

LETHBRIDGE SYMPHONY ASSOCIATION

POLICY MANUAL

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SECTION 100 - FRAMEWORK

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Policy: 100 – I
Section: Framework
Subject: Mission Statement, Vision, and Values

The mission statement, the vision, and values of the LSA are expressed in the LSA's Strategic Plan.

- The mission of the LSA is to create and promote a first class orchestra producing memorable musical experiences for audiences of all ages.
- The vision of the Lethbridge Symphony is to be an integral part of our community's identity.
- We strive to achieve this vision by upholding the following values and goals:
 - Artistically diverse performances by orchestra members and guest artists that evoke joy, stimulate growth, and promote learning;
 - A welcoming and inclusive environment for musicians, board members, staff, patrons, and the broader community;
 - Collaborative partnerships with educational institutions designed to support and promote music appreciation and education;
 - Financial stewardship and sound business management practices.

The Board will use the mission statement, vision, and values to guide planning and decision-making for the LSA.

The mission statement, vision, and values will be shared with the public in LSA communications.

Review Process: Annually
Date of Issue: 2000
Reviewed and revised: May 2018

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Policy: 100 – 2
Section: Framework
Subject: Strategic Plan

The Board will review, revise and approve a Strategic Plan on a regular basis.

The Strategic Plan will be reviewed and updated at least every five years. Depending on need, it may be updated within a shorter time frame.

The Strategic Plan will:

- Include a mission statement.
- Present a guiding vision and values.
- Lay out priority areas for deliberation and action by the Board and its committees.

Review Process: Annually
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Policy: 100 – 3
Section: Framework
Subject: Governing Rules and Regulations

The LSA shall operate in compliance with the:

- Canada Revenue Agency;
- Societies Act of the Province of Alberta;
- Articles of Incorporation;
- By-Laws of the Association.

Nothing included in this policy manual is to be in conflict with Statutes, Articles of Incorporation or By-Laws.

If a conflict is identified, the said Statutes, Articles of Incorporation or By-Laws shall take precedence over this Policy Manual. Any conflict shall be reported to the Executive Director or the Executive Committee immediately.

Review Process: Annually
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200 - 3	Membership

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Policy: 200-1
Section: Governance
Subject: Structure

The Lethbridge Symphony Association is governed by a Board of Directors duly elected at the Annual General Meeting.

Standing Committees established are:

- The Executive Committee, as specified in the By-Laws, Article 4, Section X;
- The Artistic Advisory Committee;
- The Fund Development Committee;
- The Marketing & Public Relations Committee.

Various ad hoc committees are appointed as required.

The Management team of the LSA is comprised of the Senior Administrative Employee (the Executive Director) and the Senior Artistic Employee (the Music Director).

Management is entrusted to:

- carry out the day-to-day functions of the LSA, unless otherwise noted in the By-laws or policies, without interference;
- realize the mission of the LSA and the intentions of the Board of Directors through operational decisions that fall within their scope of authority.

Review Process: Annually
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LETHBRIDGE SYMPHONY ASSOCIATION POLICY MANUAL

Policy: 200 – 2
Section: Governance
Subject: Policy Making

The Lethbridge Symphony Association (LSA) Board will adopt policy statements to provide guidelines in implementing the mission, values, goals, and By-laws of the organisation.

In fulfilling its responsibilities for policy-making, the Board will be directed by the following considerations:

- The LSA Board will ensure all policies are in compliance with relevant government legislation or regulations and the Association's By-laws.
- All policies shall be reviewed and evaluated annually by the Board of Directors.
- Individual committees are tasked with reviewing their policies annually and making a report to the Board of Directors.
- Suggestions for policy development may come from:
 - LSA Board members
 - Standing and ad hoc committees
 - LSA staff
 - LSA Membership
- The Board of Directors will review all suggestions for new policies.
- In order to be adopted, new policies or policy changes will be framed by a formal motion and voted on by the Board.
- As the Board adopts new policies they will automatically replace the previous relevant policy or policies.
- All LSA policies will be accessible to the Board members, Staff and Membership.

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Policy: 200-3
Section: Governance
Subject: Membership

Article II of the Association's By-Laws outlines the terms of membership, the right to participate in meetings of members, and to vote. Article VI further clarifies terms regarding the meetings of member and Article VII addresses voting rights.

Becoming a Member:

Article II, Section III of the By-Laws, outlines how a person may become a member of the LSA. Normally, this requires an individual to make a financial commitment to the LSA, either by purchasing a season subscription or making a minimum monetary donation.

