

# PROFESSIONAL SKI INSTRUCTORS OF AMERICA - NORTHERN ROCKY MOUNTAIN Rules and Regulations

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### **SECTION 1.0 PURPOSE AND DEFINITIONS**

1.1. PURPOSE. These Governance's, Rules, Regulations and Policies further outline the internal operations of PSIA-NRM in keeping with the purpose stated in Article 1.0. of the Association Bylaws (hereinafter referred to as Bylaws).

1.2. DEFINITIONS.

1.2.1. GOVERNANCE'S. The Governance's of the Association are the principles governing conduct and actions set forth and administered by the Board of Directors. Sections 2.0. through 5.0. are set aside for Governance's.

1.2.2. RULES. The Rules of the Association are the principles governing procedures set forth and administered directly by the Board. Sections 6.0. through 34.0. are set aside for Rules.

1.2.3. REGULATIONS. The Regulations of the Association are the principles governing conduct, action and procedures set forth and administered by Committees acting under the authority of the Board. Regulations and changes thereof are subject to approval by the Board. Sections 35.0. through 50.0. are reserved for Regulations.

1.2.4. POLICIES. The Policies of the Association are the current course of action on specific items and are formulated and administered directly by the Board to maintain prudence, expediency and uniformity in handling these items. Sections 51.0. through 70.0. are set aside for policy statements.

### 1.3. ABBREVIATION DEFINITIONS AND WEBSITE ADDRESSES.

1.3.1. ASEA - American Snowsports Education Association

1.3.2. AASI - American Association of Snowboard Instructors

1.3.3. PSIA - Professional Ski Instructors of America

1.3.4. PSIA-NRM - The Northern Rocky Mountain Division of PSIA/AASI

1.3.5. Board - PSIA-NRM Board of Directors

1.3.6. Website - refers to NRM website: PSIA-NRM.org

1.3.7. National website - thesnowpros.org

## **GOVERNANCE'S**

### **SECTION 2.0 CODE OF ETHICS**

In fulfillment of Article 13.1 of the Bylaws, the following Code of Ethics shall be adopted and enforced.

#### 2.1. CODE OF ETHICS FOR MEMBERS. Any member of PSIA-NRM shall not:

A. Allow the use of his/her name or likeness in such a manner as to misrepresent ski merchandise or otherwise mislead the public concerning a given product.

B. Abuse any privilege that he/she may be extended as a result of his/her membership in this Association from such sources as professional groups.

C. Misrepresent his/her professional status, competence, or experience in applying for or maintaining an employment position where such background is a factor.

D. Misrepresent himself/herself in any way to this Association.

In addition, the Association reserves the right to censure or expel any member who violates any state or federal civil or penal statute.

#### 2.2. VIOLATION. Any complaint of violation of this Code of Ethics shall be referred to the Board for a hearing. If an ethical violation is determined to have occurred, the member in question shall be subject to Censure or Expulsion from this Association.

2.2.1. CENSURE. Violations of the Code of Ethics which in the opinion of the Board do not warrant expulsion, shall result in censure of the offending member. Such censure shall be formally transmitted by the Board to such distribution, including the offending member, as deemed appropriate thereby. The censured

member retains the right to appeal the Board's decision (Sec. 2.4.). Repeated violations which result in the Board's censure shall be grounds for expulsion.

2.2.2. EXPULSION. Violations of the Code of Ethics which in the opinion of the Board warrant expulsion shall result in immediate removal of the offending member from the current membership rolls, with the loss of all rights and privileges except the right to appeal (Sec. 2.4.).

2.3. PROCEDURE TO INVOKE CENSURE OR EXPULSION. The following procedure shall be used in bringing Code of Ethics violations charges against any member:

A. Charges alleging such violations or misconduct must first be made against any such member in writing and submitted to the Board.

B. Any member against whom such charges are made shall be notified of same by certified mail return receipt requested and notices of the time and place of the hearing on such charges shall be included in this notification.

C. Hearings on all such charges shall be held before the Board prior to taking any action in connection therewith, and the party so charged shall be given the opportunity to appear at the hearing to answer such charges in person and also to have witnesses appear on his/her behalf on that occasion.

D. If the party so charged is found guilty of the charges made against him/her in this process, he/she shall subsequently be notified in writing and by certified mail return receipt requested of the action taken against him/her at such hearing, and of his/her right to appeal to the members of the Association from such action.

E. If said person without prior notification and having established just cause, fails to appear at the hearing of charges made against him/her, the Board shall proceed on the basis of the facts at hand.

2.4. METHOD OF APPEAL. Any member censured or expelled in accordance with the foregoing shall have the right to appeal to the general membership of the Association as set forth in Article 5.10. of the Bylaws.

2.5. CODE OF ETHICS FOR EMPLOYEES AND VOLUNTEERS. Each employee and volunteer of the Association must sign a copy of the code of ethics, and they shall retain a copy of the code of ethics for future reference. The distribution of code of ethics and the collection of signatures is the responsibility of the employee's or volunteer's supervisor. For example, committee chairpersons shall distribute the code of ethics to their clinicians and examiners, the Board President shall distribute the code of ethics to the Board of Directors, officers and the Executive Director, and the Executive Director shall distribute the code of ethics to other employees and volunteers. If the code of ethics undergoes substantial revisions, then the new version shall be signed by all employees and volunteers.

2.5.1 PURPOSE. By adopting this code of ethics, the Northern Rocky Mountain division of PSIA/AASI intends to provide a guideline for professional conduct for our employees, officers, Board of Directors, committee chairperson, examiners and clinicians, and volunteers (hereafter referred to as "employees and volunteers.")

2.5.2 MISSION AND VALUES. It is expected that the volunteers and employees of PSIA/AASI-NRM conduct themselves in ways that reflect favorably upon the organization and the mission of PSIA/AASI-NRM. The following values are essential to the mission of PSIA/AASI-NRM and must be upheld:

- TEAMWORK. Cooperation and collaboration are essential in our volunteer-based organization and we can only succeed if we operate as a team. Cooperation with other members of the team in the delivery of professional products and service is expected of all those that represent PSIA/AASI – NRM.

- **RESPECT.** We respect and value others, while acknowledging differences in abilities and personal beliefs.
- **MEMBER SERVICE.** We strive to provide a high quality, cost effective service and we respond to member needs with courtesy and professionalism.
- **ACCOUNTABILITY.** We take responsibility for our actions (or inactions) and their impact on others.
- **INTEGRITY.** We must conduct ourselves as professionals at all times, both on the slopes and off. Honesty, fairness, commitment and professionalism are all components of integrity and we must embody these traits.

2.5.3. **CONDUCT ON THE JOB.** The mission and values are stated above direct conduct while working for or representing PSIA/AASI-NRM. Employees and volunteers are expected to comply with these directives. Likewise, courtesy of volunteers and co-workers is expected of employees and volunteers at all times. The following is a partial list of what PSIA/AASI-NRM deems unacceptable.

- Harassment
- Poor performance
- Falsification of any document or policies
- Theft
- Deliberate or careless damage or destruction of any employee or property
- Provoking a fight or demonstrating other hostile behavior
- Causing, creating or participating in a disruption of any kind
- Insubordination, including but not limited to failure or refusal to obey the instructions of the supervisor, mission statement or any other person of management
- Using objectionable language
- Committing a breach of trust, fraudulent or unlawful act under any circumstances. Some specific violations by employees and volunteers may include but are not limited to:
  - Allowing the use of their name or likeness in such a manner as to misrepresent ski or snowboard merchandise or otherwise mislead the public concerning a given product.
  - Allowing themselves to speak for PSIA/AASI-NRM as a whole, rather than representing only their specified role within the organization.
  - Abuse any privilege that they may be extended as a result of their membership in PSIA/AASI.
  - Misrepresenting their professional status, competence, or experience in applying for or maintaining an employment position where such a background is a factor.
  - Disclosing drafts of policies, e-mails, meeting minutes and other NRM business materials to members before those materials are to be distributed to the general membership.
  - Disclosing confidential NRM matters to members.
  - Propagating negativity or ill-will regarding PSIA/AASI programs, policies or decisions to members.
  - Treating a fellow employee or volunteer with disrespect or dishonesty.
  - Misrepresenting themselves in any way to PSIA/AASI.

2.5.4. **CONFLICT OF INTERESTS.** Transactions in which PSIA/AASI-NRM is involved should not be influenced, or reasonably appear to be influenced by, a member's personal interests or relationships. All employees and volunteers, especially those in positions of trust, should ensure that their actions remain above reproach.

- A. Examiners and clinicians must treat each and every clinic or exam participant objectively, regardless of their personal or professional relationship with the participants.
- B. NRM employees and volunteers may not use their status within PSIA/AASI for personal gain.

C. NRM employees and volunteers must clearly understand the difference in their roles when working for their own Snowsports school and when representing PSIA/AASI-NRM.

D. Employees and volunteers must disclose and take steps to avoid any conflict of interest.

2.5.5. VIOLATIONS. Violation of the code of ethics may result in disciplinary action, up to and including termination of employment or volunteer status. This statement does not alter the policy of employment at-will or volunteer status.

2.5.6. SIGNATURE.

PSIA/AASI Northern Rocky Mountain Division

Acceptance of code of conduct and conflict of interest statements

I have read the Code of Ethics for Employees and Volunteers and I agree to abide by it.

