



Second Vice President,
Secretary-Treasurer
and
National Director
Election Procedures



Second Vice President and National Director Election Procedures

Table of Contents

Director Eligibility	Page 3
Election Procedures for Offices of Second Vice President and Director Elected Nationally	Page 3
Nominating Committee Considerations	Page 7
Election Guidelines	Page 9
Guidelines for Appearing Before the DRI Nominating Committee	Page 14
Individual Board Member Responsibilities	Page 16

DRI Election Procedures for the Offices of Second Vice President, Secretary-Treasurer and Director Elected Nationally

DRI By-laws – Article IV, Sections C

Board Of Directors

Section C. **Eligibility** - Directors Elected Nationally or by Region must be Individual Members of the Corporation admitted to the practice of law. Each such director must meet the following qualifications at the time of election: (a) The candidate shall have been a DRI member for a total of at least five (5) years, and (b) The candidate shall have been a member of at least one DRI substantive law committee for at least three (3) years, and (c) The candidate must have registered for and attended at least one (1) DRI Annual Meeting within the previous three (3) years, and, within the three (3) years prior to the final day of the Annual Meeting, the candidate must have 1) registered for and attended at least two (2) DRI seminars, or 2) registered for and attended one (1) DRI seminar and one (1) DRI Regional Meeting.

DRI By-laws – Article VII, Sections A – F

ARTICLE VII

Elections

Section A. **Annual Elections** - During each calendar year there shall be an election of the Second Vice-President, the Secretary-Treasurer, four (4) members of the Board of Directors elected nationally (“Directors Elected Nationally”) and four (4) members of the Board of Directors elected by region (“Directors Elected By Region”).

Section B. **Location of Elections** - The election of the Second Vice-President, the Secretary-Treasurer and Directors Elected Nationally shall take place at the Annual Meeting, which must be held in the fall of each year, preferably during the first two weeks of October at a place approved by the Board of Directors.

Section C. **Declaration of Candidacy** - A member who seeks to be elected Second Vice-President or as a Director Elected Nationally shall declare his/her candidacy by July 1st of the year in which the election to this office is held. Such declaration must be received by the Chief Executive Officer at the principal office of the Corporation no later than 5:00 p.m. (CDT) of July 1st. Each declared candidate shall provide sufficient background information to permit the Chief Executive Officer to prepare a background biographical summary about the candidate. The

biographical summary for each declared candidate shall be published in a prominent place in the September issue of For The Defense magazine or in some other publication of the Corporation that is circulated to all members. Each candidate's Declaration of Candidacy shall be provided to every member of the Corporation's Board of Directors.

Section D. National Nominating Committee - A national nominating committee consisting of the three (3) most recent Past-Presidents who are willing and able to serve and who are not currently serving as Immediate Past-President and two (2) other members whom the President shall select by July 15th of each year, neither of whom shall be current officers or current members of the Board of Directors, shall meet during the Annual Meeting to receive comments and information from the members regarding the declared candidates and about any persons under consideration for nomination to the office of Secretary-Treasurer. After receiving input from the members, the National Nominating Committee shall deliberate and decide on the nominees for the offices of Second Vice-President and Secretary-Treasurer and for the members of the Board of Directors Elected Nationally.

The Nominating Committee shall report to the Board of Directors its nominees for the offices of Second Vice-President and Secretary-Treasurer and for members of the Board of Directors Elected Nationally. The National Nominating Committee will give every consideration to candidates who have declared their candidacy pursuant to Section C of this Article, but the said Committee shall not be confined to selecting only such persons. The Board of Directors shall receive the report of the National Nominating Committee, and the President shall then request a motion to approve the nominees with the nominee(s) for each office being voted upon separately by the Board of Directors. Communications that take place within the course and scope of the Nominating Committee's performance of its duties are confidential. The election results and the election of Directors Elected by Region, as prescribed in Section E of this Article, shall be reported at the general session of the annual meeting. If any nominee is not elected by the majority vote of the Board of Directors, the President will then at the general session of the annual meeting advise that an office or board position is still vacant and ask for nominations for such office or Board position from members in attendance at the general session. After receipt of the nomination(s), the Board of Directors shall then reconvene to elect a person to such office or board position. The Board of Directors in electing the person to fill such office or board position shall not be confined to only those individuals nominated at the general session, but shall also have the right to elect any other qualified member.