Membership is also given to individuals for the following reasons:

1) Non-monetary: The Board recognises the work performed by certain groups has a value for the LSA. The value of this work is at least equivalent to the minimum dollar contribution or subscription cost required of ordinary members in the By-Laws. Thus, the Board also extends Association membership to the following:

- Service or Committee volunteers
- Musicians
- Staff

2) Honorary Life Membership: The Board may also award Honorary Life Memberships in exceptional circumstances.

Termination of Membership:

- A person may withdraw their membership as outlined in the By-Laws, Article II, Section IV.
- A member may be expelled by a majority vote of the Board as stated in the By-Laws, Article II, Section IV. Expulsion may be considered if a member is causing insurmountable difficulties for the operation of any facet of the Lethbridge Symphony Association.
- Membership also terminates with death and is non-transferable to survivors.
- No fee or part thereof is refundable upon termination.

Voting Rights of Members:

- Voting rights are outlined in the By-Laws, Article II, Section II, and in Article VII. Each Member is entitled to one vote on every question put to a vote.

Review Process: Annually
Date of Issue: 2000
Reviewed and revised: November 2018

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Policy: 300-1

Section: Board of Directors

Subject: Qualifications

The Board of the Lethbridge Symphony Association guides and oversees the operation of the Association, and Board members contribute by:

- Representing their peer or demographic group and the community;
- Bringing knowledge of community needs and interests;
- Bringing certain abilities and skills required by the Association;
- Commending and interpreting the Association to the community.

The specific skills should include:

- Interest in the presentation to the community of music appropriate to the mission statement of the Association;
- Tact and ability to work with others;
- Time and willingness to serve (on the Board and at least one committee);
- Skills and knowledge to support the board/management process.

In order to serve on the Board of Directors, individuals must be LSA members, in good standing (see By-laws Article II, Section III and Policy 200-3).

Review Process: Annually

Date of Issue: 2000

Reviewed and revised: May 2018

LETHBRIDGE SYMPHONY ASSOCIATION POLICY MANUAL

Policy: 300 – 2
Section: Board of Directors
Subject: Functions

The Board of Directors guides and oversees the operation of the Lethbridge Symphony Association (LSA). The Board ensures that the organisation is operated in the interests of the members.

The basic functions of the Board are to:

- Carry out the functions and obligations of the LSA as designated in the By-Laws
- Serve as the policy-making body for the LSA;
- Counsel, advise, and deliberate with Management regarding the policy and operations of the LSA;
- Develop a strategic plan, set operational goals and priorities, and evaluate progress towards fulfilling the organisation's mission and vision;
- Serve in a public and community relations capacity;
- Appoint such committees as it considers necessary;
- Conduct a Board self-evaluation annually;
- Approve the budget annually and monitor the financial health of the organisation.

None of the above functions should infringe on Management's role of handling the day-to-day operation of the Association.

Review Process: Annually
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Policy: 300-3

Section: Board of Directors

Subject: Obligations

- act as an ambassador/advocate for the LSA
- attend the Annual Board Retreat (usually held in the fall)
- attend the Annual General Meeting (held near the end of August)
- attend meetings regularly and be familiar with Board and committee minutes.
- serve on at least one committee of the Board (meetings traditionally held once a month)
 1. Personnel
 2. Artistic
 3. Fund Development
 4. Public Relations
 5. Marketing
 6. Policy
 7. Nominating
 8. Executive
- hold at least one annual subscription to one or more LSA series of concerts (Masters Series or Chamber Series)
 - assist in annual fund-raising activities by participating in any one or more of the following:
 - make a personal substantial contribution
 - purchase two (2) tickets to the major fundraiser, i.e. Love Notes
 - solicit patron contributions
 - solicit corporate sponsorships
 - serve on LSA Boards special events committee(s)
 - Read and understand the Constitution and by-laws and policy of the Association.
 - Understand the workings of the Association and become acquainted with the people involved.

Date of Issue: 2000

Reviewed: March 2011

LETHBRIDGE SYMPHONY ASSOCIATION POLICY MANUAL

Policy: 300-4
Section: Board of Directors
Subject: Code of Conduct

Board members need to demonstrate ethical and professional conduct to maintain the confidence of the membership and public. This commitment includes proper use of authority and appropriate actions in group and individual behaviour when acting as Board Members.

Board members must be loyal to the interests of the membership over and above any:

- loyalty to advocacy or interest groups, or membership on other boards;
- personal interest of any Board Member acting as an individual consumer of this organization's services.

Board members are trustees of public confidence and securities. They must avoid any conflict of interest.