Name: (please print): \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

2.6. CODE OF CONDUCT FOR VOLUNTEERS. This section applies to those who are doing volunteer work for NRM but do not hold a position as an employee, board member, officer, committee chairperson, examiner, or clinician.

- Be clear from the start what you are volunteering for.
- You should be reliable, punctual and appropriately presented, if you are unable to complete your work, let PSIA-NRM know as soon as possible.
- You need to meet agreed time commitments and give reasonable notice of leave so that arrangements can be made in your absence.
- Make sure that you know and respect the rules and policies of PSIA.
- The volunteering should be an enjoyable learning experience, if you feel that you are not getting the most out of your placement, or being undervalued discuss your concerns with those in charge.
- If you encounter any problems, notify an NRM officer or Board Member.
- Be clear from the start what you and NRM plan to get out of your work, and discuss whether the expectations are being met.
- While acting on behalf of PSIA/AASI- NRM you are to make known your volunteer status at the beginning of any activity, contact, or in any public statements.
- Be aware, as with any job there are elements of the mundane, which is part and parcel of volunteer work, you should be conscious of this when evaluating your placement.

2.6.1. VIOLATIONS. Violation of the Code of Conduct may result in disciplinary action, up to and including termination of volunteer status. This statement does not alter the policy of employment at-will or volunteer status.

2.6.2. SIGNATURE.

PSIA/AASI Northern Rocky Mountain Division

Volunteer Acceptance of Code of Conduct

Note: this needs to be completed only if/when you will be representing PSIA/AASI-NRM as part of a volunteer program.

I have read the Code of Conduct for Volunteers and agree to abide by it.

Name: (please print): \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

### **SECTION 3.0 WHISTLEBLOWER POLICY**

3.1. GENERAL. NRM requires its directors, officers, volunteers and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. These persons are expected to comply with all applicable federal and state laws and regulations.

3.2. REPORTING RESPONSIBILITY. NRM encourages directors, officers, volunteers and employees to report (based upon credible information) violations of laws and regulations, illegal practices or wrongdoing concerning violation of company policies or fraud (including financial and accounting fraud) which may effect NRM ("Acts of Wrongdoing"). Any report should be in writing and describe in detail the specific facts demonstrating the bases for the complaints, reports or inquiries concerning an Act of Wrongdoing.

3.3. COMPLIANCE OFFICER. The Executive Director of NRM shall act as the Compliance Officer and have responsibility to investigate all reported Acts of Wrongdoing. The Compliance Officer is responsible for investigating and reporting all reported complaints and allegations concerning Acts of Wrongdoing and shall advise the Chair of the Board of Directors/or the Audit Committee. The Compliance Officer shall have direct access to the Audit Committee and is required to report to the Audit Committee at least annually on compliance activity.

3.4. REPORTING VIOLATIONS. Directors, officers, volunteers or employees should report their questions, concerns, suggestions, or complaints to someone who can address them properly. In the case of directors, officers or volunteers, that person will be the Chair of the Board or Compliance Officer. In cases involving employees, the report should be made to the employee's supervisor. However, if an employee is not comfortable speaking with his or her supervisor or is not satisfied with the supervisor's response, the employee is encouraged to report to the Compliance Officer. If an employee is not comfortable approaching the Compliance Officer, then the employee is encouraged to contact the Chair of the Board. Supervisors and managers shall report Acts of Wrongdoing to the Compliance Officer.

3.5. HANDLING OF REPORTED VIOLATIONS. The Compliance Officer will notify the Complainant and acknowledge receipt of the reported violation or suspected violation within 5 business days. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

3.6. ACTING IN GOOD FAITH. Anyone filing a complaint concerning suspected Acts of Wrongdoing must act in good faith and have reasonable grounds for believing the information disclosed indicates an Act of Wrongdoing. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

3.7. CONFIDENTIALITY. Violations or suspected Acts of Wrongdoing may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

3.8. NO RETALIATION. No director, officer, volunteer or employee who in good faith reports a violation under this Policy or who participates in a review or investigation under this policy shall suffer harassment, retaliation, or adverse employment consequences. Any employee who retaliates against someone who has reported an Act of Wrongdoing in good faith is subject to discipline up to and including termination of employment.

3.9. AUDIT COMMITTEE. The Audit Committee of the board of directors, which consists of the NRM Executive Committee, immediate Past President, and Chair of the President's Council, shall address all reported concerns or complaints regarding Acts of Wrongdoing. The Compliance Officer shall immediately notify the Audit Committee of any such complaint and work with the Committee until the matter is resolved.

3.10. SIGNATURES.

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Compliance Officer

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Board of Directors, Chair

#### **SECTION 4.0 CONFLICT-OF-INTEREST STATEMENT**

4.1. REASON FOR STATEMENT. The purpose of the conflict-of-interest statement is to protect the interests of our tax-exempt organization (organization) when it is contemplating entering into a transaction or arrangement that might benefit the private interest of a director, officer, committee chair or management employee of the organization or might result in a possible excess benefit transaction or private inurement. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Maintenance of NRM's tax-exempt status is important both for its continued financial stability and for public support. Therefore, the operations of ASAE must meet all applicable legal requirements. NRM also depends on the public trust and is subject to scrutiny by and accountability to both governmental authorities and members of the public.

Consequently, there exists between NRM and its directors, officers, committee chairs and management employees a fiduciary duty that carries with it the duties of loyalty and fidelity. The directors, officers, committee chairs and management employees have the responsibility of administering the affairs of NRM honestly and prudently, and of exercising their best care, skill, and judgment for the sole benefit of NRM. These persons shall exercise good faith in all transactions involved in their duties, and they shall not use their positions with NRM or knowledge gained there from for their personal benefit. The interests of the organization must have the first priority in all decisions and actions.

4.2. PERSONS CONCERNED. This statement is directed not only to directors, officers, and committee chairs, and management employees, but to all employees who can influence the actions of NRM. For example, this includes all

those who make purchasing decisions, all other persons who might be described as “management personnel,” and all who have proprietary information concerning NRM .

4.3. KEY AREAS IN WHICH CONFLICT MAY ARISE. Conflicts of interest may arise in the relations of directors, officers, committee chairs and management employees with any of the following third parties:

- Persons and firms supplying goods and services to NRM
- Persons and firms from whom NRM leases property and equipment
- Persons and firms with whom NRM is dealing or planning to deal in connection with the gift, purchase or sale of real estate, securities, or other property
- Competing or affinity organizations
- Those who support NRM
- Agencies, organizations, and associations that affect the operations of NRM
- Family members, friends, and other employees

4.4. NATURE OF CONFLICTING INTEREST. A material conflicting interest may be defined as an interest, direct or indirect, with any persons and firms mentioned in the previous section. Such an interest might arise, for example, through:

- Owning stock or holding debt or other proprietary interests in any third party dealing with NRM
- Holding office, serving on the board, participating in management, or being otherwise employed (or formerly employed) by any third party dealing with NRM
- Receiving remuneration for services with respect to individual transactions involving NRM
- Using NRM’s time, personnel, equipment, supplies, or good will other than for approved NRM and NRM-EF activities, programs, and purposes
- Receiving personal gifts or loans from third parties dealing with NRM. Receipt of any gift is disapproved except gifts of nominal value that could not be refused without discourtesy. No personal gift of money should ever be accepted.

4.5. INTERPRETATION OF THIS STATEMENT OF POLICY. The areas of conflicting interest listed in the previous section, and the relations in those areas that may give rise to conflict, as listed previously, are not exhaustive. Conceivably, conflicts might arise in other areas or through other relations. It is assumed that the directors, officers, committee chairs and management employees will recognize such areas and relation by analogy.

The fact that one of the interests previously described exists does not mean necessarily that a conflict exists, or that the conflict, if it exists, is material enough to be of practical importance, or if material that upon full disclosure of all relevant facts and circumstances that it is necessarily adverse to the interests of NRM .

However, it is the policy of NRM that the existence of any of the interests described in this statement shall be disclosed on a timely basis and always before any transaction is consummated. It shall be the continuing responsibility of directors, officers, committee chairs and management employees to scrutinize their transactions and outside business interests and relationships for potential conflicts and to immediately make such disclosures.

4.6. DISCLOSURE POLICY AND PROCEDURE. Disclosure should be made according to NRM standards. Transactions with related parties may be undertaken only if all of the following are observed:

- A material transaction is fully disclosed in the audited financial statements of the organization;
- The related party is excluded from the discussion and approval of such transaction;

- The organization's board has acted upon and demonstrated that the transaction is in the best interest of the organization.

Staff disclosures should be made to the chief executive (or if he or she is the one with the conflict, then to the President of the Board), who shall determine whether a conflict exists and is material, and if the matters are material, bring them to the attention of the Board.

Disclosure involving directors, officers or committee chairs should be made to the Executive Committee and to the Executive Director.

The board shall determine whether a conflict exists and is material, and in the presence of an existing material conflict, whether the contemplated transaction may be authorized as just, fair, and reasonable to NRM. The decision of the board on these matters will rest in its sole discretion, and its concern must be for the welfare of NRM and the advancement of its purpose.

4.7. **EXAMPLES.** A conflict of interest may exist if a director, officer, committee chair, management employee or close relative of any such person

- Has a business or financial interest in any third party dealing with NRM. This does not include ownership interest of less than 5 percent of outstanding securities of public corporations.
- Holds office, serves on a board, participates in management, or is employed by any third party dealing with NRM, other than direct funders to NRM.
- Derives remuneration or other financial gain from a transaction involving NRM (other than salary reported on a 1099 or W-2, W-9 salary and benefits expressly authorized by the board).
- Engages in any outside employment or other activity that will materially impact such person's obligations to NRM; compete with NRM's activities; involve any use of NRM's equipment, supplies, or facilities; or imply NRM's sponsorship or support of the outside employment or activity.

