

CHAPTER II BOARD COMMITTEES

A. ADVISORY COMMITTEE TO REVIEW VICE PRESIDENT CANDIDATES

1. **Objective** – The purpose of the committee is to review potential candidates for international vice president and to provide a detailed evaluation of such candidates to the Executive Officers.
2. **Composition** – The Advisory Committee to Review Vice President Candidates shall be composed of the following members.
 - a. One past international president from each constitutional area (or if determined appropriate, one past international director) who shall be appointed by the Executive Officers.
 - b. An Advisory Committee Chairperson to be appointed by the International President, in consultation with the Executive Officers.
 - c. An Honorary Chairperson shall be appointed subject to the confirmation of the Executive Officers each year.
3. **Duties** – The Advisory Committee to Review Vice President Candidates shall assume the following responsibilities to accomplish its charge:
 - a. Collect and review the resumes of endorsed candidates.
 - b. Identify and collect the resumes of potential candidates.
 - c. Provide the Executive Officers with a copy of each endorsed candidate’s resume and a report containing a detailed evaluation related to each candidate.
4. **Meetings** – The Advisory Committee will meet primarily by electronic means and shall meet in person as required and approved by the Executive Officers subject to budget approval.
5. **Term** – The appointments shall be for one year and should be made on or shortly after the October/November International Board of Directors meeting.

B. AUDIT COMMITTEE

1. **Objective** – The purpose of the committee is to assist the Board of Directors in fulfilling its oversight responsibility relating to:
 - a. The integrity of the financial statements and financial reporting;
 - b. The annual independent audit of the financial statements;
 - c. Engagement of the independent auditor;
 - d. Compliance with legal and regulatory requirements;
 - e. Evaluation and assessment of risk management;

- f. Accounting systems and internal controls, and;
- g. Fulfillment of other responsibilities set out herein.

2. **Composition** – The Audit Committee shall be composed of four members:

- a. A second year director who is a member of the Lions Clubs International Finance and Headquarters Operation Committee;
- b. A first year director who is a member of the Lions Clubs International Finance and Headquarters Operation Committee;
- c. Two current international directors or board appointees to be appointed by the International President.

3. **Duties** - The audit committee shall assume the following responsibilities to accomplish its charge:

- a. Supervise the annual audit by an independent auditor and review such statements with management and the independent auditor.
- b. Review in consultation with management, at least annually, the qualifications, performance and independence of the independent auditors. When deemed prudent, the association will issue a Request for Proposal (RFP) from selected firms with substantial experience auditing nonprofit organizations. Present its conclusions with respect to the independent auditor to the Board.
- c. Recommend to the Board of Directors the engagement of an independent internal auditor to assist the committee in the examination and evaluation of the internal controls. The qualifications, independence, and prior performance must be reviewed and investigated prior to the recommendation.
- d. Review annual financial statements, including any adjustments to those statements recommended by the independent auditor, and any significant issues that arose in connection with the preparation of those financial statements. The committee will inform the Executive Committee and report to the Board of Directors any significant findings.
- e. Review the financial reporting and accounting policies, significant changes in accounting principles and regulations or in their application, and the key accounting decisions affecting the financial statements, including alternatives to, and the rationale for, the decisions made.
- f. Review, as appropriate and in consultation with the independent auditor, accounting policies, internal controls and procedures of the organization as well as management responses to comments relating to those policies and procedures.
- g. Review and investigate any matters pertaining to the integrity of management, including conflicts of interest, or adherence to standards of business conduct as required in the policies of the association and foundation. This should include regular reviews of the compliance processes in general and the corporate governance process in particular, including “whistle blower program” and document retention policy. In connection with these reviews, the committee will meet, as deemed appropriate, with the general counsel and other officers or employees.

