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SAVE International HONORS & AWARDS PROGRAM Recognition Manual

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Section 1 OBJECTIVES AND PURPOSE

1.1 Introduction

The SAVE International® Board of Directors (SAVE Board) is charged by the constitution and bylaws with the responsibility of managing the Corporation's affairs. Of the directors' general powers, one offers an opportunity to look at our world and offer thanks to those who have given back to the Value community, to specifically:

Provide awards of recognition to those who make significant contributions to advance the art and science of the Value Methodology.

The SAVE Board established the Honors & Awards (H&A) Program to recognize the contributions and accomplishments by members, non-members, corporations, governments, and agencies. By achieving high standards and a high level of accomplishment, VM will grow, prosper and further encourage its systematic application. The sharing of these accomplishments through presentations, the written word, instructional media, and facilitator training enables owners, members, customers, and users to better use VM. The SAVE Board emphasizes that the awards are intended to recognize accomplishments that are above the normal success that the Value Methodology delivers to benefit projects, programs, and processes.

This manual defines those standards and establishes the validity of those who are being recognized for their contributions.

Section 2 HONORS & AWARDS PROGRAM

2.1 Structure

The SAVE International® Honors & Awards Recognition program is administered by the SAVE Board, the H&A Director, and the Awards Committees. The H&A Director reports to the Executive Vice President.

The recognition program operates as follows:

2.1.1 Final Authority

The SAVE Board of Directors has the final approval authority of all honors and awards except for the Fellow Awards.

2.1.2 Honors

Honors differ from awards in that they are discretionary and initiated by the President who directly seeks concurrence from the Board of Directors as the review authority.

2.2 Awards Process: Submission, Screening and Judging of Nominations

2.2.1 Application Procedures

A nomination for an award must be sponsored by an individual, corporation, educational institution or government agency. Self-nominations for individual awards are ineligible for consideration. The sponsor shall submit a nomination to the SAVE Business Office (SBO) that addresses the requirements to be considered as an award nominee, including all or portions of the basic criteria.

2.2.2 Nominations Screening and Recommendations

The initial screening of nominations will be performed by the H&A Director with assistance, as requested, by SBO professional staff or review committee members to ensure nomination packages are complete and comply with this manual's guidelines.

All award recommendations will be made by the committees to the H&A Director who will compile all recommendations and submit them to the Executive Vice President who will call for SAVE Board review and final approval.

2.2.3 Nominations Judging

Review committees have been established to review and recommend award recipients.

2.2.3.1 The Awards Committee

The Awards Committee will judge the entries and recommend award recipients to the H&A Director for the following awards:

- a) Awards for Projects, Programs, and Processes
- b) Awards for Individual Achievement, Accomplishment and Service

2.2.3.2 SAVE Paper-of-the-Year Award

The Editor-in-Chief of *Value World*, who reports to the Vice President-Communication, will lead a review committee to judge the papers that have been published throughout the year in *Value World*.

Concurrently, the Vice President-Education will lead a review committee to assess the papers that were presented at the previous year's Annual Value Summit.

And, the Vice President-Certification and Certification Board members, as requested, will review CVS paper submittals for the best of the year.

The Vice Presidents of Education, Communication, and Certification will then determine the Paper-of-the-Year award winner and advise the H&A Director for recommendation to the SAVE Board for final approval.

2.2.3.3 Chapter Effectiveness Award

The Vice President-Membership will be responsible for judging and recommending the most effective chapter to the H&A Director for final approval by the SAVE Board.

2.2.3.4 The College of Fellows

Please refer to *Appendix A – The College of Fellows Operating Charter*, which details the selection process for new Fellows. The College of Fellows will vote on the recommended nominees.

2.2.3.5 Presidential Citations

The President will select and recommend citations to the H&A Director for SAVE Board approval.

2.3 SAVE International® Awards Committee

Specific officers of the board or designated SAVE members, such as the Editor-in-Chief of *Value World*, the Vice President-Certification, and the Dean of the College of Fellows, are appointed to serve on the review committees and present their recommendations to the H&A Director for SAVE Board approval. These officers may appoint others to serve on the review committees with them.

The formal SAVE International® Honors & Awards Committee comprises:

- a) H&A Director
- b) Executive Vice President
- c) Vice President–Marketing
- d) Vice President–Communication
- e) Vice President–Education

In the event that some members of the review committees are not available for a meeting, or may be perceived to have a conflict of interest, the review committee members shall select replacements from the Board of Directors or their appointed designees.