4.8. **USE OF INFORMATION.** Directors, officers, committee chairs and management employees shall not use information received from participation in NRM affairs, whether expressly denominated as confidential or not, for personal gain or to the detriment of NRM.

4.9. **DISCLOSURE AND RECUSAL.** Whenever any director has a conflict of interest or a perceived conflict of interest with NRM he or she shall notify the board chair of such conflict in writing.

Whenever any staff member (paid or volunteer) has a conflict of interest or a perceived conflict of interest with NRM, he or she shall notify the Executive Director of such conflict.

When any conflict of interest is relevant to a matter that comes under consideration or requires action by the board, or a board committee, the interested person shall call it to the attention of the board chair and shall not be present during board or committee discussion or decision on the matter. However, that person shall provide the board or applicable committee with any and all relevant information on the particular matter.

The minutes of the meeting of the board or its committee shall reflect that the conflict of interest was disclosed, that the interested person was not present during discussion or decision on the matter, and did not vote.

4.10. **DISSEMINATION.** A copy of this conflict-of-interest policy shall be furnished to each director, officer, committee chair and management employee who is presently serving this organization or who may become associated with it.

4.11. CERTIFICATION. The policy and its application shall be reviewed annually for the information and guidance of directors, officers, committee chairs and management employees, each of whom has a continuing responsibility to scrutinize their transactions and outside business interests and relationships for potential conflicts of interest, and make such disclosures as described in this policy.

## **SECTION 5.0 OPEN FOR USE**

### **RULES**

#### **SECTION 6.0 PRESIDENT**

6.1. RESPONSIBILITIES. In addition to the duties designated under Article 6.2.1. of the Bylaws, the President shall:

- A. Be responsible for the Annual Business Meeting of the Association.
- B. Recommend appointments to all standing and ad hoc committees to the Board and be directly responsible for their activities.
- C. Serve as the official representative of the Association in all matters, with the power to delegate representation in his/her absence.
- D. Attends PSIA National Presidents Meeting and reports on the activities of NRM; prepares and submits a report for the NRM Board concerning the National meeting within 2 weeks of return.

6.2. REQUIREMENTS FOR OFFICE.

- A. Must be a Certified Level III member in good standing of PSIA-NRM.
- B. Must be either a current Board member for a minimum of one (1) year, or a past Board member for a term of at least three (3) years, or have served as a Committee Chairperson for at least three (3) years.
- C. Must have served in one of the above capacities within the last three (3) years.
- D. Any PSIA-NRM member meeting the above requirements may apply for this position by submitting a written petition to the Board, detailing the applicant's qualifications at least two (2) weeks prior to a scheduled Election of Officers.

#### **SECTION 7.0 VICE-PRESIDENT**

7.1. RESPONSIBILITIES. Shall be as outlined under Article 6.2.2. of the Bylaws.

7.2. REQUIREMENTS FOR OFFICE:

- A. Must be a Certified Level III member in good standing of PSIA-NRM.
- B. Must be either a current Board member for a minimum of one (1) year or have served on the Board for at least one term of three (3) years, or have served as a Committee Chairperson for at least three (3) years.
- C. Must have served in one of the above capacities within the last three (3) years.
- D. Any PSIA-NRM member meeting the above requirements may apply for this position by submitting a written petition to the Board, detailing the applicant's qualifications at least two (2) weeks prior to a scheduled Election of Officers.

#### **SECTION 8.0 SECRETARY**

8.1. RESPONSIBILITIES. In addition to the duties assigned under Art. 6.2.3. of the Bylaws, the Secretary shall:

- A. Coordinate, with the Executive Director (Sec. 11.0.), all balloting procedures for either regular or special meetings and on all mail or email ballots and elections.
- B. Responsible for oversight and updating of the Rules and Regulations and Bylaws of the Division following each Board Meeting.

8.2. REQUIREMENTS FOR OFFICE.

- A. Must be a Certified Level II or III member in good standing of PSIA-NRM.
- B. Must demonstrate administrative knowledge.
- C. Any PSIA-NRM member meeting the above requirements may apply for this position by submitting to the Board a written petition detailing the applicant's qualifications at least two (2) weeks prior to a scheduled Election of Officers.

**SECTION 9.0 TREASURER**

9.1. RESPONSIBILITIES. Shall be as outlined under Article 6.2.4. of the Bylaws.

9.2. REQUIREMENTS FOR OFFICE.

- A. Must be a Certified Level II or III member in good standing of PSIA-NRM.
- B. Must demonstrate accounting knowledge.
- C. Any PSIA-NRM member meeting the above requirements may apply for this position by submitting to the Board a written petition detailing the applicant's qualifications at least two (2) weeks prior to a scheduled Election of Officers.

**SECTION 10.0 ASEA REPRESENTATIVE**

The ASEA representative shall be elected by the Board prior to April 1 for a term of three (3) years.

10.1. RESPONSIBILITIES.

- A. Represents the Association on the ASEA Board of Directors.
- B. Attends ASEA National Board Meetings and reports on the activities of NRM; prepares and submits a report for the NRM Board concerning the National meeting within 2 weeks of return.
- C. Reports the current activities of ASEA to the Board and the membership of PSIA-NRM in the Association Newsletter following biannual ASEA Board meetings.
- D. The ASEA Representative may serve as an ex-officio member of the Board with the right to participate in discussion but without the right to vote.
- E. See Appendix A - ASEA Duties of Directors.

10.2. REQUIREMENTS FOR OFFICE.

- A. Must be a Certified Level II or III member in good standing of PSIA-NRM.
- B. Demonstrate broad divisional responsibility at a procedural and policy-making level.
- C. Must have served in the above capacities within the last three (3) years.
- D. See Appendix B - ASEA Individual Director Requirements.
- E. Any PSIA-NRM member meeting these requirements may apply for this position by submitting a written petition to the Board, detailing the applicant's qualifications at least two (2) weeks prior to a scheduled election.

## **SECTION 11.0 ADMINISTRATIVE PERSONNEL**

11.1. EXECUTIVE DIRECTOR. The executive director is contracted by the Board to manage the Association's business, for which s/he receives compensation as outlined in Sec. 53.0.

### 11.1.A. RESPONSIBILITIES.

#### 11.1.A.1. Membership Services

- a. Provides an administrative focal point for all member services and the Board, include timely, efficient, and professional administrative and office services to the Board, its committees, the general membership and any others associated with the snowsports industry that come into contact with the Association.
- b. Responsible for maintaining all Association membership records.
- c. Maintains and tracks Divisional inventory.

#### 11.1.A.2. Programs

- a. Coordinates administrative and staffing support for all committees in the implementation of their programs, according to the schedule set forth by the committee chairpersons.
- b. Coordinates communication with members, including print and electronic media.

#### 11.1.A.3. Financial

- a. Keeps the books and provides financial reports and budgets.
- b. Maintains all business and tax records, files government tax and other forms, and oversees compliance with government agency rules, and state and federal laws.
- c. Responsible for timely payment of all approved invoices, deposits of all checks payable and transfer of funds between checking and money market or savings accounts.
- d. Notifies Board, if necessary, to make withdrawals over current year's budgeted amounts and makes such withdrawals if approved by the Board.

#### 11.1.A.4. Divisional

- a. Directly responsible to the Board of Directors and the Association President.
- b. Manages Association and Education Foundation business affairs.
- c. Maintains all organizational records and documents.
- d. Coordinates all meetings for the Association. Works in cooperation with chairpersons and appointed administrators on conventions, symposia and educational/certification events.
- e. Provides research assistance to the Board.
- f. Represents NRM at the ASEA National meetings at the direction of the Board; prepares and submits a report to the NRM Board within two weeks of return.

## **SECTION 12.0 OTHER DIVISION ADMINISTRATIVE PERSONNEL**

12.1. RECORDING SECRETARY. A Recording Secretary may be appointed to take notes at Board meeting and other meetings as required. (If this position is not appointed, responsibilities listed below will become those of the secretary)

### 12.1.1. RESPONSIBILITIES.

- A. Takes notes and tape records meetings.
- B. Transcribes motions and appointments.
- C. Summarizes discussions.
- D. Prepares and types notes of meeting and forwards these to the Executive Director for distribution to the Board members and officers.

E. Prepares "Minutes" of meeting and forwards these to the Executive Director for the Division records.

12.1.2. BUDGET. The Board may budget an amount to cover the Recording Secretary's expenses in carrying out his/her duties.

12.2. SPECIAL EVENT ADMINISTRATOR. Appointed by the President to administer any special event. The Administrator shall have all fees waived for the event administered or for another clinic of the same length.

12.2.1. DUTIES.

A. Coordinates overall planning of the event under the oversight of the Division President, the cooperation of committee chairperson(s), and in conjunction with the Executive Director. Serves as a liaison with the sponsoring ski area.

B. Coordinates with chairpersons to invite Clinicians for the event.

C. With the Executive Director, reserves housing and transportation for clinicians.

D. Coordinates registration, communication, and on-sight check-in with the Executive Director.

E. With the Executive Director, arranges other service and meeting rooms as needed.

F. Coordinates planning and promotion with the Marketing Committee Chairperson.

G. Serves as overall event coordinator.

12.2.2. BUDGET. The Board may budget an amount to cover the Event Administrators' expenses in carrying out his/her duties.