- There must be no self-dealing or any conduct of private business or personal services between any Board member and the LSA.
- Board members must not use their positions to obtain employment within the LSA for themselves or their family members.
- If a Board member is considered for employment, he/she must temporarily withdraw from deliberation, voting and access to applicable LSA information.

Board members must not exert any individual authority over the LSA except as stated in the LSA's policies.

- Individual board members do not have any authority to speak for the LSA when interacting with staff, the public, the press and other entities unless granted this authority by the whole Board.
- Board members must not make any judgements of staff performance except if the performance is officially assessed against LSA policies.

Board Members will deal with outside entities or individuals, with clients and staff, and with each other using fair play, ethics and straightforward communication.

Board Members must treat materials circulated for Board discussion in a confidential manner, until such time as the Board decides that specific information can be made public.

Any issues requiring corrective action are to be reported to the Executive Committee, and, if necessary, dealt with in the manner described in the By-Laws Article IV, Section V.

Review Process: Annually
Date of Issue: October 2011
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Policy: 300 - 5
Section: Board of Directors
Subject: President

The principal duties of the President are outlined in the By-Laws, Article V, Section II.

In fulfilling the role of President, the incumbent is expected to:

- Supervise the affairs of the LSA;
- Act as a representative of the LSA when required and to enhance the LSA's image in the community;
- Determine the voice of the LSA as required;
- Preside at all Board meetings and to provide direction to the Board, ensuring the agenda is followed, motions are adequately discussed, and the focus of the meeting is on the tasks at hand;
- Organise the Board so that tasks are broken down and assigned to appropriate committees, or form new committees as necessary;
- Act as mediator should conflicts arise between the Board and Management;
- Facilitate the Board's self-evaluation;
- Sign, with any other duly authorised officer of the LSA, any deeds, bonds, contracts or other instruments that the Board has authorised (as per By-Law Article V, Section VI);
- Provide leadership to the Board in reaching the goals of the LSA;
- Preside over Executive Committee meetings.

Review Process: Annually
Date of Issue: 2000
Reviewed and revised: March 2019

LETHBRIDGE SYMPHONY ASSOCIATION
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Policy: 300 - 6
Section: Board of Directors
Subject: Vice-President

The principal duties of the Vice-President are outlined in the By-Laws, Article V, Section III. In fulfilling the role of Vice-President, the incumbent is expected to:

- Serve as a deputy for the President, as required or as requested by the Board; in doing so, the Vice-President assumes all the powers, responsibilities, and privileges of the President.
- Chair at least one standing committee of the LSA and serve on at least one other committee.
- Be responsible for ongoing Board member development, and orientation of new Board members.
- Serve as Board Volunteer Coordinator by:
 - Overseeing the recording of all hours of service rendered by the Board and Committee members on a monthly basis;
 - Organising Board members to greet audience members before and thanking them for coming after performances;
 - Organising Board members to assist with Opening and Closing Receptions, and Volunteer appreciation events.
- Sign with any other duly authorised officer of the LSA any deeds, bonds, contracts or other instruments that the Board has authorised (as per By-Law Article V, Section VI);
- Attend meetings of the Board and the Executive Committee.

Review Process: Annually
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Policy: 300 – 7
Section: Board of Directors
Subject: Treasurer

The principal duties of the Treasurer are outlined in the By-Laws, Article V, Section V.

In fulfilling the role of Treasurer, the incumbent is expected to:

- Ensure that the financial records for the LSA are up-to-date at all times.
- Review monthly financial statements and present to Board.
- Advise the Board of forthcoming expenditures, problems, and any other matters related to the financial management of the LSA.
- Review requests from the Executive Director and Music Director for spending on items not included in the annual operating budget;
 - To present these requests to the Executive Committee for review and Board for approval.
- In coordination with Executive Committee, sponsor training for current and new board members on how to read financial statements and other documents as needed.
- Support and guide the Executive Director, Music Director, and accounting staff as required.
- Ensure that all required documents are submitted in a timely and correct manner.
- Chair at least one standing committee of the LSA and serve on at least one other committee.
- Sign with any other duly authorised officer of the LSA any deeds, bonds, contracts or other instruments that the Board has authorised (as per By-Law Article V, Section VI).
- Attend meetings of the Board and the Executive Committee.

Review Process: Annually
Date of Issue: 2000
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LETHBRIDGE SYMPHONY ASSOCIATION
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Policy: 300 - 8
Section: Board of Directors
Subject: Secretary

The principal duties of the Secretary are outlined in the By-Laws, Article V, Section IV.

