



**The LEADER Project**  
Constitution

[www.leaderproject.com](http://www.leaderproject.com)

**Table of Contents**

<b>Article 1:</b>	<b>Name .....</b>	<b>3</b>
<b>Article 2:</b>	<b>Vision .....</b>	<b>3</b>
<b>Article 3:</b>	<b>Mission .....</b>	<b>3</b>
3.1	<i>Value .....</i>	<i>3</i>
3.2	<i>Principals .....</i>	<i>4</i>
<b>Article 4:</b>	<b>Membership .....</b>	<b>4</b>
4.1	<i>Members.....</i>	<i>4</i>
4.2	<i>Code of Conduct .....</i>	<i>5</i>
4.3	<i>Project Composition .....</i>	<i>5</i>
4.4	<i>Returning Members.....</i>	<i>5</i>
4.5	<i>Selection of New Members .....</i>	<i>5</i>
4.6	<i>Initial Deposit &amp; Refund.....</i>	<i>7</i>
4.7	<i>Membership Continuity .....</i>	<i>8</i>
4.8	<i>Dismissal of Membership.....</i>	<i>8</i>
<b>Article 5:</b>	<b>Management .....</b>	<b>9</b>
5.1	<i>Executive Directors.....</i>	<i>9</i>
5.2	<i>Treasurer .....</i>	<i>10</i>
5.3	<i>Committee Chairs.....</i>	<i>11</i>
5.4	<i>Site Captains.....</i>	<i>13</i>
5.5	<i>Advisory Board.....</i>	<i>14</i>
<b>Article 6:</b>	<b>Site Partners .....</b>	<b>16</b>
6.1	<i>Roles &amp; Responsibilities .....</i>	<i>16</i>
6.2	<i>Performance Review.....</i>	<i>16</i>
<b>Article 7:</b>	<b>Financial Accountability.....</b>	<b>16</b>
7.1	<i>Fiscal Year.....</i>	<i>16</i>
7.2	<i>Banking.....</i>	<i>16</i>
7.3	<i>Expenses .....</i>	<i>16</i>
7.4	<i>Self-Rewarding &amp; Gift Policy.....</i>	<i>17</i>
7.5	<i>Audit Committee .....</i>	<i>17</i>
7.6	<i>Operating Shortfall.....</i>	<i>17</i>
7.7	<i>Endowment Fund .....</i>	<i>17</i>
<b>Article 8:</b>	<b>Constitutional Amendments .....</b>	<b>18</b>

## **Article 1: Name**

The LEADER Project (formerly Leading Education and Development in Emerging Regions) hereinafter referred to as 'LEADER' or the 'Project'.

## **Article 2: Vision**

LEADER envisions a world in which people from all regions have the tools, skills and abilities to participate in a free-market economy.

## **Article 3: Mission**

We use the case method to transfer decision making skills and business experience to assist entrepreneurial skill progression in the developing world. Our mission is to provide the LEADER training method to as many different areas of need and as many people as possible globally. Our program benefits the Richard Ivey School of Business by enhancing student experiences and increasing the school's international profile.

### **3.1 Value**

LEADER has five main stakeholders:

- a) The students and the entrepreneurs we teach;
- b) LEADER participants, hereinafter referred to as 'LEADERites';
- c) LEADER alumni;
- d) Financial partners, and;
- e) The Richard Ivey School of Business.

The benefits for each of the groups are defined below:

- a) Value for Students and Entrepreneurs:
  - i. Expose students to different cultures and perspectives;
  - ii. Build a business decision making framework and skill set;
  - iii. Develop a global perspective on business issues;
  - iv. Interact with Ivey degree candidates from a variety of backgrounds and degree programs;
  - v. Gain practical application of theory and skills necessary for management;
  - vi. Expose students to a new method of learning based on collaboration and participation in a case based environment, and;
  - vii. Develop ability to think as entrepreneurs in a cross-enterprise fashion.
- b) Value for LEADERites:
  - i. Participate in a cross-culture experience;
  - ii. Improve public speaking skills;
  - iii. Personal development and growth;
  - iv. Expose to new perspectives on situations previously studied;
  - v. Gain valuable teaching experience;
  - vi. Opportunity to contribute to the community visited;
  - vii. Travel and immersion in another culture;
  - viii. Enhance creative thinking skills, and;