- h. Evaluate the business risks of the organization and plans to mitigate risk, including requiring management to communicate its risk assessments to the committee.
 - i. Review the conflict-of-interest policy as set forth in Chapter XI of the board policy manual, recommending changes as needed.
 - j. Meet as frequently as circumstances require, but at least twice annually, with the independent auditor to discuss any issues arising from the audit committee's responsibilities. Two such meetings will be an audit planning meeting to adopt the scope of the upcoming audit and a post-audit meeting to receive the results of the audit.
 - k. The committee shall have authority to retain such outside counsel, experts and other advisors, to investigate, when deemed necessary, potential or actual improprieties in the organization's operations in its sole discretion. The committee shall have authority to approve related fees and retention terms.
 - l. The committee shall submit the minutes of all meetings to the Executive Committee and Board of Directors after each committee meeting.
 - m. Oversee the internal audit function with the internal audit department having direct reporting responsibility to the Board of Directors through the Committee. This oversight shall include an annual review of internal audit's risk assessment and scope of audit plan, review of reports prepared by the internal audit department together with management's response and follow-up to these reports, and ascertaining any difficulties encountered by internal audit in the course of its activities, including any restrictions on the scope of work or access to required information.
4. **Meetings** – The committee shall meet as often as necessary to perform its duties as prescribed in this policy and generally before and after the scheduled annual audit. The chairperson may call a meeting at any time, as he or she deems advisable. Other committee members may request meetings through the chairperson of the committee. Refer to section 3.j.
5. **Reporting** – The committee shall prepare a report of progress, plans and recommendations for approval at each meeting of the board of directors.

C. CONSTITUTION AND BY-LAWS COMMITTEE

- 1. **Objective** – The purpose of the committee is to assist the association's Board of Directors in fulfilling its responsibilities with respect to matters relating to the governance of the association.
- 2. **Requisite** – Entire committee must familiarize itself with the constitutions and by-laws of the association - at international, district and club levels, and with board actions and policies.

3. **Duties**

- a. Provide guidance to the Board of Directors and its standing committees to ensure the actions taken by the board are consistent with the constitution and by-laws.
- b. Issue legal interpretations related to the association's governance documents and to recommend and advise the board regarding recommended constitutional amendments.
- c. Review all matters of a legal nature referred to it, including risk management, insurance, trademarks, privacy compliance, domestic and foreign legal compliance, dispute resolution, and litigation and make recommendations thereon, when deemed proper, to the Executive Committee and the board of directors.
- d. Develop and recommend policies of association governance designed to reflect the best practices of global non-profit organizations.
- e. Prepare the form of constitutional amendments proposed by international board.
- f. Ensure the board has adequate information in order to monitor compliance with board policies and procedures and recommend changes to such procedures as needed.
- g. On constitutional and/or legal questions requiring interpretation rather than board action:
 - (1) Confer, if necessary, by letter or telephone until a majority opinion of the committee is secured.
 - (2) Instruct general counsel on procedure.
- h. Ensure policy manual changes proposed by other committees of the board are consistent with board policies and constitutional provisions.

4. **Meetings**

- a. Committee meets at time and place of board meetings.

At such meetings, officers and directors from areas where questions have arisen are requested to appear and present views.

- b. Special meetings may be convened with approval of the president or the Executive Committee.

5. **Reporting** – The committee gives an official report at each board meeting concerning the above matters.

D. CONVENTION COMMITTEE

1. **Objective** – To provide direction, establish norms, recommend and implement authorized procedures to ensure proper organization and operation of all phases of the international convention.
2. **Requisite** – the committee should be familiar with all aspects of the international convention, particularly as they pertain to: attendant board policy, convention budgeting, existing contracts and commitments, basic format of a convention schedule of events, convention hall and headquarters hotel requirements, established housing and preregistration procedures as well as requirements/support of local Lions in a convention city.
3. **Duties** – Subject to board approval, the Convention Committee, in conjunction with the convention division manager:
 - a. Research and determine the feasibility, propriety, practicality and timeliness of all components needed to ensure the success of the international convention.
 - b. Establish guidelines and procedures for the proper implementation and management of approved plans for the international convention. Such guidelines and procedures should be characterized by sensitivity to the diverse cultures and traditions of international Lionism.
4. **Meetings** – The Convention Committee and convention division manager meet in conjunction with all board of directors' meetings. Additional Convention Committee meetings are held in accordance with board policy. Prior to all committee meetings, the convention division manager will supply the committee with research information and a report on the status and progress of plans for the next convention.
5. **Reporting** – At the time of each board meeting, the committee prepares and submits a status report on the next international convention. Recommendations may also be submitted affecting board policy concerning the international convention. Relevant information concerning other future convention arrangements may also be submitted, as determined by the committee.

E. DISTRICT AND CLUB SERVICE COMMITTEE

1. **Objective** –To provide direction and recommend policy for the successful administration and operation of zones, districts, multiple districts and clubs throughout the world with special attention to young, small, un-districted, or declining clubs, clubs with problems, and club mergers, as well as districts and multiple districts in need of redistricting, and to establish policy for the association's language operations. To coordinate with other board committees to facilitate the successful operation of clubs, districts and multiple districts.