12.3. EVENT ADMINISTRATOR. Appointed by the chairperson to coordinate the administration of a divisional event.

12.3.1. DUTIES.

A. Responsible for dispensing and accounting for pins awarded at an Exam.

B. Prepares, verifies, amends and forwards to the Divisional office a list of all attendees, including members, dual-members, clinicians, examiners and members from other divisions and associations.

C. Prepares and forwards to the Divisional office a list of all examiners and clinicians working the event including duties and dates worked.

D. Responsible for dispensing and collecting all documentation (Evaluations, Expense Vouchers, Exam Results, Scorecards etc.) and sending those necessary to the Divisional office and chairperson.

### **SECTION 13.0 CHAIRPERSONS AND COMMITTEES**

13.1. CHAIRPERSON. The Chairperson shall be appointed by the President (Article 7.0 of the Bylaws). The term of office shall be for a period of three (3) years.

13.1.1. RESPONSIBILITIES. The chairperson is directly responsible and accountable to the Board. The Executive Director should be included in all communication regarding committee activities. Specifically, the chairperson is responsible for the following, with further responsibilities included in the sections below (Section 14-25).

A. Appointing, with Board notification, the Committee members and advisors from within the Association.

B. With the Executive Director, scheduling the dates, times and places of educational events, and meetings.

C. Writing an annual budget, submitting it to the Executive Director, and presenting reports to the Board at their regular meetings.

D. Act as a liaison to National and other divisions within the scope of their committee.

E. Timely reporting and updating information to the membership.

13.1.2. APPLICATION FOR CHAIRPERSON. Any PSIA-NRM member meeting the requirements for desired office may apply for this position by submitting to the Board a written petition detailing the applicant's qualifications at least two (2) weeks prior to a scheduled election.

13.2. COMMITTEES. Committees shall consist of a variable number of members, not including any number of adjunct advisers, appointed by the Chairperson and with notification to the Board. Committee members serve one (1) year terms, with no limit to the number of terms they may serve.

13.2.1. RESPONSIBILITIES. The committee is responsible for assisting the chairperson in organizing and supervising the programs of the Association and reviewing reinstatement petitions. The President, by virtue of office, is a non-voting member of all committees and should also be included on all communication regarding committee activity. Further responsibilities are included in the committee sections below (Section 14-25).

13.3. RECORDS. All committees shall keep a written record of all action taken, and all such actions shall be prescribed.

## **SECTION 14.0 ALPINE CHAIRPERSON AND COMMITTEE**

### **14.1. ALPINE CHAIRPERSON.**

#### **14.1.1. RESPONSIBILITIES.**

In addition to the responsibilities in Section 13, the primary responsibility of the Alpine Chairperson is to organize and supervise the Alpine education, certification and training programs of PSIA-NRM for the benefit of its members. These programs shall be for the general membership of the Association, but may include specialized clinics open to the general public as well as any ski instructor. Specifically, the person is responsible for:

- A. Designing and implementing training programs certification exams, and continuing education for all levels of ski instructors.
- B. With Board approval, may attend national meetings as a PSIA-NRM representative.

#### **14.1.2. REQUIREMENTS FOR OFFICE.**

- A. Must be a DCE member in good standing (Sec. 43.0.).
- B. Must have experience as a Divisional/National clinic leader and/or examiner.

### **14.2. ALPINE COMMITTEE.**

#### **14.2.1. RESPONSIBILITIES.**

The Alpine Committee is responsible for assisting the chairperson in organizing and supervising the education, certification and training programs of the Association. Further duties include:

- A. Compiling exit interviews of event/clinic/exam participants.
- B. Developing Alpine programs and policies.
- C. Coordinating training programs for all member levels.
- D. Administering clinics and exams.
- E. Determining certification processes.
- F. With Board approval, may attend national meetings as a PSIA-NRM representative.

G. Reviewing requests for educational credit and making action recommendations to the Executive Director.

## **SECTION 15.0 NORDIC CHAIRPERSON AND COMMITTEE**

### **15.1. NORDIC CHAIRPERSON.**

15.1.1. RESPONSIBILITIES. In addition to the responsibilities in Section 13, the primary responsibility of the Nordic Chairperson is to organize and supervise the education, certification, and training programs of PSIA-NRM for the benefit of its members. These include the Cross Country (track) programs, and the Telemark programs. These programs shall be for the general membership of the Association, but may include specialized clinics open to the general public as well as any instructor. Specifically, the person is responsible for:

- A. Designing and implementing training programs, certification exams, and continuing education for all levels of snowsports instructors.
- B. With Board approval, may attend national meetings as a PSIA-NRM representative.

### **15.1.2. REQUIREMENTS FOR OFFICE.**

- A. Must be a Level III Member in good standing.
- B. Must have experience as a Divisional/National clinic leader and/or examiner.

### **15.2. NORDIC COMMITTEE.**

15.2.1. RESPONSIBILITIES. The Nordic Committee is responsible for assisting the chairperson in organizing and supervising the education, certification and training programs of the Association.

## **SECTION 16.0 SNOWBOARD CHAIRPERSON AND COMMITTEE**

### **16.1. SNOWBOARD CHAIRPERSON.**

16.1.1. RESPONSIBILITIES. In addition to the responsibilities in Section 13, the primary responsibility of the Snowboard Chairperson is to organize and supervise Snowboard education, certification and training programs for the benefit of its members. These programs shall be for the general membership of the Association, but may include specialized clinics open to the general public as well as any instructor. Specifically, the person is responsible for:

- A. Designing and implementing training programs, certification exams, and continuing education for all levels of snowsports instructors.
- B. With Board approval, may attend national meetings as a PSIA-NRM representative.

### **16.1.2. REQUIREMENTS FOR OFFICE.**

- A. Must be a DCE member in good standing.
- B. Must have experience as a Divisional/National clinic leader and/or examiner.

### **16.2. SNOWBOARD COMMITTEE.**

16.2.1. RESPONSIBILITIES. The Snowboard Committee is responsible for assisting the Chairperson in organizing and supervising the Snowboard education, certification and training programs of the Association. Specific responsibilities are the same as outlined in Section 14.2.1. but as they apply to the Snowboard Program.

## **SECTION 17.0 ADAPTIVE CHAIRPERSON AND COMMITTEE**

### **17.1. ADAPTIVE CHAIRPERSON.**

17.1.1. RESPONSIBILITIES. In addition to the responsibilities in Section 13, the primary responsibility of the Adaptive Chairperson is to organize and supervise Adaptive education, certification and training programs for the benefit of its members. These programs shall be for the general membership of the Association, but may include specialized clinics open to the general public as well as any instructor.

17.1.2. REQUIREMENTS FOR OFFICE. Must be a Level II or III member in good standing.

#### 17.2. ADAPTIVE COMMITTEE.

17.2.1. RESPONSIBILITIES. The Adaptive Committee is responsible for assisting the chairperson in organizing and supervising the Adaptive education, certification and training programs of the Association.

### **SECTION 18.0 CHILDREN'S CHAIRPERSON AND COMMITTEE**

#### 18.1. CHILDREN'S CHAIRPERSON.

18.1.1. RESPONSIBILITIES. In addition to the responsibilities in Section 13, further responsibilities include:

- A. Coordinating with the Nordic, Alpine, and Snowboard Chairpersons for inclusion of a children's teaching curriculum in the education, certification, and training programs.
- B. Serves as a member of the ASEA National Children's Committee and as a representative for PSIA-NRM.
- C. Attends, as a representative of the Association all appropriate National Children's Committee meetings as directed by the Board. Reporting on the activities of NRM at such meetings as needed, and preparing and submitting a report for the NRM Board concerning National meetings within 2 weeks of return.
- D. Writes articles on children's topics for the Divisional newsletter.

18.1.2. REQUIREMENTS FOR OFFICE. Must be a Certified Level II or III member in good standing of PSIA-NRM.

### **SECTION 19.0 SNOWSPORTS SCHOOL MANAGEMENT CHAIRPERSON AND COMMITTEE**

#### 19.1. SNOWSPORTS SCHOOL MANAGEMENT CHAIRPERSON.

19.1.1. RESPONSIBILITIES. In addition to the responsibilities in Section 13, further responsibilities include:

- A. Attending, as a representative of the Association, all appropriate snowsports school and snowsports industry meetings as directed by the Board. Reporting on the activities of NRM at such meetings as needed, and preparing and submitting a report for the NRM Board concerning National meetings within 2 weeks of return.
- B. Work with the Executive Director and other pertinent Chairs to organize a Snowsports School Management educational event each year.

19.1.2. REQUIREMENTS FOR OFFICE. Any Level II or III certified Director of a current PSIA/AASI and PSIA-NRM member school is eligible.

19.2. SNOWSPORTS SCHOOL MANAGEMENT COMMITTEE. In addition to Section 13 the Snowsports School Management Committee shall come from the pool of Directors of current PSIA/AASI and PSIA-NRM member schools. The committee members are not required to have certification.

19.2.1. RESPONSIBILITIES. The Snowsports School Management Committee is responsible for assisting the chairperson. Further responsibilities include:

- A. Disseminating information about the Association to PSIA-NRM affiliate and non-affiliated snowsports schools within the geographic boundaries of the Division.
- B. Developing and implementing any and all such promotional programs as directed by the Board.