- ix. Opportunity to meet and work with other Ivey students from various degree programs.
- c) Value for LEADER Alumni:
- i. Opportunity to join an elite network of Ivey graduates and friends;
  - ii. Opportunity to stay connected to the current Project year in and year out, and;
  - iii. Opportunity to contribute to the Project in a financial and non-financial context.
- d) Value for financial supporters:
- i. Supports Canadian student initiative in developing regions;
  - ii. Satisfies philanthropic and educational investment needs;
  - iii. Allows alumni to target investment to Ivey;
  - iv. Gives supporters access to LEADERites, and;
  - v. Supports advertising efforts on published LEADER material.
- e) Value for the Richard Ivey School of Business
- i. Builds on the Ivey experience and brand;
  - ii. Spread Ivey brand equity to new markets;
  - iii. Propagates case method in markets and schools where it is not normally used;
  - iv. Attracts internationally minded applicants to Ivey;
  - v. Enhances Ivey's image in community and is consistent with the school's mission statement;
  - vi. Increases global opportunities offered to Ivey students in comparison to other business programs;
  - vii. Establishes new institutional relations with the countries where LEADER teaches, and;
  - viii. Provides positive media exposure for the school.

## **3.2 Principals**

The members of the Project share the following guiding principles or beliefs:

- a) Honest and integrity in all aspect of life;
- b) A desire for personal growth;
- c) A desire to use their talents to help others;
- d) A desire to empower their students to improve their local economies;
- e) A desire to foster a spirit of entrepreneurship and cross enterprise leadership;
- f) A dedication to the Project and its continuous improvement, and;
- g) Openness to new cross-cultural experiences with students and partner sites.

## **Article 4: Membership**

### **4.1 Members**

Each member, or LEADERite, shall agree:

- a) To support the vision, values and principles of the Project;
- b) To cover fundraising shortfalls of the Project;
- c) To assist in the organization and management of the Project by:
  - i. Becoming an active contributing member of one of the committees, from the planning stages of the Project to implementation;
  - ii. Attending the general meetings, social events and training programs of the Project; and

- iii. Participating in fundraising activities and initiatives (regardless of committee membership).
- d) To learn about and prepare for exposure to the culture, current events and language of the country they will visit, prior to departure, and participate in partner sponsored events;
- e) To foster positive relationships between all stakeholders including students and administration for the Project at site locations, and;
- f) To respect and adhere to the Code of Conduct at all times.

## **4.2 Code of Conduct**

The Project asks that members conduct themselves in such a way as to promote and uphold the reputation of the Richard Ivey School of Business and its students, faculty, administration, and the LEADER Project itself. This includes acting with integrity, honesty, cross-cultural sensitivity and fairness. In addition, every year each member shall sign and submit a copy of the Code of Conduct as a sign of good faith to adhere to all of its contents (Appendix A).

## **4.3 Project Composition**

HBA & PhD Students shall agree to a minimum two-year commitment to the Project and direct involvement in the management and administration of the Project during that time. The participation in planning, fundraising, training and other events is mandatory for accepted applicants. Completion of this two year commitment is concluded by traveling to teach on two separate occasions.

MBA Students shall agree to a minimum one-year commitment to the Project and direct involvement in the management and administration of the Project during that time. The participation in planning, fundraising, training and other events is mandatory for accepted applicants. Completion of this one year commitment is concluded by traveling to teach.

The selection committee shall consider Project continuity in determining the number of eligible persons and the degree program from which it selects new members. However, the number of HBA students per site should **ALWAYS** be limited to the equivalent number of PhD and/or MBA students.

## **4.4 Returning Members**

Returning members are constituted by any current Ivey student who was on the Project in a previous year, who fulfilled all of his or her obligations to the Project in that previous year. This person is a returning member if they are enrolled in an Ivey degree program in the current fiscal year of the Project and wish, or are required to participate in the Project for another year. All candidates for membership in the Project who do not qualify as returning members must apply to the Project.

## **4.5 Selection of New Members**

The selection committee shall select new members from the body of eligible candidates.