2. **Requisite** – The committee should familiarize itself with details of district and club administration, know the related policy and procedures as well as the regional differences in culture, tradition, customs, social conditions, etc. among the Lions’ countries and geographical areas.
3. **Duties**
 - a. Maintain continuous review of programs and procedures related to zones, clubs, districts and multiple district operation, and plan special programs in conjunction with other divisions, as needed, to strengthen and fortify districts and clubs.
 - b. Develop strategies and programs for club and district leaders that support effective club operations. Develop and execute special programs (such as the Certified Guiding Lion Program) to strengthen clubs with an emphasis on assisting young, weak, small and status quo clubs. Work in conjunction with the Leadership Development Division to develop club officer training. Work in conjunction with the Membership Division to support member retention.
 - c. Develop strategies and recommend policy to support optimum district and multiple district operation. Provide support for small districts and undistricted areas and approval of redistricting proposal for review by the board. Work in conjunction with the Leadership Development Division to develop and execute the District Governor Elect Seminar. Review the status of districts, including provisional, and recommend changes in the policy and procedures for betterment of those districts.
 - d. Recognize effective leadership (such as the Excellence Awards) at the club, district and multiple district level.
 - e. Ensure that the association meets the translation and interpreting needs of non-English speaking members and provides culturally localized resources that support association initiatives.
 - f. Review seminars to be held at each international convention in the area of district and club administration.
 - g. Support Lion leaders in their efforts to help achieve district and club goals
4. **Meeting** – The committee meets at the site of the board meetings or as approved by the international president.
5. **Reporting** – The committee prepares a report of progress, plans, and recommendations for presentation at each meeting of the international board of directors.

F. FINANCE AND HEADQUARTERS OPERATION COMMITTEE

1. Finance Function

- a. **Objective** – The purpose of the committee is to assist the board of directors in fulfilling its responsibilities to provide oversight relating to financial management of the organization.
- b. **Requisite** – The committee must familiarize itself with the association’s finance and accounting policies and procedures.
- c. **Duties**
 - (1) Develop, prepare and present an annual operating budget that takes into account all sources of revenue operating expenses, capital expenditures and investment accounts.
 - (2) Reviews quarterly forecasts of year end financials results that reflect known events that may influence revenue or expenses.
 - (3) Reviews internal financial statements and other internal financial information provided to the board of directors and/or executive officers.
 - (4) Reviews and advise the board of directors in respect to: investment policies; appointment of investment advisors, performance of investments and, where appropriate, significant investment transactions.
 - (5) Periodically reviews all financial policies.
 - (6) Annually review and approve the Form 990 prior to filing.

2. Headquarters Operation Function

- a. **Objective** – Monitors the effectiveness and efficiency of the headquarters operations.
- b. **Requisite** – The committee must familiarize itself with the association facilities and organizational structure.
- c. **Duties**
 - (1) Working with the administrative officers, review the overall headquarters operation.
 - (2) Administer the Lions Clubs International Retirement Income Plan and the Lions Clubs International 401(k) Savings Plan (retirement plans).
 - (3) Oversee the administration of the association’s conflict of interest policy.
 - (4) Salary administration including, adjustments in salary ranges.

- 3. **Meetings** – At the time and place of regular board meetings or as approved by the international president or executive committee.

4. **Reporting**– The committee prepares a report of progress, plans and recommendations for approval at each meeting of the board of directors.

G. LEADERSHIP DEVELOPMENT COMMITTEE

1. **Objective** – To achieve excellence in Lions Leadership Development through quality learning opportunities.
2. **Requisite** – The committee should familiarize itself with the body of knowledge of leadership development, research, and publications.
3. **Duties**
 - a. Review and recommend leadership development programs in conjunction with the professional staff of Lions Clubs International.
 - b. Assist with development of leadership development materials – whether in-person training or online learning – for use at all levels within the association.
 - c. Provide guidance and assistance to professional staff with implementation and quality control of leadership development programs.
 - d. Provide sessions at the international convention for the development and leadership of Lions at all levels of the association.
 - e. Provide guidance to professional staff on development and delivery of leadership development curriculum for members at all levels in the association.
 - f. Provide guidance to professional staff on development and delivery of programs for international office staff.
 - g. In conjunction with the Convention and District and Club Service Committees, develops and implement plans for the First Vice District Governors/District Governors-elect Seminar.
 - h. Consult and/or collaborate with other committees and their staff on the development of learning materials relevant to their areas of responsibility.
4. **Meetings** – The committee meets at the site of the board meetings or as directed by the president. Teleconferences and/or webinars will be conducted as needed between board meetings.
5. **Reporting** – The committee prepares a progress report, plans, and recommendations for presentation at each meeting of the board of directors.