In fulfilling the role of the Secretary, the incumbent is expected to:

- Ensure that the actions and decisions of the Board are adequately recorded at all meetings of the Board and Executive Committee.
- Ensure that the records of all proceedings of the LSA are sent to the Executive Director to be kept in the LSA office.
- Represent the LSA, as required, in legal and other matters as the Secretary of the LSA.
- Execute documents as required.
- Liaise with the Executive Director and Executive Committee.
- Serve on at least one standing committee.

Review Process: Annually
Date of Issue: 2000
Reviewed and revised: March 2019

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Policy: 300 - 9
Section: Board of Directors
Subject: Self-Evaluation

The Board shall conduct a self-evaluation on an annual basis. The goal of the self-evaluation is to ensure:

- the smooth functioning of the Board;
- an opportunity for reflection on and improvement in Board operations.

The self-evaluation may be done as part of a regular meeting of the Board or at a special scheduled meeting or retreat. It shall be carried out in a spirit of professionalism, collegiality, and mutual support.

The self-evaluation may include:

- a review of the Board's compliance with Policy and the By-Laws, including those pertaining to Board committees or officers;
- an opportunity for reflection on the Board's performance in relation to the organisation's mission, values, and the goals set within the Strategic Plan;
- a discussion with the Management team regarding the Board's interactions with staff;
- an opportunity to discuss and plan for necessary changes related to any of these aspects.

Review Process: Annually
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400 – 2	Executive Committee
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400 – 4	Marketing & Public Relations Committee
400 – 5	Fund Development Committee

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Policy: 400-1
Section: Committees
Subject: Standing and Ad Hoc

Committees are a means towards the efficient conducting of Board business. They provide an operational structure for carrying out the responsibilities of the Board, and they receive their authority from the Board. They are appointed to consider, act or report on any matter assigned to them.

The first task of each committee is to set its' own terms of reference and to submit them for Board approval. These terms of reference should be reviewed annually.

Standing committees are on-going and perform a continuing function of the LSA. They are always chaired by a Board member, but may include non-Board members in some circumstances.

Ad hoc committees are ones that sit at a particular point in time in order to complete a specific task, and members may not necessarily be Board members, with the exception of the chair.

The following Standing Committee Chairs shall be determined at the first Board meeting following the Annual General Meeting:

- Executive
- Artistic
- Fund Development
- Marketing & Public Relations

Review Process: Annually
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LETHBRIDGE SYMPHONY ASSOCIATION POLICY MANUAL

Policy: 400-2
Section: Standing Committees
Subject: Executive Committee

Roles of the committee:

- To serve as the chief coordinating committee for the Board.

Membership of Committee:

- President
- Vice President
- Secretary
- Treasurer
- Immediate Past President of the Board
- Music Director (ex-officio, non-voting)
- Executive Director (ex-officio, non-voting).

Meetings:

- Five times per year.

Responsibilities of the Committee

1. To oversee the operation of the LSA between Board meetings, attending to matters requiring immediate attention and providing guidance to Management on emergent matters.
2. To ensure the smooth functioning of Board activities, including the following tasks:
 - Map out the Board's business and set agendas;
 - Coordinate the activities of its committees;
 - Receive all reports and recommendations of Standing and Ad Hoc committees at least one week prior to presentation at a Board meeting;
 - Initiate a regular review and renewal of the Strategic Plan by the Board.
3. To oversee the expenditures and revenues, and financial practices of the LSA, including the following tasks:
 - Develop and/or review policies to ensure that staff and the Board engage in accepted financial management practices;
 - Ensure the LSA is following General Accepted Accounting Principles (GAAP);
 - Obtain Board approval for any expenditure or re-allocations of over \$1,000 not specifically allocated in the approved budget;
 - Assist Management with setting spending priorities in times of fiscal restraint;
 - Prepare and review a preliminary annual budget in consultation with the Management by November preceding the upcoming season;
 - Present the budget to the Board for approval by the December preceding the upcoming season;

- Recommend the auditor to the Board and membership at the Annual General Meeting.
4. To oversee, on behalf of the Board, the Human Resources management practices of the LSA, including the following tasks:
 - Develop and maintain the HR Manual, which includes policy relating to LSA employees, contractors, and volunteer musicians;
 - Monitor compliance with all legislation related to employment including Human Rights, Employment / Labour Standards and all other legislation;
 - Review and update a written job description for the Executive Director and Music Director of the LSA on a regular basis;
 - Negotiate the employment contract for the Executive Director and Music Director of the LSA;
 - Facilitate a performance review of the Executive Director and the Music Director of the LSA on an annual basis (usually in May);
 - Provide guidance to the Executive Director and Music Director regarding any Human Resources inquiries.