### **4.5.1 Membership Eligibility**

Eligibility to become a member of the Project is achieved by being enrolled in one of the following Ivey affiliated degree programs:

- a) MBA Spring;
- b) MBA Fall;
- c) AMBA;
- d) HBA1;
- e) HBA2;
- f) HBA Concurrent;
- g) PhD, and;
- h) Any other constituents deemed appropriate by the recruiting committee and approved by the Advisory Board. Without limiting generality this may include Alumni, Faculty, Business 020 and Business 257 instructors.

#### **4.5.2 Grades Requirement**

To be eligible to participate in the Project, students must have passing grades at December holiday break. Grades will be reviewed on a confidential basis by the Office of International Programs. The Executive Directors will be contacted in the case of non-conformance.

#### **4.5.3 Recruiting Committee**

The selection committee shall be composed of:

- a) Two Executive Directors;
- b) Recruiting Committee Chair, and;
- c) At least one additional recruiting committee member.

A minimum of two returning members must be a part of the recruiting committee at all times. A faculty or staff advisor may be appointed by the Executive Directors to provide non-binding advice and ensure that the selection committee maintains high ethical standards in their selection practices.

#### **4.5.4 Recruiting Process**

The Executive Directors are responsible for overseeing the following process but it will be conducted by the Recruiting Chair and the recruiting committee:

- a) Notice must be given at least 7 school days prior to the application deadline to all eligible people;
- b) Applications will be submitted using student numbers to ensure applications are selected based on the quality of the application and should be submitted to the selection committee;
- c) The selection committee must rank each question and then the overall application on a three point scale (or equivalent selection process to be determined by committee);
- d) Students who have applied and pass the first screen will become interview candidates;
- e) All candidates passing the first screening will have at least one but possibly more interviews at the discretion of the recruiting committee;
- f) All candidates shall be made aware of the following critical information at the time of notice of the application deadline:
  - i. The previous year's cost of participation in the Project on a per person basis and the projected costs for the current year;
  - ii. The maximum cost of participation for the Project, if no funds are raised in the fiscal year;
  - iii. Time commitment of two years minimum for HBA and PhDs, one year for MBAs;
  - iv. Initial deposit requirement of \$500 of a non-interest bearing deposit that will be returned to each member upon completion of their tenure with the Project;

- v. Minimum weekly time commitment required by the Project throughout the school year;
  - vi. Projected dates for the Project;
  - vii. The Executive Directors reserve the right to determine each individual's teaching site and team members;
  - viii. Executive Directors must be made aware of all pertinent issues such as citizenship or insurmountable personal issues that may limit site and team selection;
  - ix. In the second year of a members participation a preference form is to be submitted to aid in the site allocation process, and;
  - x. Agreement to conform to rules in Code of Conduct with the acceptance that a violation of this code may result in a dismissal from the Project.
- g) Provide a copy of the LEADER Project constitution and any relevant appendices to all candidates upon request;
  - h) The final team selections will be made by the recruiting committee but in all cases the Executive Directors withhold the right to make the final selection decisions in terms of personal and numbers, and;
  - i) A new member is formally inducted into the Project upon understanding and agreeing to all elements of section 4.5.4 (f) and once that member have submitted their formal Offer Package which is distributed by the recruiting committee and includes critical member deliverables which must be completed upon induction into the Project.

#### **4.5.5 Selection Criteria**

Members will be selected using the following general criteria:

- a) Adaptability;
- b) Cross-cultural sensitivity;
- c) Communication skills;
- d) Team skills;
- e) Organization and management skills;
- f) Support and understanding of LEADER vision and mission;
- g) Ability to be a self starter;
- h) Entrepreneurial spirit and/or experience;
- i) Integrity and ethics, and;
- j) Such other criteria as the selection committee deems advisable.

#### **4.6 Initial Deposit & Refund**

Upon being selected to the Project, all new members shall make a refundable, non-interest bearing deposit of \$500 to the Project. The deposit may be requested in 2 equal instalments as deemed necessary by the Project Executive Committee; however, the first instalment must be paid no later than the first general meeting of the new Project members (known as an All-Hands meeting). A new member is not formally a part of the team until this deposit has been received. The full amount must be paid no later than 3 months in advance of traveling in a participant's first year with LEADER. The collection of this deposit is a deliverable which is included within the Offer Package given to newly recruited members.