## **SECTION 20.0 MARKETING CHAIRPERSON AND COMMITTEE**

### **20.1. MARKETING CHAIRPERSON.**

20.1.1. RESPONSIBILITIES. The Marketing Chairperson shall solicit sponsorship for all NRM events, activities, advertising for the Division Newsletter and website, and other marketing tasks as needed, staying in communication with the Executive Director.

20.1.2. REQUIREMENTS FOR OFFICE. Must be a Certified Level II or III member in good standing of PSIA-NRM.

## **SECTION 21.0 FREESTYLE CHAIRPERSON AND COMMITTEE**

### **21.1. FREESTYLE CHAIRPERSON.**

21.1.1. RESPONSIBILITIES. In addition to the responsibilities in Section 13, the Freestyle Chairperson is responsible for the following:

- A. Coordinating with the Snowboard, Adaptive, Nordic and Alpine Chairpersons for inclusion of freestyle coaching, education, and certification programs.
- B. Attends, as a representative of the association, events and meetings nationally and divisionally as appropriate and as directed by the NRM Board.
- C. Designing, organizing and supervising the Freestyle coaching, education, and certification programs for the benefit of its members, but may include specialized sessions open to the general public as well any snowsports coach.

21.1.2. REQUIREMENTS FOR OFFICE. Must be a certified level II or III member in good standing with PSIA/AASI-NRM.

### **21.2. FREESTYLE COMMITTEE.**

21.2.1. RESPONSIBILITIES. The Freestyle Committee is responsible for assisting the chairperson in organizing and supervising the Freestyle coaching, education, and certification programs of PSIA/AASI-NRM.

## **SECTIONS 22.0 - 23.0 OPEN FOR USE**

## **SECTION 24.0 NOMINATING COMMITTEE**

### **24.1. APPOINTMENT.**

24.1.1. The President may appoint three (3) Certified Level II or III members of PSIA-NRM to serve as a Nominating Committee.

### **24.2. DUTIES.**

24.2.1. The Nominating Committee is responsible for finding candidates to fill vacancies on the Board and Committee Chairpersons and soliciting campaign statements for publication.

24.2.2. The Committee shall actively seek qualified Certified Level II or III members of PSIA-NRM as candidates for the vacancies. The candidates for the Board should represent a fair and reasonable geographic distribution of the membership.

## **SECTION 25.0 SPECIAL COMMITTEES**

The Association shall have such special committees as the Board appoints from time to time. Refer to Article 7.0 in the Bylaws.

## **SECTION 26.0 REQUIREMENTS TO MAINTAIN MEMBERSHIP AND CERTIFICATION**

Individuals who meet PSIA-NRM membership requirements outlined in the NRM Bylaws (Article 2.0) shall become a member of both the divisional (NRM) and national association. To maintain membership in good standing from year to year, the member must pay required dues to each association and abide by the Code of Ethics. The ASEA Board of Directors shall determine national dues to be paid by the classes of members listed in the NRM Bylaws and the NRM Board of Directors shall determine divisional dues to be paid by these classes of members.

In addition, members of the Association are required to maintain conduct as stipulated in the Code of Ethics (Sec. 2.0.), to meet continuing education credit requirements (to maintain certification), and maintain up-to-date contact info in membership database online or with the NRM office.

26.1. ANNUAL DUES. All members of the Association as outlined in Art. 2.0. of the Bylaws with the exception of Lifetime and Honorary members shall pay annual dues as assessed by both the National and Divisional Boards.

26.1.1. NOTICE OF DUES. The Executive Director shall bill each member for their annual dues prior to the June 30 renewal date.

26.1.2. DELINQUENT DUES. Dues postmarked later than June 30 shall be considered delinquent and are subject to a penalty.

26.1.3. NOTICE OF DELINQUENT DUES. The Executive Director shall notify the membership of the upcoming dues deadline and a reminder after the deadline of the additional penalty.

26.1.4. REINSTATEMENT. Members not in good standing for failure to pay dues must meet the following requirements:

A. Members delinquent less than two (2) years:

1. Pay one year past dues plus current dues, as well as applicable late fees.
2. If reinstatement of certification is desired, the member must meet applicable educational requirements. See 26.2.8.

B. Members delinquent more than two (2) years:

1. Petition the appropriate discipline committee prior to Board review of Reinstatement.
2. To reinstate certification see 26.2.8.

26.1.5. ACTIVE DUTY MILITARY. PSIA/AASI-NRM will waive dues and education credit requirements for members unable to work because of active duty military responsibilities.

26.2. EDUCATIONAL CREDIT REQUIREMENTS. To maintain Certified Level I, Certified Level II, Certified Level III, and DCE/NES status in PSIA-NRM, a minimum number of Continuing Educational Credits must be earned, annually or biennially (every two years). Inactive and Alumni members are not required to fulfill educational credit requirements. However, if an Inactive or Alumni member wishes to reinstate active Certified membership and resume teaching as such, he/she must petition the NRM office, petition the appropriate discipline committee, and obtain educational credit as required. Lifetime Members are exempt from maintaining Continuing Educational Credits.

26.2.1. REQUIREMENTS FOR CERTIFIED LEVEL I. To maintain certification, the Level I member must earn six (6) continuing educational credits every two (2) years, beginning the year following the attainment of Level I status.

26.2.2. REQUIREMENTS FOR CERTIFIED LEVEL II AND LEVEL III. All Certified Level II and Certified Level III members are required to earn twelve (12) continuing educational credits every two (2) years, beginning the year after gaining their level II certification.

26.2.3. REQUIREMENTS FOR DCE. All Division Clinicians and Examiners (DCE) are required to earn twelve (12) educational credit points annually.

26.2.4. CONTINUING EDUCATIONAL CREDITS. A chart of credits assigned to educational events and activities can be found on the website.

26.2.5. TRANSFER OF EDUCATIONAL CREDITS. Educational credits earned and accumulated beyond the minimum requirement are not transferable to any following two (2) year or one (1) year period.

26.2.6. RECORD OF EDUCATIONAL CREDITS. Education Credits earned at PSIA-NRM events will be recorded by the Executive Director. Educational Credits for each member are available for review on the national website. Any discrepancies should be reported immediately to the Executive Director.

26.2.7. REQUEST FOR EDUCATIONAL CREDITS EARNED AT NON-NRM/PSIA FUNCTIONS. Members may request such credit by completing the Request Form found on the website and sending with a processing fee to the Executive Director. Credits earned at PSIA or USSCA events are sanctioned and do not require the processing fee, but the Request Form must be used to report attendance to the Executive Director. If educational credit is requested for a function where the course content was not strictly applicable to snowsports instruction, the appropriate discipline Committee will award such points as it sees fit. Members attending functions put on by other divisions of PSIA are responsible for asking the administrative officer of that division to send a credit transfer to the PSIA-NRM office.

26.2.8. REINSTATEMENT. Certified Members whose educational credits are in arrears must initiate a reinstatement petition to the appropriate discipline committee prior to Board review of Reinstatement.

Petitions must include a proposed schedule for meeting the Educational Credit minimum as described below:

A. Certified Members failing to meet the educational minimum in the two proceeding seasons must obtain the following credits within the next year.

1. Certified Level II or III members: 12 Credits.
2. Certified Level I members: 6 Credits.

B. Certified Members failing to meet the education minimum for 3 or more seasons must then obtain the following credit points within one (1) season:

1. Certified Level II or III members: 24 Credits.
2. Certified Level I members: 12 Credits.

Certification shall not be fully reinstated until these requirements are met.

26.2.9. CHANGE OF STATUS FOR INACTIVE MEMBERS. Inactive members are not required to fulfill educational credit requirements for the four (4) years. An inactive member may request reinstatement as an active member by contacting the NRM office and petitioning the appropriate discipline committee. The committee shall assess any educational experience gained during inactive status and make a requirement for educational credit based on this input. Certified member status will be reinstated after all reinstatement requirements are satisfied.

26.2.10. CHANGE OF STATUS FOR ALUMNI MEMBERS. Alumni members are not required to maintain continuing educational credits. However, if an Alumni member wishes to reinstate certification, he/

she must contact the NRM office and petition the appropriate discipline committee. Consideration shall be made in the same manner as described for Inactive members.

### 26.3. TRANSFER OF MEMBERS.

26.3.1. OUTGOING MEMBERS. Any member may transfer from PSIA-NRM to another division by requesting that PSIA-NRM initiate a transfer of membership. The PSIA-NRM Executive Director, upon receipt of a request for transfer, shall send directly to the Business Office of the other association, a formal validation of the requesting member's status.

26.3.2. INCOMING MEMBERS. Certified Level I, II, and III members of PSIA Divisions may transfer directly to PSIA-NRM at their current level of certification. Incoming members must initiate a request for transfer from their current division. The current division shall send a formal validation of the requesting member's status to the PSIA-NRM office. The member, upon validation, shall become a member of PSIA-NRM and must fulfill all membership requirements of the association.

26.4. WAIVERS TO THE EDUCATION CREDIT REQUIREMENT TO MAINTAIN MEMBERSHIP. Any member may request a one (1) year waiver of the Education Credit requirement accompanied by a \$15.00 waiver fee to the Board through the Divisional Office. The member must earn 12 Educational Credits in compliance with Section 26.2.1-26.2.3 during the fiscal year following the waiver year.