Section E. Election of Directors Elected By Region - The election of the "Directors Elected By Region" shall occur at any time after March 15th and before August 1st of the year when the term of the incumbent director elected by that region ends. A regional nominating committee consisting of one (1) representative from each state in the region, who must be a member of the Corporation and a member of a Qualified Organization in that state, shall convene no later than May 15th to nominate not less than one (1) but no more than (2) candidates who must be an Individual Member to serve as a Director Elected By Region for a three year term. The regional nominating committee may agree on any procedure to select the nominee(s), but in

absence of a unanimous agreement the following procedures shall apply: each member of the regional nominating committee shall have one (1) vote; a vote of two-thirds (2/3) of such members in favor of one candidate shall make that candidate the sole nominee of the Regional Nominating committee; but in the event that no candidate receives two-thirds (2/3) of the votes of the members, the candidate receiving the highest number of votes shall be one (1) of the nominees, and the second nominee shall be the person receiving the highest number of votes in a run-off vote of all remaining candidates. A designee of the Regional Nominating Committee shall notify the Chief Executive Officer of the committee's selection(s), and promptly thereafter ballots shall be mailed to each member of the Corporation in the region who is qualified to vote. Any member desiring to vote shall return the ballot to the principal office of the Corporation within fifteen (15) days after it was mailed to the member. The member may vote for any nominee listed on the ballot, or the member may write in the name of any individual member of the Corporation whose principal place of business is in the region where the election is being held. The ballots shall be counted by the Chief Executive Officer and two (2) members of his/her staff appointed by the President. The person receiving a plurality of the votes cast shall be declared elected by the President. In the event that the regional nominating committee unanimously agrees to choose a Director Elected by Region in a manner other than as set forth above, then by May 15th of the year when the term of the incumbent Director Elected by Region ends, the incumbent Director Elected by Region shall submit a report in writing to the DRI Executive Committee which outlines the procedure to be followed by such region, and indicates the assent of each state in that region to the procedure outlined. Notwithstanding the requirements set forth in this Section E or in any other provision of these By-Laws, the Board of Directors shall establish rules and procedures for the purpose of selecting the Director Elected By Region from Canada and any other Region not located in the United States of America which may be established.

Section F. **Conflicts of Interest** - National Nominating Committee members appointed pursuant to Sec. 4 of this Article and pursuant to Article VIII, Section C have an affirmative duty to disclose to the President all material facts of any potential conflict of interest that might reasonably be imputed under this section. Such disclosure shall be made by the member of the Committee on or before July 30th of the year of the member's appointment to the Committee.

(1) On or before August 15th of each year, the President shall appoint a replacement for any member of the National Nominating Committee who discloses a conflict of interest pursuant to Section F (2) (i). In the event the conflicted member is a Past-President, the replacement member shall be a Past President, provided that an eligible Past-President is willing and able to serve.

(2) A member of the National Nominating Committee has a conflict of interest whenever:

(i) A candidate before the Committee and the member of the Committee have a direct professional, ownership or employment relationship

whereby their respective financial and professional interests are intertwined, including but not limited to the relationships of partner, member, shareholder, employer, employee and contract lawyer; and

(ii) A candidate before the Committee and the member of the Committee have a direct familial relationship by blood or marriage.

DRI Nominating Committee Considerations

The following is a list of considerations that the DRI Nominating Committee may address in selecting candidates for Second Vice President, Secretary/Treasurer and National Director. They are numbered for convenience only without regard to priority. They are not meant to be exhaustive. They are not weighted in any respect. They are provided so that the members of the Nominating Committee have a common framework as they assess and select candidates. The decision on how best to choose the future leaders of DRI rests in the sound discretion of the Nominating Committee. Its decision is given great deference by the DRI Board of Directors when the Board elects DRI's officers and national directors.

The process of selecting individuals to serve as the future leaders of DRI may not result in every good and qualified candidate being chosen. At the conclusion of the process, emotions may run high for those who are selected and not. Information that is shared outside of the deliberations about the Nominating Committee's decisions will certainly cause undue speculation and conjecture, and cannot possibly capture the full deliberative process and rationale of any decisions made. As such, the deliberations of the Nominating Committee must remain strictly confidential, forever kept secret among the five members who serve.