The deposits will be retained by the Project for returning members as a deposit for the second year of the Project. Returning members are those members that were recruited on the basis of a minimum two-year membership in the Project. Members who decide to withdraw from the Project forfeit their

deposit in the absence of extremely extenuating circumstances (e.g. family emergency). Securing a job does not qualify as extenuating circumstances.

Deposits will be returned to members upon the completion all agreed upon LEADER duties and after they return from their travel in reasonable time. For MBA's members this takes place at the end of their first year with the Project. For HBA's and PhD's this takes place at the end of their second year with the Project. The deposit is to be treated separately from equalization of shortfall commitments.

#### **4.7 Membership Continuity**

Sufficient numbers of PhD's and HBA's who will return for a second year must be included in the membership of the Project to ensure continuity for the next year. Sufficient numbers shall be defined as at least one returning member per current site plus one additional returning member to be the Executive Director.

#### **4.8 Dismissal of Membership**

##### **4.8.1 Grounds for Dismissal**

Grounds for dismissal may arise under any of the following scenarios:

- a) Any illegal act including fraud, theft or deceit or irresponsible actions that hamper the relations of the LEADER Project with its site partners, sponsors, participants or the Richard Ivey School of Business automatically constitute grounds for dismissal of any member of the Project;
- b) Poor performance of one's duties as a member constitutes grounds for dismissal, and;
- c) Violation of the Code of Conduct constitutes grounds for dismissal.

##### **4.8.2 Dismissal Procedure**

- a) A motion to dismiss a member can be initiated by:
  - i. A majority of the Executive Directors; or
  - ii. A petition of greater than 50% of the members.
- b) The member is then informed of the action, and given the opportunity to resign voluntarily.
- c) Unless the member resigns, a vote of Project members is required to dismiss a member:
  - i. The vote shall occur no later than 15 days after the member has been informed (enabling the member to resign if he/she prefer);
  - ii. All members must be given at least 72 hours notice of the time and location of the vote to dismiss;
  - iii. The vote shall be held by secret ballot, and the member in question cannot vote, but may appoint a scrutinizer;
  - iv. Quorum shall be 2/3 of Project members;
  - v. If at least 2/3 of the members present vote to dismiss, then the individual ceases to be a member, and;
  - vi. Should the vote pass and the member is removed, their deposit shall be retained.

## **Article 5: Management**

The Project is a student run organization and is managed by members of the Project. The Executive Committee consists of the Executive Directors, the Treasurer and the Committee Chairs as described in Article 5 below. Strategic direction and guidance is provided by the Advisory Board as requested by the Executive Committee.

### **5.1 Executive Directors**

There shall be two first year Junior Executive Directors and two second year Senior Executive Directors. The term of the second year Executive Directors expires on August 31<sup>th</sup> of each year, at which time the Junior Executive Directors become Senior Executive Directors.

#### **5.1.1 Eligibility**

First year Executive Directors should be comprised of one HBA1 member and one MBA Fall member. Senior Executive Directors should be comprised of one HBA2 returning member and one MBA Spring member. The term as Executive Director is a maximum of two years, with a required two year term on the Advisory Board upon completion of the Executive Director term.

#### **5.1.2 Responsibilities**

The Junior Executive Directors shall be responsible for, inter alia:

- a) Ensuring internal communication is sufficient for all members;
- b) Ensuring the continuity of the Project with the returning members;
- c) Taking and distributing minutes from the executive and general meetings;
- d) Attending all Advisory Board meetings;
- e) Act as the liaison to the Advisory Board for the Senior Executive Directors;
- f) Supporting the long-term strategy of the Project;
- g) Participating in teacher training, site selection, curriculum development and all other functional areas necessary to learn about the Project;
- h) Participating in site meetings with administrators and record keeping for costs during the trip, and;
- i) Teaching during their first year to gain an intimate understanding of the Project's fundamentals.

