

## Attachment 7-1 Governance and Administration

- A current list of, and biographical information about (including affiliations), all governing board members

### ADIZES GRADUATE SCHOOL, INC. (Not for Profit)

### BOARD AND STAFF RELATIONS AND RESPONSIBILITIES

#### BOARD OF DIRECTORS

#### AND

#### PROFESSIONAL STAFF

#### RELATIONS

I. Adizes Graduate School is the responsibility of, with legal requirements, the Board of Directors not the Chief Executive Officer and/or staff. All fiscal oversight, fiscal liability and the overall well being of a non-profit are placed in the hands of the Board by its charter, by-laws and other legal documents.

II. No individual board member or officer has the authority to act on behalf of the Board of Directors in any matter concerning the organization or in any manner in regard to any staff member unless given the authority by the entire board. An Executive Committee can assume the powers of the Board if given that authority by the by-laws or by a resolution passed by the Board.

III. The Board of Directors has the authority to hire and dismiss the Chief Executive Officer. However, the hiring of other staff is the responsibility of the Chief Executive Officer and should never be interfered with in that capacity by the board. A personnel committee of the board may review those decisions.

IV. Decisions about the programs of the organization should be developed by staff, but approved by the Board of Directors - perhaps by a Board committee.

V. Fiscal overview and annual audits should be provided by the Board with the assistance of the Chief Executive Officer and appropriate staff.

### **BOARD RESPONSIBILITY/AUTHORITY**

- The board of directors are selected and elected to serve the organization according the procedures set forth in the By-Laws, with particular care in regard to officers, length of term and responsibilities. Any board of a non-profit agency is financially and morally responsible for carrying out the mission and the goals of that agency.
- Each Board member should be expected to commit his or her time, talent and financial resources to the organization, and to serve for no compensation or financial gain.
- The Chief Executive Officer is hired by the board and serves at the pleasure of the board. He or she should be adequately compensated for the completion of the responsibilities determined by the Board of Directors, with the involvement and consent of the Chief Executive Officer.
- An annual review or evaluation of the Chief Executive Officer by the board should be implemented that is fair, but honest. Similar evaluations of other staff and faculty should be completed annually by the Chief Executive Officer.
- Other staff members and faculty are hired and fired by either the Chief Executive Officer or CAO.

### **2.**

### **FINANCES**

- The board of directors is fiscally responsible for the organization's well-being and existence. Therefore, it is their role to provide the money (including their own), oversee the fiscal management, and represent the organization to the community concerning its financial status and organizational needs.
- The Board is responsible for developing, with staff assistance, appropriate financial goals and implementation strategies for fund raising campaigns and/or events, and fully participating in all campaigns (with a Development Committee).
- The Board should play a central role in the preparation and subsequent approval of an Annual Budget that is used as the basis for all financial determination for both income and expense items (with a Finance Committee).
- The staff is responsible for the day-to-day financial management, as

determined by the Annual Budget. They should prepare and submit an Annual Budget to the Board or appropriate committee of the Board for approval.

- The staff should assist with and participate in the planning and implementation of all fund raising efforts with the Board, BUT not assume full or primary responsibility for attaining fund raising goals.

### 3.

#### **PROGRAMS**

- The staff should develop program ideas and processes for implementing programs for board approval, perhaps through a Program Committee or other appropriate structure.
- The staff should determine the financial support needed for programs and present needs to Board for approval before their implementation.
- The board should review and commit the organization to financing and implementing programs.
- The staff should develop plans and implementation strategies for evaluating the effectiveness of programs with Board input.
- The staff, with board assistance, should develop appropriate strategies to advertise, promote and create a public awareness of each of the program areas and of the organization as a whole.

#### **RELATIONS WITH THE COMMUNITY**

- The major responsibility for developing and maintaining relationships with the community-at-large rests with the Chief Executive Officer and the staff.
- The Board of Directors should use their status and contacts in the community to assist the staff with setting up contacts, and when appropriate accompany the staff in meetings with key community officials.

### 4.

#### **ROLES AND RESPONSIBILITIES**

#### **OF BOARD MEMBERS**

#### **IN FUND RAISING**

FIRST - Make a personal commitment to the goals and objectives of your organization.

SECOND - Make a personal contribution to the organization commensurate with your ability.

THIRD - Give leadership and time to the organization and the fund raising efforts.

FOURTH - Seek out and cultivate prospective donors.

FIFTH - Use your knowledge, understanding and personal networks to spread the word about the organization.

SIXTH - Establish a strong Development Committee, chaired by a dedicated, influential board member.

SEVENTH - Plan, develop and implement an Annual Campaign, special events and other fund raising activities.

EIGHTH - Monitor progress and effectiveness of the development effort, making changes, if necessary.

## 5.

### **WHAT BOARD MEMBERS NEED TO KNOW TO ASK OTHERS FOR MONEY**

After Board Members have fully understood the Eight Roles and Responsibilities for fund raising, it is important that they be familiar with the answers (usually contained in prepared documents) to the following questions before soliciting:

1. How much money is going to be raised? and by when? and from whom?
2. How will the money be spent? what will it accomplish for the organization? for the community?
3. Why is your organization as deserving of support as others in your community?
4. What is the current financial condition of the organization?
5. What are the long-range (or short-range) plans for the organization?
6. What do you know about the giving record, the interests of the prospect

(individual, corporation or foundation)?

7. Who has previously given and how much have others given in the past and during the current campaign?

6.

## **SOME ADDITIONAL THOUGHTS**

### **ABOUT FUND RAISING**

The following concepts about fund raising should be considered by the organization before developing a Development Plan:

1. People give to people who believe in the cause or the organization's track record in accomplishing the cause. If the solicitor has a personal belief in the organization, getting a commitment for support is much more successful.

2. A solicitor must be a giver first, before they ask others to do the same.

3. People give money to an organization because they are asked. Those who might give may be interested in giving, but often are not approached because they are considered to be too difficult to approach or have never given previously.

4. The largest donor should play a role in the campaign leadership. Although they may be reluctant to serve, they should be asked.

5. The largest 25% of the givers usually produce 80% of the gifts. Although it usually takes much longer to negotiate larger gifts - more personal contact, more follow-up and good answers to difficult questions about giving to your organization - they provide lead gifts or challenge gifts to be an incentive for obtaining other smaller gifts.

6. It is critical that the "needs" of the organization are translated into "opportunities" for the donor with care to design the opportunities in such a way to encourage and convince donors to invest in your cause. They are constantly "besieged" by requests from many, many others in the community for their support.

"Begging" for support because your organization is in financial difficulty is a sure way to get turned down.