## **SECTION 27.0 REVOCATION OF CERTIFICATION AND/OR MEMBERSHIP**

The Board may revoke the certification and/or membership of any member of the Association at any time at its discretion on the basis of breach of either the Bylaws or the Rules & Regulations of the Association or failure to fulfill the minimum requirements to maintain membership in PSIA-NRM (Sec. 26.0.).

## **SECTION 28.0 SCHOLARSHIPS AND CONTINUING EDUCATION**

28.1. The PSIA-NRM Education Foundation (EF) may sponsor participation in approved educational events, subject to the availability of funds.

28.2. PSIA-NRM-EF scholarship and continuing education funds shall be distributed by the Board according to predetermined guidelines.

## **SECTION 29.0 AWARDS PROGRAM**

### 29.1. PSIA-NRM Double Black Diamond Award

29.1.1. ELIGIBILITY. Any member of PSIA-NRM - active, inactive or alumni. The award may be given posthumously.

29.1.2. CRITERIA. Any member who has made an exceptional contribution to PSIA-NRM as a teacher, coach or leader; has been a positive role model as a professional ski instructor, coach or leader and has demonstrated a long-term history of service to PSIA-NRM.

29.1.3. AWARDS. PSIA-NRM Double Black Diamond Award plaque.

29.1.4. PROCEDURE. Nominations must be submitted in writing to the Executive Director with backup documentation (letters, etc.), and submitted 30 days prior to the Fall Board Meeting. Nominations may be made by any member of PSIA-NRM in good standing.

29.1.5. SELECTION. The Executive Director reviews the nominations, conducts necessary research, and submits the nominations to the Board for approval. Only one PSIA-NRM member is selected to receive the award each year.

29.2. PSIA-NRM Extra Mile Award

29.2.1. ELIGIBILITY. Actively involved in teaching or coaching skiing; member of PSIA-NRM in good standing.

29.2.2. CRITERIA. Sustained history of distinguished service of lasting benefit to PSIA-NRM as a teacher, coach or leader; exceptional act worthy of special recognition.

29.2.3. AWARDS. PSIA-NRM Extra Mile Award plaque.

29.2.4. PROCEDURE. Nominations must be submitted in writing to the Executive Director with backup documentation (letters, etc.), and submitted 30 days prior to the Fall Board Meeting. Nominations may be made by any member of PSIA-NRM in good standing.

29.2.5. SELECTION. The Executive Director reviews the nominations, conducts necessary research, and submits the nominations to the Board for approval. Only one PSIA-NRM member is selected to receive the award each year.

29.3. PSIA-NRM Service Award

29.3.1. ELIGIBILITY. Member who has given outstanding service to PSIA-NRM; member who has completed an extensive special project for PSIA-NRM.

29.3.2. CRITERIA. Service should be above and beyond the normal duties of the office; service should be exceptional over a period of several years; service has not been (and is not likely to be) recognized by the Extra Mile Award.

29.3.3. AWARDS. PSIA-NRM Service Award plaque.

29.3.4. PROCEDURE. The Board of Directors, Officers, or Committee Chairpersons must submit written nominations with backup documentation (letters, etc.) to the Executive Director submitted 30 days prior to the Fall Board Meeting.

29.3.5. SELECTION. The Executive Director reviews the nominations, conducts necessary research, and submits the nominations to the Board of Directors for approval. The Board of Directors votes yes or no on each nominated candidate at the Fall Board meeting. The awards are made at the discretion of the PSIA-NRM Board of Directors. There is no minimum or maximum number of service awards given per year.

29.4. PSIA-NRM Certificate of Appreciation

29.4.1. ELIGIBILITY. Outgoing chairpersons of standing PSIA-NRM committees; outgoing members of PSIA-NRM Board of Directors; outgoing officers of PSIA-NRM.

29.4.2. CRITERIA. Must have held position for a least one calendar year.

29.4.3. AWARDS. Certificate of Appreciation (suitable for framing).

29.4.4. PROCEDURE. None - process is automatic.

29.4.5. SELECTION. Automatically sent out by Executive Director after member leaves office.

29.5. PSIA-NRM Lloyd Sorlie Award

29.5.1. ELIGIBILITY. Any member of PSIA/AASI-NRM, active, inactive, or alumni, who holds certification in at least two different snowsports disciplines. The award can be given posthumously.

29.5.2. CRITERIA. The person should be a positive role model. They have actively participated in educational clinics for a sustained period of time. Their genuine love of the sport is contagious to others.

29.5.3. AWARDS. PSIA/AASI-NRM Lloyd Sorlie Team Player Award plaque. One years dues paid.

29.5.4. PROCEDURE. Nominations must be submitted in writing to the Executive Director with backup documentation (letters, etc.), and submitted 30 days prior to the Fall Board Meeting. Nominations may be made by any member of PSIA-NRM in good standing.

29.5.5. SELECTION. The Executive Director reviews the nominations, conducts necessary research, and submits the nominations to the Board for approval. Only one PSIA-NRM member is selected to receive the award each year.

## **SECTIONS 30.0 - 34.0 OPEN FOR USE**

### **REGULATIONS**

#### **SECTION 35.0 APPLICATION FOR EXAMINATION**

35.1. DATE OF APPLICATION AND FEES. Dates for application and fees can be found on the website.

35.2. REFUNDS. (See SECTION 51.0.)

35.3. NOTICE OF APPLICATION REJECTION. Notice of application rejection should entail two-way communication between the Executive Director and Chair to ensure accurate understanding of the particular situation with final communication to applicant to be completed and documented by the chair with notification to the Executive Director. The applicant is to be notified of rejection within three (3) days of application being received.

35.4. CHALLENGES. A Level III certified instructor in any discipline can challenge the Level II or III exam of another discipline by petitioning the Executive Director.

35.5. NOTICE OF EXAM CANCELLATION. If an exam is canceled for any reason, the Executive Director shall make a reasonable effort to notify all candidates at least three (3) days in advance of the scheduled date.

35.6. EXAM FORMAT AND PROCEDURE. Information on Exam format and procedure can be found on the website.

35.7. EXAM CONTENT AND AREAS OF EVALUATION. Information on Exam content and areas of evaluation can be found on the website.

35.8. EXAMS IN DIFFERENT DIVISIONS. Information on taking an exam in a different division can be found on the website.

#### **SECTION 36.0 REQUIREMENTS FOR LEVEL I CERTIFICATION**

36.1. REQUIREMENTS. Any person wishing to become a certified Level I member of PSIA-NRM must meet the following requirements:

A. Must attend and pass a Level I Evaluated Clinic as outlined by PSIA-NRM.

- B. Must complete a registration application which is signed by the Level I Evaluated Clinic Leader and send it to the Divisional office.
- C. Must pay dues as prescribed in 26.1.
- D. Must be employed by a Snowsports school or program that is recognized by PSIA-NRM. It is not necessary that the Snowsports school be a PSIA-NRM member school.
- E. If the member is not employed by a Snowsports school at the time of their successful completion of a Level I Evaluated Clinic, then they have up to one year to become employed by a snowsports school. Upon employment, they can notify the Division office and become certified Level I members. If they do not become employed as a Snowsports instructor within one year, then the result of their Level I Evaluated Clinic expires and it must be taken again to achieve certification.

36.2. CERTIFIED LEVEL I. Level I Certification in any discipline (Alpine, Nordic, Adaptive, or Snowboard) will be honored by all other disciplines. Instructors holding any Level I Certification may apply for any Level II Exam as required by that disciplines application process.

## **SECTION 37.0 CERTIFICATION OF ALPINE INSTRUCTORS**

### **37.1. REQUIREMENTS TO APPLY FOR EXAMINATION.**

37.1.1. CERTIFIED LEVEL II. Applicants must meet the following criteria:

- A. Must be a Certified Level I member of PSIA in good standing or a USSCA Level I Coach or an Adaptive Certified Member of PSIA.
- B. Must attend PSIA-NRM Level II Prep Clinic, and must complete a LII written test with a passing score or 75% or more within the past 2 years.

37.1.2. CERTIFIED LEVEL III. No applicant shall be considered unless he/she meets the following criteria:

- A. Must be a Certified Level II member of PSIA in good standing.
- B. Must attend PSIA-NRM Level III Instructor Prep Clinic and must complete a LIII written test with a passing score or 75% or more within the past 2 years.

37.1.3. INTERNATIONALLY CERTIFIED APPLICANTS. Canadian Alpine instructors, Level II, III, and IV, who are current members in good standing of CSIA, may transfer to a PSIA/AASI division and be recognized at one numerical level below their Canadian status (IV to III, III to II, II to I), if they pay current national and divisional dues and attend an appropriate educational event (as determined by each division).

Alpine instructors who hold the **highest available level** of certification in another country and who are current, in-good-standing members of said country's professional association, may become members of a PSIA/AASI division, provided that they first attend and pass a divisional entry level event/exam and pay current divisional and national dues. They may then bypass any time restrictions and interim prerequisite levels and are immediately eligible to attempt the Level III process. There is no automatic reciprocity or recognition of levels, nor consideration for those holding lower levels of certification.

## **SECTION 38.0 CERTIFICATION OF NORDIC INSTRUCTORS**

### **38.1. REQUIREMENTS FOR CERTIFICATION.**

38.1.1. CERTIFIED LEVEL II: TELEMAR AND CROSS COUNTRY.

- A. Must be a Certified Level I member status in NRM in good standing or a USSA Nordic Level I Coach. Exceptions may be made by the Nordic Chair by petition for qualified individuals with a cross country race or coaching background only. These candidates are required to send petition and resume to the Nordic Chair.