 5. To ensure that the Board has an appropriate number and variety of members, including the following tasks:
 - Identify skills and background of current Board members and determine desirable skill sets for new members;
 - Send letters of intent to current Board members regarding their continued involvement;
 - Develop an action plan for recruitment of new board members if required;
 - Accept applications, interview candidates, provide organizational information packages to candidates, check references;
 - Send thank you letters to all candidates, including those not accepted as nominees;
 - Inform Board of proposed slate of nominees, including brief biographies;
 - Prepare motion to nominate new members and present nominees at AGM;
 - Seek out nominees for an interim appointment to the Board, if vacancies arise during the year, and confirm the appointment by election at the next AGM.

 6. To review and recommend By-Laws and Policy to the Board of Directors to realize the mission and aims of the LSA, including the following tasks:
 - Ensure the regular review of existing policies and by-laws in accordance with the guidelines in Policy 200-2 (Policy Making);
 - Task each committee to review their respective policies;
 - Develop new policies that reflect the activities of the LSA, through input of the Board, its committees, staff, or the LSA membership;
 - Ensure that all policies are approved by the Board and recorded in the Policy Manual.

Review Process: Annually
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 Reviewed: October 2018

LETHBRIDGE SYMPHONY ASSOCIATION
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Policy: 400-3
Section: Standing Committees
Subject: Artistic

Roles of the committee:

- To advise and assist the Music Director in achieving long and short-term goals
- To be responsible for the implementation of the artistic portion of the mission of the Association.
- To study and implement the best way for the LSA to serve the needs of the community.
- To prepare the musical content of the LSA's programs.
- To evaluate the success or otherwise of these programs.
- To attempt to foresee future trends and develop plans relevant to these trends.

Membership of Committee:

- one Board Member,
- the Music Director,
- Four other persons, preferably a representative from each section in the orchestra (i.e. strings, woodwinds and brass)
 - These four people are to be appointed by the Music Director and Chairperson, for a maximum of six committee members.

Meetings:

- Quarterly (minimum; some may be via e-mail discussion).

Responsibilities of the Committee:

- Season's music programming for the orchestra will be selected by the Music Director with help, suggestions and approval from the committee.
- The Music Director has the deciding vote; it should agree with the goals of the LSA.
- The Music Director shall present the artistic budget to the Executive Director and the Executive Committee by November 30.
- The program for the chamber events will be selected by the performing ensemble.
- Communicate with the Marketing & Public Relations Committee to develop a marketing strategy for the Series concerts.

Review Process: Annually
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Reviewed and revised: November 2018

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Policy: 400-4
Section: Standing Committees
Subject: Marketing & Public Relations

Roles of the committee:

- To develop marketing / advertising designed to maximize attendance and ticket sales for Lethbridge Symphony programs and concerts.

Membership of Committee:

- Board members;
- Community member(s) as required;
- Executive Director.

Meetings:

- Quarterly (minimum)

Responsibilities of the Committee:

- To oversee development and implementation of the following:
 - Advertising,
 - Market research,
 - Media planning,
 - Public relations,
 - Product pricing,
 - Distribution,
 - Customer support,
 - Sales strategy,
 - Community Involvement.
- Develop and track metrics regarding the outcomes of performances and marketing initiatives in consultation with the Executive Director. Provide these metrics to the board and artistic committee to guide their decision-making.
- Perform a SWOT analysis for the LSA on an annual basis.
- To liaise with the Fund Development Committee, Artistic Committee, and the Executive Director.
- Assist other committees with marketing of fund-raising events, if requested.

Review Process: Annually
Date of Issue: 2000
Reviewed and approved: November 2017

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Policy: 400 - 5
Section: Standing Committees
Subject: Fund Development

Roles of the committee:

- This committee is responsible for developing and overseeing the fundraising activities of the Association. It is also responsible for researching various sources of funds.

Membership of Committee:

- 2 board members (minimum), including one member of the Executive Committee
- Executive Director

Meetings:

- Monthly

Responsibilities of the Committee:

- Fund raising activities shall be conducted in a positive, professional manner to enhance long lasting relationships with donors, prospective donors and the community.
- Fund raising activities will serve to enhance the mission and values of the LSA.
- Fund raising activities shall be conducted for the purpose of supporting operating and capital initiatives of the LSA and must comply with all applicable government regulations.
- Committee will comply with Canada Revenue Agency regulations in regards to all gifts donated to the LSA.
- To liaise with the Marketing & Public Relations Committee, Artistic Committee, Executive Committee, the Executive Director and Music Director.

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