The Senior Executive Directors shall be responsible for, inter alia:

- a) Selecting new members from among eligible students;
- b) Safeguarding the continuity of the Project with the returning members;
- c) Act as the external face of the Project and manage the final appearance of all outward facing materials of the Project as produced by the respective committees;
- d) Coordinating committees tasks and responsibilities through the Committee Chairs;
- e) Managing relationships with the Dean, faculty and administration of the Richard Ivey School of Business;
- f) Reporting to the Project members, Advisory Board, sponsors, faculty and alumni through ongoing communication and an annual report;
- g) Reorganizing workloads and positions by the first of December to maximize the effective management of the Project (this includes the authority to demote Site Captains or Committee Chairs if necessary);

- h) Facilitating relationship building and communication between Site Captains and Site Partners in the countries where LEADER teaches;
- i) Planning strategy and execution as determined by the Advisory Board;
- j) Filling vacated officer positions from among the membership;
- k) Attending all Advisory Board meetings, and;
- l) Act as the primary point of contact for all external stakeholders and major financial sponsors.

### **5.1.3 Selection Process**

The selection process for Executive Directors shall be as follows:

- a) The new Executive Directors shall be elected at a time decided upon by the existing Executive Directors, but this time shall be no later than December 15<sup>th</sup> of the year of the trip;
- b) Persons allowed to vote are all those currently deemed to be members of the Project at the time of the meeting;
- c) Voting procedure:
  - i. There must be 72 hours notice to those entitled to vote of the names on the ballot, the time and exact location of the vote;
  - ii. The new Executive Director shall be the candidate who receive the highest number of votes on the first ballot;
  - iii. In the case of a tie affecting the result, the Senior Executive Directors shall break the tie (by a consensus agreement), and;
  - iv. The total number of votes for each candidate need not be made public.

### **5.1.4 Replacement Process**

In the event of a vacancy among the elected Executive Directors, the remaining Executive Directors will provide at least seven school days notice to the membership and ask interested members in becoming the new Executive Directors to submit their names to the remaining Executive Directors. The procedure described in Article 5.1.3 will be followed for the vote with appropriate modifications.

## **5.2 Treasurer**

The Treasurer shall, inter alia:

- a) Be a member of the Project, separate from the Executive Director position;
- b) Maintain the financial records of the Project;
- c) Prepare an annual Project budget, revising if needed;
- d) Manage the Project's cash flow throughout the year;
- e) Collect and maintain record of sponsorship, participant donations, fundraising efforts and endowment fund donations;
- f) Issue first deposit refund cheques by the end of July in the respective fiscal Project year;
- g) Report to the Executive Directors and the Audit Committee of the Advisory Board on a monthly basis, or as requested by either party;
- h) Prepare financial statements for the annual report by no later than July 31<sup>st</sup>;
- i) Prepare for turnover as of fiscal year end August 31<sup>st</sup>; and
- j) Ensure the appropriate transfer of banking, signing authority and financial information from one management team to the next. And work with incoming Chair to ensure a smooth transition process and update of the treasury manual.

### **5.3 Committee Chairs**

Committees shall be organized by the returning members and the Executive Directors to cover, inter alia, the following core activities:

#### **5.3.1 Alumni Relations Chair**

The Alumni Relations Chair shall be responsible for managing the alumni relations committee. Duties shall include, inter alia:

- a) Maintaining an up to date, accurate database of alumni contact information;
- b) Compiling a bi-annual newsletter to be sent to alumni for communication;
- c) Collaborating with other Committee Chairs, in particular fundraising and communication on outreach efforts;
- d) Monitoring all alumni communications and keeping a written record of this;
- e) Leading new initiatives to improve and enhance alumni relations of the Project, and;
- f) Work with incoming Chair to ensure a smooth transition process and update of the committee manual.