2.4 Director - SAVE International® Honors & Awards Program

The H&A Director is appointed by and reports to the Executive Vice President. The functions and responsibilities of this position include updating honors and awards; soliciting and administering current awards; and coordinating awards as described in the following sections.

2.4.1 Update Honors/Awards

- a) Maintain overall cognizance of all awards, their definitions, and criteria for judgment in order to continue the viability and integrity of the awards program.
- b) Recommend changes to all existing honors/awards definitions, criteria, and processes.
- c) Recommend new awards, when warranted.
- d) Recommend the deletion of existing awards, when warranted.
- e) Implement such changes, additions, or deletions to the Recognition Manual as requested by the review committee.
- f) It is possible to have additional honors for unique circumstances, but they will not necessarily be incorporated as a standard.
- g) Historically, SAVE International® has given various other awards such as sponsored awards and the Student Award. Although these are not listed, they may be resurrected at anytime by recommendation to, and approval by, the Board of Directors. Action would be similar to the institution of a new award when conditions merit such action. A separate decision would also have to be made whether or not to include it in a manual/rules revision.

2.4.2 Solicit and Administer Current Awards

This activity is limited to awards under the responsibility of the SAVE International® Honors & Awards Committee:

- a) Solicit nominations and substantiating information from individuals, corporations, governments, or other sponsors.
- b) Provide sponsors with forms/format and guidance to develop award nominations.
- c) Review submitted nominations and request additional information as needed.
- d) Organize the nominations to be used by the SAVE International® Awards Committee in judging nominees. Document the written nominations documents are complete and have met or failed to meet the established criteria.
- e) Present the compiled list of recommended nominees' names and awards to the Executive Vice President for SAVE Board review and final approval.
- f) Maintain confidentiality of the nominations, reviews and selection process.

2.4.3 Coordinate Awards

The H&A Director performs the following functions for the SAVE International® Honors & Awards. SBO assistance will be required.

- a) The deadline for submission of nominations will be established each year by the H&A Director, with the approval of the Executive Vice President, based on the dates established for the Annual Value Summit.
- b) Direct and coordinate with the SBO to draft citations and order awards to be used in the presentation at the Annual Value Summit.

- c) Send approved award information to the conference planner to prepare the program for the awards presentation at the Annual Value Summit.
- d) Some awards may be secret by special request of the nominating person/organization or SAVE. At the time of the Annual Awards Banquet, the award recipients will be announced.
- e) Award recipients and those who nominate them will be notified by the SBO soon after the SAVE Board's final approval, except as specifically requested by the nominating person/organization or SAVE.
- f) Notice of status of unsuccessful nominations will be mailed by the SBO to the nominating sponsors as soon as the action is taken by the SAVE Board.
- g) Coordinate with the College of Fellows on the election for approval of Fellow candidates.
- h) Coordinate with the SBO and with other selection committees to ensure their award selection process is completed.
- i) Only nominees and sponsors of **Awards for Projects, Programs, and Processes** will receive duplicate copies of awards, which will be presented at the awards ceremony held at the Annual Value Summit. After the ceremony, SAVE International will mail or ship awards to those nominating sponsors and award recipients who are not able to attend the ceremony to accept their awards in person.
- j) In concert with the announcement of awards, SAVE International will also distribute press releases to media outlets for promotion of the recipient's accomplishments. Nominating sponsors are requested to provide complete contact information for up to four media outlets for effective distribution of press releases.

Section 3 DESCRIPTIONS, CRITERIA AND PROCEDURES

3.1 General

This section identifies the award and honor titles, purpose, description, criteria, and nomination requirements. There are two general categories:

Awards – Nominations must be submitted by sponsors such as corporations, individuals, governments, or educational institutions for review by the H&A Committee.

Honors – Recognitions are bestowed by the President, Board of Directors, and the College of Fellows. The H&A Director will review for compliance with minimum requirements and if compliant will then be submitted for action by the appropriate H&A committee or approval body.

Nominating sponsors and/or award recipients are required to prepare digital (PowerPoint or similar) presentations about the projects, programs, processes, or persons receiving the awards for display in the conference registration or exhibit area. The slides may also be uploaded to the SAVE International website for further sharing. We ask that each presentation contain approximately five slides to demonstrate the *function-inspired change* that elevates this project to award status.