1. The Candidate's reputation for integrity
2. The Candidate's abilities as a lawyer and leader
3. The prospect of the Candidate serving as President of DRI
4. The extent, quality and leadership history of the Candidate's service to DRI
5. The specific needs of DRI
6. The Candidate's support of DRI initiatives and programs
7. The Candidate's service to SLDOs
8. The Candidate's leadership experiences outside of DRI
9. The Candidate's diversity traits
10. The Candidate's primary substantive practice area(s)

11. The Candidate's place of residence and practice

12. The Candidate's awards and recognition

Unanimously adopted by the DRI Board of Directors, May 30, 2015, in Santa Fe, New Mexico.

DRI Election Guidelines

The DRI Election Guidelines ("Guidelines") have been prepared to assist individuals who are interested in being elected to either an Officer position or to the Board of Directors. These Guidelines have been developed as a result of members inquiring as to the appropriate conduct by candidates seeking an elected office, and others acting on their behalf. This document represents the expertise and significant effort by many past DRI Presidents and Officers. The Guidelines were reviewed by the DRI Executive Committee and approved by the DRI Board of Directors in June 2005 and revised and approved in February 2009, June 2010, February 2013, and February 2014.

In formulating guidelines for acceptable conduct during a DRI election, there are two overriding principles. The first is to provide an opportunity for all candidates to inform the DRI membership of their interest in holding an elected office, their qualifications, and their views about DRI. The second principle is to ensure that all pertinent information pertaining to a candidate is available to the members of the Nominating Committee. It is important that the Nominating Committee be educated as to the qualifications of each candidate, the DRI activities in which the candidates have been involved, their leadership positions outside DRI including other professional organizations, community service, and related activities, how they are viewed by their peers and others in the legal community, and any other information that pertains to why that particular person should be recommended to the Board for the elected position.

No one document can contain all examples of acceptable and/or unacceptable activity or behavior. What should be the norm, and what guides each candidate's behavior, is the overriding principle that each candidate will, at all times, conduct himself/herself in a manner that reflects positively on DRI and the candidate's suitability for the position sought.

- (1) Informing the membership of a candidate's intention to seek an elected position.

All DRI members are encouraged to participate in the election process. It is important, therefore, for the DRI membership to be aware of individuals who have declared their candidacy for an elected office. The DRI By-Laws currently provide a mechanism for this action. It involves the candidate completing a Declaration of Candidacy and submitting it to the DRI Chief Executive Officer. A summary of the information contained in all Declarations of Candidacy is then published in an issue of *For The Defense* prior to the Annual Meeting. Additionally, within one (1) week following the deadline for submitting Declarations of Candidacy to DRI, all Declarations of Candidacy are sent in electronic format to each member of the DRI Board of Directors. Finally, a list of all candidates is published in the first issue of *The Voice* following distribution of the

Declarations of Candidacy to the Board of Directors. The list includes a link to the Declarations of Candidacy which are posted on the password protected side of the DRI website.

It is also the practice that the summaries of the Declarations of Candidacy be included in the registration packet for each registrant at the Annual Meeting and also placed outside the Nominating Committee's room for review by individuals who will be speaking on behalf of the candidate(s).

When pursuing an elected position, the candidate's emphasis at all times should be on highlighting that candidate's qualifications for office and not negative communication about another candidate.

Permissible conduct by candidates and others acting on their behalf:

- At any time, a candidate may inform current Officers, members of the Board of Directors, past DRI Leaders, the Chief Executive Officer, and Chief Operations Officer/General Counsel of his/her intention to seek a National Director or Officer position. A candidate may also discuss the duties and time commitments associated with serving on the Board of Directors or in the various Officer positions, and make additional inquiries into the election process and what to expect when appearing before the Nominating Committee.

A candidate may express his/her interest in being elected to the position for which he/she is running.

A candidate may provide a copy of his/her Declaration of Candidacy to DRI members to help educate them about areas to discuss with the Nominating Committee.

- A candidate may discuss his/her background, qualifications, and declaration of candidacy with DRI members and provide them copies of the Guidelines for Appearing Before the Nominating Committee. These informal discussions are considered helpful to the process because they assure that the candidate has the opportunity to share his or her perspective, vision, and experiences with others who may decide to address the Nominating Committee.
- A candidate may ask DRI members (other than DRI Officers) to appear before the Nominating Committee to speak on his/her behalf (or send an email or letter to the Nominating Committee in care of the DRI Chief Executive Officer, with a copy to the DRI Chief Operations Officer/General Counsel, in a manner that is consistent with Section two (2) of these guidelines.

- A candidate may ask supporters who are not DRI members to send an email or letter to the Nominating Committee in care of the DRI Chief Executive Officer, with a copy to the DRI Chief Operations Officer/General Counsel, on his/her behalf in a manner that is consistent with Section two (2) of these guidelines.