#### **5.3.2 Curriculum Chair**

The Curriculum Committee Chair shall be responsible for managing the curriculum committee in preparing the course materials that will be taught during the fiscal year. Duties shall include, inter alia:

- a) The continuous improvement of the curriculum based on the needs of the program participants;
- b) The evaluation of feedback from previous years, the incorporation of feedback into the current year curriculum;
- c) The improvement and development of teaching notes, readings, lectures and cases for the entire curriculum;
- d) Management of case translation to the relevant languages of any newly added cases;
- e) Organize Super Teaching and Learning Sessions which will cover the following general topics:
  - i. Implementing a program (Super Teaching Session) which allows new LEADER members to practice preparing and leading a class using case materials within the curriculum, and;
  - ii. Implementing a skills training program (Super Learning Sessions) to provide members with additional context behind the following, but not exhaustive list: teaching with cases, effective communication, consulting effectively, entrepreneurship, cross-enterprise leadership, regional history, economic and cultural background information.
- f) The development of site instruction packages that reflect the economic development, language, ability and experience of local classes;
- g) The management of printing and distribution of curriculum materials to site captains;
- h) Ensuring that all feedback forms are included in site materials, are collected and completed, and;
- i) Work with incoming Chair to ensure a smooth transition process and update of the committee manual.

#### **5.3.3 Fundraising Chair**

The Fundraising Chair shall be responsible for managing the fundraising committee. Duties shall include, inter alia:

- a) Raising donations to fund the cost of the Project;

- b) Focus upon fundraising initiatives that have potential for significant impact only;
- c) Developing and maintaining relationships with Government, NGO, and alumni sponsors;
- d) Obtaining product donations to facilitate classroom teaching and provide Site Partner gifts; and
- e) Initiating and coordinating all fundraising events undertaken by the Project, including but not limited to the Ivey and LEADER Alumni event held in Toronto each year;
- f) Coordinating tailored events for major sponsors if held;
- g) Creating a social event schedule to increase Project and site dynamics and keep members motivated and positive with respect to the Project, and;
- h) Work with incoming Chair to ensure a smooth transition process and update of the committee manual.

#### **5.3.4 Logistics Chair**

The Logistics Chair shall be responsible for managing the logistics committee. Duties shall include, inter alia:

- a) Selecting the Project's travel agent and managing the relationship;
- b) Arranging transportation for members to and from their destinations;
- c) Designing and organizing a debriefing procedure;
- d) Coordinating entry visas and emergency contact lists;
- e) Preparing documentation for use overseas, including Site Captain's guides and liability forms;
- f) Ensuring that the membership is informed about immunization requirements;
- g) Arranging for side trip hotel and transportation, and;
- h) Work with incoming Chair to ensure a smooth transition process and update of the committee manual.

#### **5.3.5 Media & Technology Chair**

The Media & Technology Chair shall be responsible for managing the media and technology committee. Duties shall include, inter alia:

- a) Organizing the construction and maintenance of the LEADER website;
- b) Maintaining all non-financial records of the Project including, but not limited to documents-both electronic and hard copy, pictures, video tapes and any other materials related to the Project in any form, and;
- c) Work with incoming Chair to ensure a smooth transition process and update of the committee manual.

#### **5.3.6 Recruiting Chair**

The Recruiting Chair shall be responsible for managing the recruiting committee. Duties shall include, inter alia:

- a) Organizing recruiting efforts for all degree programs as outlined in Article 4;
- b) Preparation and maintenance of all recruiting materials;
- c) Organization of all information sessions;
- d) Scheduling and coordination of interviews including contacting all candidates regarding their application status;
- e) Implementation and collection of the Offer Package to newly recruiting Project members, and;
- f) Work with incoming Chair to ensure a smooth transition process and update of the committee manual.

### **5.3.7 Performance Review**

- a) The Executive Directors with the guidance from the Chairman of the Board shall monitor the performance of Committee Chairs and those with other designated roles;
- b) Should performance be deemed unsatisfactory, the Executive Directors and the concerned party shall work together to develop a plan to bring performance to a satisfactory level, and;
- c) The repercussions of continued poor performance could be demotion and may include initiation of dismissal proceedings under Article 4.8 under more extreme circumstances.

### **5.4 Site Captains**

The Executive Directors shall appoint Site Captains who shall be responsible for, inter alia:

#### **5.4.1 Partner Relations**

- a) Maintaining and developing the relationship with their Site Partner;
- b) Confirming accommodations, classes, students, translators, cultural program and transportation to and from the site with the site partners before arrival;
- c) Determining the strategic fit of the partner with the Project's objectives;
- d) Ensuring site members have relevant history, basic language and current event knowledge;
- e) Ensuring the safety of all members of the site; and,
- f) Assisting site partner with their responsibilities.