All Awards and Honors will be approved by the SAVE Board of Directors.

3.2 Awards for Projects, Programs, and Processes

Awards are granted on a competitive basis for outstanding achievement and accomplishment in a Value Methodology team study for a project or program. Corporations, sole proprietors, consulting firms, and government agencies are eligible for the competition as long as the project, program, or process improvement submitted was performed for a corporation or government agency.

The purpose of the awards is to recognize teams, corporations, or government accomplishments. This is not meant to be an individual award. The four awards are named after a SAVE International® distinguished individual in each area of the award:

- Arthur E. Mudge Distinguished Service for Industry
- Gordon Frank Distinguished Service for Government
- Alphonse J. Dell'Isola Distinguished Service for Construction
- Jimmie Carter Distinguished Service for Management

Biographies for the SAVE members for whom these awards have been named, may be found in the College of Fellows bio pages. They have all be leaders of SAVE International and globally-respected champions of the Value Methodology in industry and government.

3.3 Awards for Individual Achievement, Accomplishment and Service

3.3.1 Rising Star Award

The purpose of this award is to recognize an individual who has been a member of SAVE International® for five years or fewer, is engaged in the Value Methodology profession, and has enthusiastically embraced the Value Methodology.

Candidates who have earned certification through the SAVE International® certification program are preferred.

3.3.2 Distinguished Service Awards

This award is to honor individual members who have rendered outstanding service to SAVE International® by making exceptional contributions. These awards are available in three outreach categories as we *Promote, Advocate, and Educate* government and industry in the Value Methodology.

- a) Distinguished Service for Education – The Thomas J. Snodgrass Award
- b) Distinguished Service for Methodology Outreach – The Harold G. Tufty Communication Award
- c) Distinguished Service in Chapter Communications – The Edward T. O'Connell Award

The Distinguished Service Award may be given to more than one individual in any category.

3.3.3 Value Professional of the Year Award

This award is intended to recognize and encourage significant accomplishment, hard work, effectiveness, enthusiasm, and achievement to the advancement of SAVE International® during the past year. Contribution to the advancement of the Value Methodology and outstanding accomplishment are key criteria.

It is not to be awarded to presidents of local chapters, nor to national officers or directors of the past year.

3.3.4 Fallon Value-in-Life Award

The Fallon Value-in-Life Award is given in honor of Carlos Fallon, who is remembered for the value he placed on human life and the unselfishness of individuals to improve our society.

This prestigious distinction is bestowed on those special people, preferably a couple, giving of themselves unselfishly to improve the human value ethic over many years. Their example should generate desire to make similar efforts towards increasing our value in human living. This award has been given only three times since the society was founded. The honored individuals and the dates of their recognition are as follows:

1993 – James and Rita O’Brien

1995 – Harold and Barbara Tufty

2002 – Dale and Janice Daucher

The Fallon Value-in-Life Award is among the most prestigious distinctions bestowed by our society. In addition to the honor, the award includes a beautiful three-dimensional plaque, depicting the “Book of Life”.

The Fallon Value-in-Life Award has been reserved for those special people who live their lives in such a way as to personify total value. “They have kept their lives in perspective; they find values in flower gardens as well as factories, in children and fine jewelry,” suggests the originator of the award.

Recipients of this award will have spent a major part of their lives giving of themselves unselfishly to improve the value ethic through example, radiating values that we all may see and remember.

Evidence to support a candidacy for this award will come from many years of dedication, as opposed to a one-time occurrence or short-term accomplishments.

The candidates need not have practiced the value discipline as we define it. Usually, the award will be given to a couple who, like Carlos and Maureen Fallon, have supported one another in sharing and demonstrating real values over many years.

3.3.5 Lawrence D. Miles Founder's Award

This award is given in honor of the “Father of Value Engineering”, Lawrence D. Miles and is also the SAVE International® Founders Award. It is the highest SAVE International® award given for technological achievement without regard to membership status or grade. The scope of this award covers all endeavors related to the promotion and advancement of the value discipline. Those who are deserving of this award must be nationally recognized as having created a technological advancement or achievement so that it is widely adopted for use by others in industry or government.