Impermissible conduct by a candidate or others acting on their behalf:

- A candidate shall not contact members of the Nominating Committee regarding his/her candidacy nor consult with the Nominating Committee or its members concerning election guidelines and procedures.
- A candidate shall not seek an endorsement from DRI Officers for himself/herself or other candidates.
- A candidate shall not ask DRI Officers to appear before the Nominating Committee to speak on his/her behalf or request such Officers to send an email or letter to the Nominating Committee on his/her behalf.
- A candidate and his/her supporters shall not engage in campaigning, which includes but is not limited to producing, condoning, or participating in any commercial advertising, mass electronic or print mailings, the production and distribution of promotional material such as brochures, flyers, banners and/or campaign buttons in support of their candidacies. A candidate shall not hold receptions, cocktail parties, or other social events to promote his/her candidacy. Prohibited conduct further includes requesting a Substantive Law or Standing Committee Chair, Vice Chair or Steering Committee member or an Officer or Executive Director of an SLDO to send a mass electronic notification to their members regarding the candidate's candidacy for National Director or Officer position.
- A candidate and his/her supporters shall not provide written talking points to supporters to direct their specific comments before the Nominating Committee. Supporters may refer to personal notes made in anticipation of their appearance before the Nominating Committee.

DRI Officers, Senior Staff, and the Nominating Committee should avoid any appearances of partiality or favoritism towards known or potential candidates for elected office. DRI Officers and Senior Staff shall not endorse or support any candidate, except during appearance before the Nominating Committee. Nominating Committee members should be mindful of their responsibility to conduct a fair and impartial screening of candidates, and should not make any statement with regard to a preference of any candidate outside Nominating Committee deliberations.

Candidates should direct any questions regarding the election process to the DRI Chief Executive Officer.

Any complaints or concerns regarding the election process and/or the conduct of any person (including candidates) regarding the election should be directed to the DRI President. The Nominating Committee should not be contacted directly regarding such complaints. In the event the DRI President receives information suggesting that a candidate or other person may have engaged in impermissible conduct, that information shall be shared with the Executive Committee. If it is determined by the Executive Committee that a candidate or other person has engaged in impermissible conduct under the by-laws or these election procedures, the Executive Committee shall determine whether to take some type of action, which is within the sole discretion of the Executive Committee, and may include any appropriate action from a cautionary reminder of what is impermissible conduct to disqualification of the candidate.

(2) Educating the Nominating Committee.

The Nominating Committee encourages all DRI members to appear personally to talk about a candidate's qualifications for an elected office. It is important to the Nominating Committee that individuals with firsthand knowledge of a candidate(s) appear so that questions can be asked by members of the Committee. Attached separately to these Guidelines are "Guidelines for Appearing before the DRI Nominating Committee" which are designed to help individuals organize their thoughts and comments so that all pertinent information is presented to the Nominating Committee in the limited time available.

It is also recognized that many DRI members may not be able to personally appear before the Nominating Committee. It is therefore important that information these individuals possess about a particular candidate(s) be communicated to the Nominating Committee. These individuals may submit their comments in writing through letters, emails and/or other written communication addressed to the Chair of the Nominating Committee in care of the DRI Chief Executive Officer with a copy to the DRI Chief Operations Officer/General Counsel. This communication will then be circulated to the entire Nominating Committee. For this communication to be meaningful, it should contain, at a minimum, some or all of the following: (a) information to show the writer's firsthand knowledge of the candidate; (b) how long the writer has known the candidate; (c) the particular qualifications the writer feels that the candidate possesses for the elective position; (d) the specific attributes the candidate has for that position; (e) knowledge as to the candidate's leadership capabilities; (f) the skills or attributes the candidate would bring to DRI if elected to the position; and (g) any other information that the writer possesses that would be of interest to the Committee. Other suggestions that the writer may want to consider are contained in "Guidelines for Appearing Before the DRI Nominating Committee." Form letters and other generic communications will be given little or no weight by the Nominating Committee. All communications and discussions within the Nominating Committee are strictly confidential, and this confidentiality applies to all written communication received on behalf of a candidate. To ensure that the election process is fair for all candidates

and the DRI membership, contact with members of the Nominating Committee concerning a candidate's qualifications is inappropriate except as mentioned in the foregoing paragraphs. Oral communication to any Nominating Committee member concerning the election and/or a particular candidate outside the nominating room is expressly prohibited.