38.1.2. CERTIFIED LEVEL III: TELEMAR AND CROSS COUNTRY.

- A. Must be a Certified Level II member of NRM in good standing or a USSA Nordic Level II Coach. Exceptions may be made by the Nordic Chair by petition for qualified individuals with a cross country race or coaching background only. These candidates are required to send petition and resume to the Nordic Chair.

**SECTION 39.0 CERTIFICATION OF SNOWBOARD INSTRUCTORS**

39.1. REQUIREMENTS FOR CERTIFICATION.

39.1.1. CERTIFIED LEVEL II.

- A. Must be a Certified Level I member of AASI/PSIA-NRM in good standing.
- B. Must have attended an AASI/PSIA-NRM Level II Snowboard Instructor Prep Clinic within the past two years.
- C. Must complete a Level II Workbook/Written Test and receive a passing grade.

39.1.2. CERTIFIED LEVEL III.

- A. Must be a Certified Level II member of AASI/PSIA-NRM in good standing.
- B. Must have attended an AASI/PSIA-NRM Level III Snowboard Instructor Prep Clinic within the past two years.
- C. Must complete a Level III Workbook/Written Test and receive a passing grade.

39.2. INTERNATIONALLY CERTIFIED APPLICANTS. That Snowboard instructors who hold the highest available level of certification in another country and who are current, in-good standing members of said country's professional association, may become members of AASI/PSIA-NRM, provided that they first attend and pass an entry level event/exam and pay current divisional and national dues. They may then bypass any time restrictions and interim prerequisite levels and are immediately eligible to attempt the Level III process. There is no automatic reciprocity or recognition of levels, nor consideration for those holding lower levels of certification.

**SECTION 40.0 CERTIFICATION OF ADAPTIVE INSTRUCTORS**

40.1. REQUIREMENTS TO APPLY FOR ADAPTIVE EXAMINATION.

40.1.1. ADAPTIVE CERTIFIED LEVEL I. No applicant shall be considered unless he/she meets the following criteria:

- A. Must meet the criteria as set out in Sec. 36.0. Requirements for Level I Certification.
- B. Must pass a Level I standards in one of the following specialties: Cognitive and Visual Impairments, Three and Four Track, Mono and Bi Ski.

40.1.2. ADAPTIVE CERTIFIED LEVEL II. No applicant shall be considered unless he/she meets the following criteria:

- A. Candidates must have achieved at least a Level II Alpine, Snowboard, or Nordic certification before attempting the Adaptive portion of the exam.
- B. Must pass a Level II standards in all specialties; Cognitive and Visual Impairments, Three and Four Track, Mono and Bi Ski.
- C. Must complete a take home written exam that is due 2 weeks before the exam date.

40.1.3. ADAPTIVE CERTIFIED LEVEL III. No applicant shall be considered unless he/she meets the following criteria:

- A. Candidates must have achieved at least a Level III Alpine, Snowboard, or Nordic certification before attempting the Adaptive portion of the exam.

- B. Must pass a Level III standards in all specialties; Cognitive and Visual Impairments, Three and Four Track, Mono and Bi Ski.
- C. Must complete a take home written exam that is due 2 weeks before the exam date.

## **SECTIONS 41.0 - 42.0 OPEN FOR USE**

### **SECTION 43.0 DCE/NES PROGRAM**

Information concerning the DCE/NES programs can be found on the website and through the Executive Director.

### **SECTION 44.0 NRM CHILDREN'S EDUCATION TEAM**

44.1. CHILDREN'S EDUCATION TEAM. Guidelines for clinician status within the NRM Children's Education Team

44.1.1. Individuals must:

- A. Be an active member of any of the NRM Education Staff.
- B. Hold a Children's Accreditation/Specialist by NRM or any other PSIA/AASI Division.

44.1.2. To stay current with the NRM Children's Education Team, individuals must do one of the following every two years:

- A. Attend a one-day training put on by the Children's Education Committee.
- B. Design a clinic based on children's education and either give the clinic or distribute a written copy for others to use.
- C. Write an article for the NRM Newsletter, NRM website, or for national publication with a children's education focus.

### **SECTION 45.0 MEMBER SNOWSPORTS SCHOOL STANDARDS**

45.1. QUALIFICATIONS FOR A CERTIFIED MEMBER SNOWSPORTS SCHOOL. To qualify to become a PSIA/AASI and PSIA-NRM Certified Member Snowsports School, the applicant is required to meet the following requirements:

45.1.1. Teach skiing and/or snowboarding as a primary business and operate under an IRS Employer Number.

45.1.2. Produce verification of an approved venue of operation.

45.1.3. The Snowsports School Director or Assistant/Technical Director, or person appointed to be in charge of training for the school is required to be a Level III Member of PSIA/AASI. If not on the regular staff of the school, this person may be contracted for these services.

45.1.4. The primary staff trainer of the snowsports school is to attend an on snow PSIA/AASI training event every year.

45.1.5. The snowsports school is required to utilize the American Teaching System as its primary snowsports teaching technique and methodology.

45.1.6. The snowsports school is required to provide in-service training for all staff.

45.1.7. The Snowsports School Director or Assistant/Technical Director, or person appointed or contracted to be in charge of training is required to attend a National or Divisional Snowsports School Management educational event once during each season.

- A. A one year waiver of the Snowsports School Management educational event requirement may be granted by the Board of Directors, for just cause, and after receipt of a written request to the

Snowsports School Management Committee chairperson. Such written request must be received at least thirty (30) days prior to the scheduled Snowsports School Management educational event.

45.2. QUALIFICATIONS FOR A REGISTERED MEMBER SNOWSPORTS SCHOOL. To qualify to become a PSIA and PSIA-NRM Registered Member Snowsports School, the applicant is required to meet the following requirements:

- 45.2.1. Teach skiing and/or snowboarding as a primary business and operate under an IRS Employer Number.
- 45.2.2. Produce verification of an approved venue of operation.
- 45.2.3. The Snowsports School Director or Assistant/Technical Director, or person appointed to be in charge of training for the school is required to be a Member of PSIA/AASI.
- 45.2.4. The snowsports school is required to utilize the American Teaching System as its primary Snowsports teaching technique and methodology.
- 45.2.5. The primary staff trainer of the snowsports school is to attend an on snow PSIA/AASI training every year.

45.3. APPLICATION. Application is offered for both PSIA/AASI and PSIA-NRM membership through the NRM divisional office. All applicants for both member school classes are required to become both division and national member schools and pay required dues for both organizations.

## **SECTION 46.0 CLINICS**

46.1. AREA CLINICS. Area clinics may be requested by any member of PSIA-NRM, to be held at any area, on any date. The topic of the clinic may be any educational training topic. The request must be made to the appropriate chairperson through the Divisional Office, allowing for enough time to organize the event and advertise it to the general membership, if possible. The cost of area clinics is calculated according to the direct cost plus a percentage determined by the Board. A maximum of ten (10) participants per clinician (Sec 61.0.).

46.2. PURPOSE OF CLINICS. All clinics sponsored by PSIA-NRM shall be conducted for the particular benefit of the members of the Association, but to which the general public are welcome. All clinics are intended to establish and maintain a high quality of instruction through continuing education by informing the membership and interested public of current events and ideas in snowsports teaching and technique.

46.3. LEVEL I EVALUATED CLINICS. An evaluated clinic on introductory issues of Snowsports instructing, including safety and risk management and customer relations, shall be offered to all prospective Certified Level I members of the Association. An evaluated Level I Clinic shall be held at any ski area in the Division at the first opportunity after the requirements outlined in Sec. 46.1. are met.

## **SECTIONS 47.0 - 50.0 OPEN**

## **POLICIES**

### **SECTION 51.0 REFUNDS**

The fee for an event may be refunded until 5 days prior to the commencement of an event. The fee shall be refunded less an administrative charge of \$10. Refunds requested within 5 days of the event shall be refunded less

one half the amount paid by the participant. No refunds shall be granted on the day of the event or later. Request for refund must be made personally or by written communication to the Executive Director. Hardship cases shall be considered on a case by case basis by the Board.

#### **SECTION 52.0 BOARD AND EXPENSES**

Board mileage to and from Board meetings shall be reimbursed at a rate decided upon during the annual budget process. Telephone, postage and other approved expenses shall be reimbursed upon presentation to the Executive Director of a voucher with receipts attached. Any official representative of the Division may be reimbursed for mileage if invited to attend a Board meeting by the Association President.

#### **SECTION 53.0 EXECUTIVE DIRECTOR PAYMENT POLICIES**

The Executive Director shall receive consideration of not less than \$1 per annum. This amount to be paid in equal amounts throughout the fiscal year.

#### **SECTION 54.0 ASSOCIATION NEWSLETTER EDITOR PAYMENT PROCEDURE**

The Association Newsletter Editor shall receive consideration of not less than \$1 per issue, payable upon publication. Amount to be decided during annual budget process.

#### **SECTION 55.0 CLINICIAN/EXAMINER PAYMENT PROCEDURE**

Clinicians and Examiners must submit a W-4, I-9 and completed signature sheet for Code of Ethics with the Divisional Office prior to any payment for an event. At the conclusion of an event, the employee shall complete the NRM expense voucher, including name, and specific information about the event at which work was performed. Clinician/Examiner wage, per diem, and mileage allowance is approved during the annual budget processes.