This award has been given only ten times since the society was founded. The honored individuals and the dates of their recognition are as follows:

- 1988 – Ray E. Fountain
- 1993 – Thomas Snodgrass
- 1994 – J. Jerry Kaufman
- 1994 – John Bryant
- 1997 – Donald E. Parker
- 1998 – Alphonse J. Dell’Isola
- 2001 – Theodore Fowler
- 2010 – Bruce Lenzer
- 2015 – Stephen J. Kirk
- 2016 – Muthiah Kasi

The degree of attainment should far exceed that necessary for Fellow-SAVE. Examples of the development must be presented showing the achievement.

3.3.6 Paper-of-the-Year Award

The Paper-of-the-Year Award recognizes an outstanding written contribution in the Value Methodology. It is established to encourage the documentation and sharing of concepts, ideas, innovation, function- inspired change, and accomplishments to further the Value Methodology discipline. It is not required that the author be a SAVE International® member.

- Four specific sources of papers will be automatically reviewed annually and other sources are also welcome:
 - Annual Value Summit: Papers presented at the Annual Value Summit;
 - *Value World*: Papers submitted for publication by SAVE, e.g., in *Value World*;
 - Certification Submittals: Papers submitted to the SAVE Certification Board by Certified Value Specialist candidates as part of their certification process;

- Papers submitted separately that may have been published by other associations. Papers published and/or presented during the calendar year shall be judged during the period January 1 through March 1 of the preceding year, and the award presented at the annual conference.

Papers other than those of the conference, *Value World*, and certification processes should be submitted to the SBO and labeled “Paper-of-the-Year Award”. PowerPoint or slide presentations are not considered eligible for Paper-of-the-Year; although the source document or article or paper may be.

Multiple awards may be given in different categories, as deemed appropriate.

3.3.6.1 Judging of Applicants

The judges will be drawn from the following:

- Editor-in-Chief, *Value World*, Chair
- Executive Vice President
- VP - Certification
- VP - Communication
- VP - Conferences
- VP - Education
- Ex. Officio representative from MVF

The Vice Presidents of Education, Communication, and Certification will provide the committee’s recommendation to the H&A Director for SAVE Board final approval.

3.4 Awards for Chapter Accomplishments

3.4.1 Chapter Effectiveness Award

The Chapter Effectiveness Award recognizes recipient chapters for their vitality, programs, and activities. The award is typically given in two categories:

- a) Chapters with fewer than 25 members
- b) Chapters with more than 25 members

The nomination package should include copies of the chapter’s newsletters for the previous calendar year, event programs and announcements, press releases for chapter activities, meeting minutes, and other evidence that the chapter meets regularly, hosts group activities and events, shows growth, and otherwise demonstrates vigor and vitality.

All Chapter Effectiveness Award nominations must be submitted to the SBO in a complete package by March 1 to qualify.

3.5 Presidential and SAVE International® Board of Directors Honors

This category pertains to honors versus awards because of their discretionary nature. The required initiation is via the SAVE International® President or Board of Directors. Not all specific criteria, nor specific award/honor titles, can be foreseen. Included in this category, are the Past President’s plaque, and that of the occasional Honorary Vice President. Although coverage is broad, approval by the Board of Directors is necessary.

3.5.1 Distinguished Life Member Award

A Distinguished Life Member is to be acknowledged for leadership and professional eminence in the practice or teaching of the Value Methodology. It is bestowed upon the immediate past president of SAVE International when his or her term of service as president expires. Distinguished life membership confers lifetime membership without dues upon the recipient.

3.5.2 Presidential Citation Honor

This honor is to recognize those persons and organizations who have made significant contributions to the profession and/or to the advancement of SAVE, but whose circumstances do not fit the normal SAVE Honors and Awards process or whose employer’s policy may prohibit acceptance of some other award. If applicable, the recipient may also be given “Honorary Membership”.

The Presidential Citation Honor is not limited to membership status and may be bestowed on any individual or organization deserving of recognition, but not otherwise qualified.

Nominees are typically recommended, approved, and bestowed by the president. Others may also recommend an individual for a Presidential Citation; however, approval is at the discretion of the president.

The degree of attainment should far exceed that necessary for Fellow-SAVE, using the basic criteria of Section 4 as a guideline. Examples of the development must be presented showing the achievement.