H. LONG RANGE PLANNING COMMITTEE

1. **Objective** – To determine, by thorough and systematic studies, long-range issues affecting association operations and long-term strategic planning issues, and to make recommendations for board action to meet the same.
2. **Requisite** – Study, review and gain working knowledge of all association operations, and strategic plans – past, current and prospective – at all levels.
3. **Committee Structure** – Each president, by and with approval of his/her respective board of directors, shall be encouraged to exercise his/her committee appointment power so that it is accepted presidential appointment practice to compose the Long Range Planning Committee of: immediate past international president; first, second and third vice presidents; one second year director; one past international president; and one past international director, with the second vice president serving as chairperson, and with the member appointed from the past international president and past international director group to be selected from Lions appointed to serve on committees of the board.
4. **Duties**
 - a. Study, with staff research, long range administrative operations and/or strategic issues referred to committee by committees of the board.
 - b. Based on own studies and experiences, determine, within committee, new substantive long-range challenges, needs and desires of association, clubs, districts, etc.
 - c. Prepare Long Range Planning Report for each board meetings.
 - d. Prepare general recommendations for study by specific standing board committees and implementation of specific action items.
 - e. Advise and Consult with the Service Activities Committee on the planning process for selection of Lions major service commitments.
 - f. As requested by the Board of Directors, review the board of director's representation at least every 10 years.
5. **Board Committees** – Each committee of the board shall include a review and update of the association's strategic plan for each meeting of the board of directors.
6. **Strategic Plan – Principles, process, and purpose** – The International Board of Directors shall adopt and update annually a long range strategic plan directed at improving major facets of association operations and programs.
 - a. The plan shall provide clear direction for the association, future executive officers and boards, and administrative operations.
 - b. The plan shall be flexible and adaptable to the association's changing needs and expectations.
 - c. At each regular board meeting, board committees shall report to the Long Range Planning committee the status and progress of actions taken to complete each objective fulfilling the plan's strategic issues.

- d. Board committees may recommend to the Long Range Planning Committee the inclusion of new objectives to address existing strategic issues, as well as the adoption of new strategic issues.
- e. The review and development cycle of the plan's strategic issues shall be every 5 years, with objectives and outcomes updated annually.

7. General Long Range Planning Procedures

- a. Any long range recommendations, whether emanating from a committee of the board or an individual officer or director or otherwise, shall first be referred to the Long Range Planning Committee for study.
- b. The Long Range Planning Committee shall secure an in-depth study of each such subject by the appropriate members of the international office staff.
- c. The Long Range Planning Committee shall include its recommendation on the subject as part of the Long Range Planning Committee report to be made at any meeting of the board of directors deemed appropriate by said committee.
- d. No long range planning ideas, subjects or recommendations shall be considered by the board of directors unless and until they have received this procedural treatment.

8. Staff Liaison – The executive administrator shall serve as staff liaison with the Long Range Planning Committee.

9. Meetings – Meetings of the Long Range Planning Committee may be held at such place and at such time as shall be approved by the International President. Generally, the committee will meet in-person three times a year in coordination with the LCI Executive Committee meetings in August and January and May, with any additional electronic or in-person meetings as required authorized by the International President.

10. Reports – Committee gives a formal report of areas of study and long-term strategic plan updates at both the September/October and March/April board meetings.

I. MEMBERSHIP DEVELOPMENT COMMITTEE

- 1. **Objectives** – To promote, in conjunction with the District and Club Service Committee, the organization and chartering of new clubs, growth and development of membership and to assist in the reorganization of weak and status-quo clubs. To see that all programs are carried out in keeping with sound business practices and association policy, with emphasis on the responsibilities of the sponsoring club and the Guiding Lion as they relate to new clubs.
- 2. **Requisite** – Committee should familiarize itself with current extension programs and practices and current membership procedures.