(3) Informing the candidates of the Nominating Committee's recommendations.

Prior to reporting to the Board of Directors, the Chair of the Nominating Committee and the DRI President shall individually notify each candidate for the officer positions, whether the candidate is being nominated for the position of Second Vice President or Secretary – Treasurer. When each candidate for an Officer position meets with the Nominating Committee prior to the Nominating Committee's deliberations, the candidate shall inform the Nominating Committee as to the method by which the candidate wishes to be informed as to whether he/she is being nominated for the position, i.e. email, telephone, in person.

If the Board of Directors approves the nominees selected by the Nominating Committee for National Director, a member of the Nominating Committee shall notify each candidate for National Director of the outcome of his or her candidacy. When each candidate for National Director meets with the Nominating Committee prior to the Nominating Committee's deliberations, the candidate shall inform the Nominating Committee of the method by which he/she wishes to be informed as to whether her or she is being nominated for National Director, i.e. email, telephone, in-person.

(4) Informing the membership of the election results.

The Board of Directors shall be asked to approve the nominees for Second Vice President, Secretary-Treasurer and National Director as recommended by the Nominating Committee. Once approved, DRI staff will inform the membership of the election results as soon as practical after the Board of Directors approves the election results but not later than forty-eight (48) hours after said approval.

Guidelines for Appearing Before the DRI Nominating Committee

The following guidelines have been designed to assist DRI members appearing before the Nominating Committee. Every member of DRI is encouraged to participate in the election of the DRI leadership. The opportunity to appear before the Nominating Committee is open to all DRI members; nothing herein is intended to discourage non-DRI members from submitting written or electronic support to the Nominating Committee on behalf of a candidate. {SLDO Executive Directors, many of whom are non-lawyers and therefore not officially members of DRI, may sign up and appear before the Nominating Committee.} Your appearance before the Nominating Committee is important as it provides information necessary for the committee to make its recommendation to the DRI Board of Directors. It also provides an opportunity for members of the Nominating Committee to ask questions about the candidates. The Committee encourages each person appearing before it to speak openly and candidly about a candidate's qualifications and abilities. All discussion and communications within the Nominating Committee are strictly confidential and will not be revealed to anyone outside the Nominating Committee. Comments should focus on the particular traits, attributes and qualifications of the candidate that qualify him/her for the elective position sought. Negative comments about candidates are discouraged unless specifically solicited by a member of the Nominating Committee.

DRI Staff is responsible for managing the sign-up process for DRI members wishing to appear before the Nominating Committee. The sign-up process takes place at or near the Annual Meeting registration desk. You must make your reservation to appear before the Nominating Committee in person. You may not reserve times for others to appear before the Nominating Committee, and others may not reserve a time for you to appear before the Nominating Committee. When you request an appointment time, DRI Staff are required to verify that you are currently a member of DRI in good standing. If your membership in DRI has lapsed, you will not be permitted to sign up until your membership has been reactivated. Once membership in DRI is confirmed, you may select an available appointment time. You may cancel your appointment with the Nominating Committee at any time. However, you will not be permitted to assign your appointment to someone else.

The list below is not all inclusive; it is designed to serve as a guide to help identify points that are considered significant by the Committee. While the committee members have general information and knowledge about each of the candidates, they are looking for firsthand information that may have been gained by either working directly with the candidate or through personal observation. The following tips represent ideas from former members of the Nominating Committee, learned through many years of service, and are suggested to make the appearance process more efficient and compatible to the DRI election process.

In no particular order, here are a few suggestions:

- (1) Before appearing before the Nominating Committee, please have your comments organized and thought out. There is only a limited amount of time and in order to allow everyone the opportunity to appear before the committee, it is necessary to adhere strictly to the schedule.
- (2) It is important to identify at the outset the candidate(s) you support, how long you have known the candidate(s), the contact that you have had with the person (e.g. work with them in a state or local defense organization, a DRI committee, other professional organizations, co-counsel in a case, etc.) and your personal knowledge as to the candidate'(s) leadership qualities.
- (3) Describe for the Committee the personal interests of the candidate(s) (if you know) in DRI compared to other professional organizations in which he/she may be active, and why the candidate has a specific interest in DRI.
- (4) Identify the specific attributes of the candidate(s) that are or should be important to DRI (e.g., geographical balance, diversity, corporate law relationship, important state or regional profiles, etc.)
- (5) Describe the candidate'(s) prior leadership experience, of which you have firsthand knowledge, in any other professional organization, state or local defense organization, committee activity, community association, position in their law firm, co-counsel in a case, etc., where the candidate(s) has demonstrated prior leadership experience.
- (6) Comment upon the candidate'(s') ability to effectively and efficiently carry out and perform tasks assigned to him/her.
- (7) Describe for the Committee any observations that you might have about the candidate'(s) leadership abilities and the respect that others have for him/her.
- (8) Describe any other attributes or information that you feel are or should be important to the Committee in determining whether the candidate should be recommended to the DRI Board of Directors for the elected position sought.