3.6 Fellow Award

A Fellow is recognized as one of the society’s outstanding individuals based on technical competence, accomplishment, service, ethical conduct, and leadership; an outstanding and dedicated individual whose professional leadership is of the highest distinction among members of SAVE International® in the practice of the value discipline.

The College of Fellows serve as ambassadors for SAVE International® with the obligation to serve the value profession through furthering the Value Methodology discipline. The role and responsibilities of the Fellows of SAVE International® are defined by the College of Fellows.

A Fellow is an individual member of SAVE International deemed worthy of high distinction for his/her contribution to the principles and objectives of the Value Methodology for at least 15 years and must be at least 40 years old.

All Fellows must be members of SAVE in order to use this designation. Honorary Fellows recognition may be given to value professionals from other global value societies recognized by SAVE.

Fellows of SAVE International® are permitted and requested to use the designation FSAVE following their names as recognition of distinction within the value profession.

In 2016, the College of Fellows developed an Operating Charter, which is attached to this Honors & Awards Manual as Appendix A. It outlines the specific requirements for nomination to the College and the selection process. Please refer to that document for necessary details.

Section 4 AWARDS CRITERIA

4.1 Basic Criteria for Awards

The following basic criteria are established to judge award nominations and score competing entries. Especially important is the provision of Value services that benefit and enhance SAVE International. The level of attainment for each is to be judged by the reviewers, based on the submitted material. Please note that basic criteria reflect the view that membership activity can benefit our profession and our communities:

Basic Criteria		
No.	Function and Category	Description
1	Improve VM	Enhance the application of the Value Methodology with <i>unique techniques</i> so other value professionals and project owners endorse and adopt the new developments and increase the implementation of the Value Methodology.
2	Apply VM	Use the Value Methodology to <i>achieve major project accomplishments</i> beyond the normal success stories, i.e., improved performance, reduced initial and/or life cycle costs, innovation, reduced time, improved quality, or other key performance and quality features. Identify those achievements that benefit SAVE International and its members. Demonstrate a creative, wider application of Value Methodology so that other members of SAVE International may expand their use of Value Methodology.

Basic Criteria		
No.	Function and Category	Description
3	Improve VM	<i>Improve</i> the technical, managerial, educational, and administrative <i>programs</i> to make any type of work more effective in terms of improving the mission of the company, institution, organization, or government agency, i.e., improved performance, reduced initial and/or life cycle costs, innovation, reduced time, improved quality, or other key performance and quality features. Identify those achievements that benefit SAVE International and its members.
4	Establish VM	<i>Establish major VE/VA/VM programs</i> in your company, institution, organization, or government agency, or as a consultant to others that is successful, long lasting, and supportive of the entity's success. Include examples of how Value Methodology concepts and procedures supported the process and SAVE International and its members benefited from it.
5	Benefit SAVE	<i>Benefit SAVE International®</i> and the value profession by achieving a major accomplishment, such as chairing the revision of manuals of practice, contributing to the rewriting of the constitution, writing a society publication, sponsoring a seminar, or similar activities.
6	Share VM	<i>Conduct research</i> of previous publications, articles, case studies, standards, and other resource material in the Value Methodology or other management or technical areas. <i>Publish the results</i> in SAVE International® media or other professional journals. Identify an increased prominence for SAVE International and its members as part of the research.
7	Share VM	<i>Share the Value Methodology</i> in interdisciplinary work and bring the knowledge of other professions into the value profession. Communicate, promote, and disseminate information about VE/VA/VM and SAVE International to potential users of the Value Methodology. <i>Contribute to the technical community.</i> Achieve major accomplishments in other professions, societies, standards committees, service organizations, and similar activities. Nominee may serve the value profession as a teacher, educator, or lecturer in value engineering or value management.
8	Help Others	<i>Contribute humanitarian public service</i> to a local, state, national, or international organization (including hospitals, government, schools, etc.) as a director, committee member, or as an individual.

4.2 Specific Criteria

Some awards are based on required additional information as indicated in the award description. Not all of the basic criteria are applicable to all awards, the Outstanding Value Methodology Projects and Programs, for example.

Therefore, please provide clear, comprehensive, and specific statements regarding the qualifications of the project, program, candidate, or organization for the award.

