end of each fiscal year.
- Utilize such information as deemed necessary for maintaining the effectiveness of the LSM website.
- Work with the Executive Director of LSM to maintain the LSM website to ensure the website stays current with accurate and timely information and photographs of LSM news, events and supporting documentation.

3.03.02 Executive Director

The Executive Director is responsible for:

- maintaining the membership records of the organization. Membership records shall include:
- name and class year of every graduate
- data elements to include:
first name, last name, business, title, business address/city/state/zip/phone/
fax/email, home address/city/state/zip/phone/fax/email, original sponsoring business,

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if they are a current Board member, years of membership, and preferred place of contact,

- interest in alumni committees and/or program resource teams, and
- as much information as possible on non-members in order to facilitate communication when necessary.
- when requested by any member of the Board; send notices of association meetings via postal or email, using the Communication Table;
- assisting the President with agendas and other tasks as requested;
- preparing a draft budget for the treasurer at the beginning of the fiscal year to be finalized by the treasurer and Board;
- paying all bills in a timely manner upon receipt of a completed LSM payment/reimbursement form from committee chairs/appointees for budgeted items and upon approval by the Board for non-budgeted items, and notify the treasurer regarding each check written;
- maintaining permanent files of the organization including minutes and financial records for the current and immediate previous year to include all bank statements, all invoices and reimbursement requests, providing information as needed to the Treasurer;
- mailing the renewal letter, personalized invoice, and personalized membership information form per the Communication Table;
- mailing personalized invoices to candidates for program fees;
- checking the Post Office box on a regular basis;
- ordering supplies for the association and program, including the shirts and plaques for the program participants;
- providing a directory for the newsletter, which shall be published in the second newsletter of each fiscal year;
- Monitoring the LSM e-mail box and maintaining the LSM website;
- providing a current list of members (including class, business, and phone numbers) to the nominating committee prior to their first meeting.