DRI appreciates your taking the time out of your schedule to personally appear before the Nominating Committee to share your thoughts and opinions. Without your interest and contribution, DRI would not be able to elect the best possible leaders.

Individual Board Member Responsibilities

The realities of Board member responsibilities are underscored every year when we see the tremendous wealth of talent in the form of eight (8) experienced and committed Board members who graduate from the Board of Directors after completing their terms. The shift of responsibility to new Board members must be smooth and continuous. Directors have the basic responsibilities of preparing for, attending, and participating in board meetings. **Adherence to these Board Member Responsibilities can affect future DRI leadership appointments.** Additionally, Board members have individual responsibilities that include the following components:

- 1. Membership:** Each Board member shall be responsible for advocating membership in DRI. You are responsible for your state, your region, the committees of which you are a member or may serve as a formal Board liaison, the Law Institute programs in which you appear and with the clients for whom you work. You are our best ambassador and advocate. DRI is effective only so long as we have a strong membership. Each Board member is expected to recruit five (5) new members for DRI annually, and quarterly statistics will appear in the board newsletter as a reminder of this commitment.
- 2. Election Responsibilities:** All Board members are required to participate in the DRI election process. You are expected to become familiar with the backgrounds of all candidates for National Director, Second Vice President and when applicable Secretary-Treasurer. The responsibilities included in this paragraph further require you to appear before the Nominating Committee and express your opinion about the candidates' qualifications to serve as members of the DRI Board of Directors or as one of its Officers.
- 3. Special Projects:** Each Board member is expected to participate in special projects each year. Some of these projects may evolve as the year progresses where you will be called upon to carry out some missions identified by the Officers and/or the Board. You will be asked to report on a periodic basis to the Board as to the status of these projects.
- 4. Attendance at Regional Meetings:** You are expected to attend the Regional Meetings in your region. You may be asked to speak at these meetings in order to explain the current activities of DRI to those in attendance and to communicate back to the Board and the Officers issues or problems that your region and State or Local Defense Organization may be experiencing. You will also be asked to make suggestions and recommendations as to how DRI can better fulfill its goals and missions to your region as well as the State and Local Defense Organizations within your region.

5. Committee Liaison Responsibilities: You may be assigned to serve as a liaison to one of DRI's substantive or practice law committees. This is an important responsibility that you have as a Board member. We need "hands on" involvement by Board liaison members to the substantive and practice law committees. This includes talking with the Committee Chair at least once a month about DRI developments and the way their committee can achieve the DRI goals of newsletters, publications and seminar programming and participation. The Committee needs to understand its role in serving DRI members and offering opportunities to interested members. The Committees are not autonomous and the Committee Chairs are obligated to keep the Board liaison informed about developments and activities within the Committee. Board liaisons should also make an effort to participate in steering committee meetings, either by phone or in person. It is also important that each board liaison ensure that the Committee Chair prepares the appropriate Committee report and submits it to DRI headquarters in time for inclusion in the Board meeting materials. As board liaison you also are required to submit a report to the board about the activities of the committee. This report should be submitted to DRI headquarters in time for inclusion in the board meeting materials. If problems arise in the Committee to which you serve as liaison, it is your responsibility to communicate to the appropriate Officer and Chief Executive Officer in an effort to resolve the problem. The Officers look to the Board liaison and the DRI staff to make sure each Committee is fulfilling its responsibilities.

6. SLDO Liaison Responsibilities: You are required to serve as a liaison, both formal and informal, with the State and Local Defense Organizations within your region. These liaison duties include monitoring the activities of the SLDO's in your region, attending Regional Meetings and SLDO Meetings where you live and reporting to the officers and the board on the activities and issues facing the SLDO's with which you work. In order to carry out these liaison responsibilities, it is strongly recommended that all members of the Board of Directors join the SLDO where they live.