3. Duties

a. Study new countries for extension possibilities, giving consideration to the following:

- (1) Political attachment and philosophy.
- (2) Practical effect of location of country or area under consideration with respect to provision of services by a sponsoring club, district officer, coordinating Lion or the International Headquarters.
- (3) Does the country or area under consideration lend itself favorably to the precepts and purposes of Lionism.
- (4) Short and long-term effect of rates of exchange and/or fiscal policy of country or area on total association operation and, specifically, favorable money exchange and future extension possibilities.
- (5) Prospects in country or area for future growth (clubs and membership) by reason of culture, population, etc.

b. Study methods to promote organization of Lions clubs in:

- (1) Metropolitan areas
- (2) Rural areas
- (3) Subdivisions
- (4) Additional clubs in areas of existing clubs
- (5) Institutions of higher learning
- (6) Shopping centers or malls
- (7) Corporations
- (8) Other potential areas of extension

c. Study conduct of our extension program in light of sound management practices:

(1) Periodically review overall extension program to determine:

Whether new clubs operate on sound basis by conducting:

- Good club meetings
- A major service activity
- A major fundraising activity
- A good membership development and retention program

(2) Whether sizes of clubs organized are too large or too small - and whether clubs organized are of good quality.

(3) Whether results of our extension program are gained within the bounds of cost effectiveness.

- d. Review all matters relevant to the association's membership programs.
 - (1) Study membership statistics and reports and recommends necessary changes to improve the association's program.
 - (2) Recommend awards and rules for all membership programs.
 - (3) Recommend ways and means of increasing strong membership growth and development through promotion of club and district participation.
 - e. Study association's long range membership proposals and reports its findings and recommendations to board of directors.
- 4. **Reporting** – The committee prepares a report of progress, plans and recommendations for presentation at each meeting of the board of directors.
 - 5. **Meeting** – Meets at site of each board meeting and otherwise when approved by president.

J. MARKETING COMMUNICATIONS COMMITTEE

1. Marketing, Communications and Public Relations (PR)

- a. **Objective** – To enhance our association's brand and deliver messaging to members and the public that informs, motivates, and drives them to action. Our goals include increasing public awareness of our association by enhancing the brand of service, supporting membership growth, retention, and value with strategic marketing campaigns, serve as a true marketing advisor to board committees and staff, and exhibit fiduciary responsibility in managing the Marketing Division budget.
- b. **Requisite** – Committee must familiarize itself with the structure and procedures of the Marketing Division in the international office, as well as those of any related external vendors, partners, agencies, and licensees.
- c. **Duties**
 - (1) Evaluate the programs of the Marketing Division, confer with the staff and lend its recommendations and counsel.
 - (2) Originate and suggest marketing ideas, projects and policies to the Executive Committee and board of directors.
 - (3) Review major public relations proposals and submit same to Executive Committee or board for approval.

- (4) Evaluate proposals, ideas and opinions on marketing, communications and public relations from individuals, clubs, district officers, etc., and determine the feasibility and applicability of such ideas in alignment with current committee, board, and staff priorities. If any ideas are deemed feasible, recommend their adaptation for use by Lions Clubs International.
- (5) Confer and cooperate with other board committees, the administrative officers and staff, bringing to them the marketing, communications, and PR viewpoints.
- (6) Review and evaluate image and effectiveness of association awards.
- (7) Plan a meeting of magazine editors when the Editor-in-Chief of LION Magazine determines it is needed. The committee will coordinate with staff on the priorities and agenda for each meeting and will determine the appropriateness and financial viability of a virtual or on-site meeting at International Headquarters.
- (8) Review the Marketing Division budget on a quarterly basis and provide input and recommendations to align with the financial goals of the association.
- (9) Review and make approval decisions on all PR Grant applications as soon as possible but no later than within 30 days of the final day of the fiscal quarter in which each application is received.
- (10) Govern, administer, and manage all requests to modify the official protocol in chapter XIX, Public Relations, of the Board Policy Manual.

2. **The LION Magazine**

- a. **Objective** – to ensure that the LION Magazine and publications area operates on sound public relations and business principles, particularly keeping in mind its purpose as a communications medium with our most important asset - the Lion member.
- b. **Requisite** – The committee should understand the purpose and the responsibility of the LION Magazine (in all editions) for conveying the story of Lionism, its activities, its programs and its Lionistic messages to the membership.
- c. **Duties – Magazine**
 - (1) As soon as possible after the convention, the committee should meet to become thoroughly acquainted with procedures and methods of operation.