Section 5 NOMINATIONS, REVIEW PROCESS AND DUTIES

5.1 General

Nominations for Honors and Awards may be made at any time from July through February; however, the following schedule indicates the best time for sponsors to submit nominations:

June	Annual conference concludes. All papers presented to SAVE from this point forward are eligible for the Paper of the Year Award the following year.
July	Application for all nominations open.
June through February	Sponsors prepare award nominations.
December	Applications open for all honor and award nominations.
March 1	Application submittal time period closed. Awards Committee reviews nominations submitted.
Mid-March	Final decisions by Awards Committee.
Late March	Board of Directors review Award Committee recommendations. Board of Directors approves honors and awards.
Mid-April	Final notice to nominees.
Late April	SAVE Business Office orders awards from vendor(s).
June	Annual Value Summit Honors & Awards Presentation Ceremony (Summit typically held in June.)

Providing information in a timely manner to the SBO enables adequate review times; increases opportunities for coordination by reviewing committees and the Board of Directors; and reduces costs for preparing the award itself.

Nominations must be submitted by a sponsor (individual, firm, agency, etc.). Self-nominations for individual awards are ineligible for award.

Endorsements should be submitted with nominations, or may follow.

The deadline for submission of nominations shall be established each year by the H&A Director, with the approval of the Executive Vice President, based on the dates established for the annual conference.

The H&A Committee will meet via teleconference not more than two weeks following the deadline for submittal of award nominations. Committee members will be prepared to discuss nominations and make recommendations for approval. Following the committee's meeting, the H&A Director will submit the list of nominations recommended to receive honors and awards to the Board of Directors for approval. The Board of Directors will vote on the list of recommended nominations not more than four weeks following the committee's submission of said list.

The date for closing of nominations shall be specified through SAVE International® news media with a reminder that those received after that date may be held for consideration the following year, unless the nominator requests their return.

5.2 Ineligibility

No persons are eligible to receive an award over which they have any authority. For example, members of the Board of Directors may not receive awards requiring Board of Director approval, but may receive awards for which approval has been delegated to others. Nominations, which are submitted for such ineligible persons, shall be held by the H&A Director and reviewed (after updating) when the nominee becomes eligible to receive the award.

Self-nominations for individual awards are ineligible for consideration.

5.3 Requests for Nominations

The H&A Director, H&A Committee, and the SBO will prepare material requesting nominations to be published on the website and in SAVE International® newsletter *Value World* each Fall to coincide with the resumption of chapter activities in the Fall.

The request for nominations will list the awards available and refer readers to this manual for detailed information.

The request for nominations must emphasize the necessity that full substantiating documents and endorsements accompany and correlate with the statements entered on the official nomination forms. The H&A Director will prepare a follow-up reminder to be published in SAVE International® journal, *Value World*, for two months following the original request for nominations.

It must be stated in the news article that the forms found in Section 6 of this manual shall be used for nominations and submitted in one of the three methods as follows:

1. Sealed in an envelope marked "confidential" and mailed to the SAVE International® business office.

2. Scanned to high resolution PDF format and emailed to the SAVE International® business office. (Preferred)
3. Completed via the SAVE International® website with appropriate documentation scanned to PDF and uploaded.

5.4 Honors and Awards Documentation and Nominations

The portfolios used for nominations should include information that verifies the accomplishments listed on the nomination forms. The substantiating documents might include copies of published articles, conference papers and summaries (listings) of reports on Value Methodology projects completed, lists of Value Methodology courses taught, letters of recommendation, company or government newsletters describing accomplishments, and any other documents which concretely substantiate the work done by the nominee.

Indicate each working committee in which the nominee participated and include accomplishments of note. Show the results achieved directly attributable to this individual's efforts. Endorsements by other value professionals should accompany each nomination. A minimum of four endorsements are suggested.

5.5 Award Judgment Philosophy

SAVE International® awards are intended to be held in high esteem, representing truly distinctive accomplishments in the value profession. Special care must be exercised in nominating and judging candidates.

The review committees and Board of Directors have the flexibility to confer the awards which best recognize and honor the nominees presented in any given year. While certain criteria are specific and objective, some criteria are of necessity subjective, requiring careful analysis and judgment to preserve the integrity of the Honors and Awards program.

5.6 Board of Directors Duties

The Board of Directors shall review the recommendations of the review committee, and take appropriate action. The decision of the Board of Directors is final.