#### **SECTION 56.0 NON-EXAMINER STAFF PAYMENT PROCEDURE**

Non examiner/clinician staff may be paid at the discretion of the Board as approved by the Budget.

#### **SECTION 57.0 COMMITTEE CHAIRPERSON/COMMITTEE PAYMENT PROCEDURE**

The chairpersons and his/her Committees are volunteers and as such are not paid for their committee/chairperson work. All reasonable expenses incurred in carrying out their duties will be reimbursed, following completion of the NRM expense voucher in company with receipts, and sent to the Executive Director. The Committee Chairpersons and Committees may enlist any other qualified and approved person to perform work at divisional events, and as such will be considered employees of PSIA-NRM (all appropriate employee paperwork must be completed before performing work) as approved by the Board and the Budget.

#### **SECTION 58.0 INDEPENDENT CONTRACTOR PAYMENT PROCEDURE**

Independent Contractors must provide documentation of Independent Contractor license with the State of Montana prior to contracting with PSIA-NRM. At the conclusion of contracted work, contractor shall complete the NRM expense voucher, including contact information and specific information about the work which was performed.

#### **SECTIONS 59.0 - 60.0 OPEN FOR USE**

#### **SECTION 61.0 MINIMUM/MAXIMUM NUMBER OF PARTICIPANTS FOR AREA CLINICS**

The cost of area clinics is calculated according to the cost plus a percentage determined by the Board. Therefore, no minimum number of participants is required. The maximum number of participants per clinician at an area clinic is ten (10).

#### **SECTION 62.0 MINIMUM NUMBER OF PARTICIPANTS FOR A CLINIC OR EXAM**

62.1. EXAM PARTICIPANTS. Based on an appropriate pricing and staffing, the minimum number of participants for a clinic or Exam is 5.

#### **SECTION 63.0 FEES FOR CLINICS AND EXAMS**

Event fees shall be posted on the website and in the Fall newsletter. Event fees will be assessed and if necessary adjusted during the annual budget process.

63.1. REGISTRATION FEES. The fees for event registration shall be posted on the website.

63.2. WAIVED REGISTRATION FEES. The registration fee will be waived for one NRM educational event per year for each standing Committee Chairperson, Board member and/or Officer who has served the Division for at least one (1) year, such waiver credits to be non-cumulative.

#### **SECTION 64.0 NEWSLETTER AND WEB SITE EDITORIAL POLICIES AND ADVERTISING RATES**

64.1. ADVERTISING RATES. Advertising rates for the Newsletter and the Website can be found on the website.

64.2. CALENDAR. The calendar can be found on the website.

64.3. NEWSLETTER EDITORIAL POLICY. The Newsletter Publisher is responsible for producing a professional-quality publication. All submissions (articles, comments, advertisements, notices, forms, images, etc.) shall be edited for grammatical quality and professional content. Articles that are intended to convey technical information will be forwarded to appropriate Division Chairperson to be reviewed for accuracy. Articles that are anecdotal in nature do not need technical review but shall still undergo editing for grammar and professionalism. Any submissions that are questionable will be forwarded to the President for review.

Copyrighted material, including images, shall not be published without permission. It is the responsibility of the submitter to determine if material is copyrighted and to secure permission if necessary.

Not all submissions will be published.

64.4. WEB SITE EDITORIAL POLICY. The web master is responsible for producing a professional-quality web site. All submissions (articles, comments, advertisements, notices, forms, images, etc.) shall be edited for grammatical quality and professional content. Articles that are intended to convey technical information will be forwarded to appropriate Division Chairperson to be reviewed for accuracy. Articles that are anecdotal in nature do not need technical review but shall still undergo editing for grammar and professionalism. Any submissions that are questionable will be forwarded to the President for review.

Copyrighted material, including images, shall not be published without permission. It is the responsibility of the submitter to determine if material is copyrighted and to secure permission if necessary.

Not all submissions will be posted on the web site.

#### **SECTION 65.0 FISCAL YEAR**

The fiscal year of the Association shall commence on July 1.

## **SECTION 66.0 BAD CHECK FEE**

A fee for processing a returned check or credit card charge will be assessed.

## **SECTION 67.0 INTERNATIONAL PASSPORT**

Level II and Level III members of PSIA-NRM are eligible to receive an international passport upon application through the National office of ASEA. The Passport identifies holders as members of ISIA (International Ski Instructors Association) and eligible for privileges of members of that association. (Possible discounts at areas in Europe and elsewhere).

## **SECTION 68.0 TRANSFER OF RECORDS**

All records generated by committee chairpersons, committee members, officers, and Board members are the property of PSIA-NRM and will be maintained by said person to be passed onto his/her successor.

## **SECTIONS 69.0 - 70.0 OPEN FOR USE**

### Revision Dates

27 October 1997, 4 October 1998, 16 May 1999, 1 October 2000, 20 May 2001, 10 Oct 2005, 12/2008, September 19, 2009, 15 May 2010

## **APPENDICES**

(Available through Division Office or on the website)

- A. ASEA Duties of Directors
- B. ASEA Individual Director Requirements

Draft Revision, 5/2010

## **AMERICAN SNOWSPORTS EDUCATION ASSOCIATION (ASEA) DUTIES OF DIRECTORS**

Members of the ASEA Board of Directors (also referred to as the Board) agree to faithfully abide by this Statement of Duties of Directors while serving as directors of the board and, with respect to the Duty of Confidentiality, after leaving the Board. Directors understand that failure to abide by this Statement may result in removal from the Board.

### **Duty of Care**

A director of the ASEA has a "duty of care" that an ordinarily prudent person would exercise in a like position and under similar circumstances." This means that an ASEA director has a duty to exercise reasonable care when making decisions on behalf of ASEA. A director must attend meetings; be

informed; actively and openly participate in board discussions, decisions and related actions; and is expected ask questions to gain the information needed to make independent decisions that are in the best interest of ASEA.

### **Duty of Loyalty**

The duty of loyalty requires a director, when making decisions affecting the organization, to place the financial and operational interests of ASEA over the director's own interests, or the interests of other individuals, family members, or organizations. In every instance in which a director represents ASEA, the director must conduct his or her activities in a manner that best promotes the interests of ASEA. A director must always communicate the internal and external policies, statements, and decisions of ASEA faithfully and in a truthful and accurate manner.

### **Duty of Obedience**

A director has a duty of obedience to the organization that requires the director to be faithful to mission of ASEA. A director may not act in a way that is inconsistent with the purposes and goals of ASEA. This rule is based upon the obligation of ASEA to meet the requirements of its tax-exempt purpose and to ensure that the organization will manage donated funds to fulfill ASEA's mission and purpose. This duty requires a director to support the Board's decisions and to abide by ASEA's mission and purposes as expressed in the Articles of Incorporation, Bylaws, and Policies. Vigorous debate around the Board table is expected and encouraged, but once the Board's decisions or actions are final, a director is obliged to support and implement those decisions and not to undermine them in any way.

### **Duty to Maintain Confidentiality**

Although ASEA Board meetings and the minutes of those meetings are generally open and available to the members of ASEA, a director has a duty to maintain confidentiality which requires that the director not disclose information about Board decisions or the activities of the organization that have not been made available to members of the American Snowsports Education Association or the public. A director may not use or disclose any confidential information of ASEA for personal or any other person's gain.

### **Duty to Avoid Conflict of Interest**

A director must conduct activities with the Board so that he or she does not advance or protect one's own interests, or the private interests of others with whom the director has a relationship, in a way that is detrimental to the interests of or to the fundamental mission of ASEA. Directors shall abide by ASEA's Conflict of Interest Statement.

## **AMERICAN SNOWSPORTS EDUCATION ASSOCIATION (ASEA) INDIVIDUAL DIRECTOR REQUIREMENTS**

### **Individual Director Minimum Requirements**

- A Certified Level II or Certified Level III member in good standing in an affiliated division of ASEA.
- Demonstrated broad divisional responsibility at a procedural and policy-making level

### **Expectations of Individual Director**

- Attendance at all board and committee meetings and functions. Specifically, attend a minimum of two face-to-face meetings per year and be available for telephone conference calls unless excused for good cause.
- Demonstrate knowledge of the association's mission, services, policies, and programs.
- Commitment to review agenda and supporting materials prior to board and committee meetings.
- Service on at least one committee or task force if requested by the Board or the Chairman of the Board.
- Inform others about ASEA.
- Identify and submit nominees to the board and/or committees who can make significant contributions to the work of the board and the association.
- Keep up-to-date on developments in the field of snowsports and non-profit associations.
- Assist the board in meeting its fiduciary responsibilities.
- Be fiscally responsible and take an active role in reviewing, approving and monitoring the budget.

### **Characteristics of a Director**

- Ability to: listen, analyze, think clearly and creatively, work well with people individually and in a group.
- Willing to: prepare for and attend board and committee meetings, ask questions, take responsibility and follow through on a given assignment, contribute personal and financial resources in a generous way according to circumstances, open doors in the community, evaluate oneself.
- Develop certain skills (if not already possessed) such as: identifying and recruiting board members and other volunteers; understanding financial statements; understanding, improving and promoting the programs of the organization; cultivating and soliciting funds.
- Possess honesty, sensitivity to and tolerance of differing views, a friendly, responsive, and patient approach, community-building skills, personal integrity, a developed sense of values, and a concern for ASEA's development.