- (2) The committee should:
 - i. Familiarize itself with the rules and procedures governing the various editions of the LION Magazine.
 - ii. Make recommendations to the Executive Committee or board on all matters concerning the LION Magazine and its editions.
 - iii. Ensure that all board-adopted policies are carried out.
 - iv. Conduct readership surveys at such times as deemed necessary and advisable by the board of directors.
 - v. Endeavor to gain working knowledge of board policies affecting committee function.

- (3) Exercise due caution against imposition of personal likes, dislikes or prejudices or suggestion of abrupt change in format or policy, without thorough study and research with the board of directors.

- (4) Review the LION Magazine budget on a quarterly basis and provide input and recommendations to align with the financial goals of the association. The committee may also consider options to generate revenue through tactics such as advertising.

3. **Meetings** – The committee meets at the site of board meetings and otherwise as directed by the president, executive officers, or the committee chairperson. The committee may conduct virtual meetings throughout the fiscal year in order to approve PR Grant applications and receive timely updates from staff.

4. **Reporting** – The committee prepares a report of progress, plans and recommendations for presentation at each meeting of the board of directors and reviews this charter at least once per year.

K. SERVICE ACTIVITIES COMMITTEE

1. **Objective** – To formulate and recommend for board approval policy governing all LCI service programs through which Lions provide services to beneficiaries in their communities or around the world.

2. **Requisite** – The committee should familiarize itself with board policy statements on: 1) the global causes (diabetes, environment, hunger, vision and childhood cancer) 2) service and 3) international relations.

3. **Duties**
 - a. The committee studies and recommends general directions for LCI service programs and initiatives considered appropriate for clubs, districts or multiple districts.

- b. The committee recommends general norms to be observed in administering these LCI service programs and initiatives. Such norms should be characterized by sensitivity to the diverse cultures and traditions of Lionism.
 - c. Before formally recommending the adoption of a new LCI service program or initiative, the committee, through the resources of the Service Activities Division, will determine its feasibility, propriety and timeliness. If adopted by the board, the staff will recommend procedures for implementation of the LCI service program. The committee, however, should determine whether or not a probationary period should be established during which the new LCI service program will be observed and analyzed by staff; and the results evaluated by the committee.
 - d. The committee supervises LCI service programs within LCI's global causes: Diabetes, Environment, Hunger, Vision, Childhood Cancer. The committee additionally supervises the Youth Camps and Exchange program, Volunteer Engagement and Events, and Advocacy.
 - e. The committee may provide recommendations and/or advice to the Long Range Planning Committee and shall provide for implementation of such a LCI service program upon approval by the International Board of Directors.
 - f. The committee reports to the board on the status of the association's relationship with international organizations related to LCI service programs or initiatives, and acts as liaison to these international agencies as are approved by the board.
 - g. The committee coordinates partnership agreements involving LCI service programs or initiatives in conjunction with LCIF if the activities are funded.
4. **Meetings** – The committee meets at the site of the board meeting or as directed by the president.
5. **Reporting** – The committee prepares and submits a report on the status and progress of global service and recommends for approval by the board new concepts agreed to by the committee.

L. TECHNOLOGY COMMITTEE

- 1. **Objective** - To provide strategic direction, set high-level priorities, recommend and advocate large-scale solutions for the administration and development of technology operations, product development and technical support in alignment with the strategic goals of our association and foundation.
- 2. **Requisite** - The committee must familiarize itself with association and foundation technology strategy, structure and operations. Technology and digital-product management experience is a plus.
- 3. **Duties** –
 - a. Review and approve our technology and product strategy roadmap

- b. Review and approve significant technology investments, product proposals and expenditures
 - c. Encourage and collaborate in the development of innovative products to enhance service, membership, leadership, grants, donations and the member experience
 - d. Review technology operational reports, including architecture, security, privacy and development
 - e. Ensure significant opportunities for leveraging technology are considered, technology-related risks are addressed and the use of technology resources is optimized
 - f. Review and provide input on technical support strategy
4. **Meetings** – The committee meets at the site of the board meetings or as directed by the president.
5. **Reporting**– The committee prepares a report of progress, plans and recommendations for presentation at each meeting of the international board of directors.