#### **5.4.2 Site Materials**

- a) Distributing all curriculum materials given to the site captain by the curriculum committee to the other site team members prior to travel departure, this involves the case packs for the students;
- b) Assisting in tailoring the teaching materials to best suit their classes as the teaching period commences; and
- c) Assisting in the development of teaching materials and ensuring they have all other relevant materials.

#### **5.4.3 Site Responsibilities**

- a) Building a strong team dynamic among site members prior to travel departure;
- b) Connecting the current team members with LEADER Alumni who have traveled to the respective site in previous years, and taking on that responsibility post-travel for subsequent years;
- c) Leading the team while at the site;
- d) Structuring the classroom environment in accordance to the Letter of Intent which is negotiated by the Executive Directors and the site partners at the beginning of each fiscal year;
- e) Ensuring the site travels together, where possible;
- f) Enforcing a business casual dress policy at a minimum, while teaching in the classroom on-site;
- g) Enforcing the Code of Conduct and ensuring that while abroad, members conduct themselves in a courteous and professional manner;
- h) Alerting the Executive Director of any violations of the Code of Conduct and discuss appropriate actions to take; and
- i) Communicating emergency procedures and contacts to site members.

#### **5.4.4 Project Development**

- a) Developing local business and Canadian contacts at site locations to facilitate teaching;
- b) Collecting feedback from students and partners to submit to the Executive Directors;
- c) Locating potential new site partners;
- d) Developing alliances with organizations that can support student business ventures, and;
- e) Researching new partners at current sites, which fit with LEADER's vision and strategy.

### **5.5 Advisory Board**

#### **5.5.1 Purpose**

The LEADER Advisory Board shall, inter alia:

- a) Provide historical perspective, strategic direction, continuity and guidance in assisting the Project to achieve its mission year in and year out;
- b) Act as a body of advice, influence and advocacy for the Project;
- c) Provide a link to those individuals and organizations with the resources, knowledge and contacts that the Project requires to achieve its objectives and fulfill its mission;
- d) Have the final decision with respect to site discontinuance and new site selection at the recommendation of the Executive Committee;
- e) Have no formal responsibility for governance or operational management of the Project, and;
- f) Source and execute corporate fundraising efforts, if they are to exist.

The Advisory Board shall meet at minimum three times per year, with at minimum one meeting dedicated entirely to the strategic direction of the Project. The Board is led by an elected Chairman who is responsible for the organization of all Board members and Board functions.

#### **5.5.2 Selection**

Candidates for Board membership will be drawn from leaders from within the business community, prominent LEADER alumni, Ivey faculty or administration, or individuals having relevant experience.

Candidates for membership on the Advisory Board should be considered in the context of the qualifications listed below; however, further criteria may be added in the future as the needs for the development for the Advisory Board evolve:

- a) Demonstrated interest and commitment to the well being and advancement of the Project;
- b) Knowledge, expertise or skills in areas of special significance (policy, finance, strategic planning) to the Project;
- c) Ability and willingness to attend and support special events and fundraising activities, and;
- d) Ability and willingness to attend Board meetings and other events as required.

#### **5.5.3 Appointment Process**

- a) The Chairman of the Board will select candidates for membership to the Advisory Board;
- b) The Executive Directors may bring forth a motion to the Chairman of the Board of potential candidates;

- c) Executive Directors and Chairman of the Board must make the initial approach to prospective Board candidates to assess interest and suitability, and;
- d) A formal invitation to join the Board is issued by the Chairman of the Board.

#### **5.5.4 Composition**

The Advisory Board shall be composed of at minimum, subject to the wishes of the Board Chairman, as follows:

- a) Two Executive Directors;
- b) Member of Ivey faculty or administration;
- c) A past LEADER participant;
- d) Two years of past Executive Directors;
- e) An external member of the business community, and;
- f) Two individuals with relevant experience

The Junior Executive Directors shall be observers to the Board.

#### **5.5.5 Chairman's Role**

The Chairman of the LEADER Advisory Board role is to execute the roles and responsibilities of the Board as detailed previously with a few notable details as follows:

- a) Board members can be added or removed at the sole discretion of the Chairman;
- b) It is the responsibility of the Chairman to act as the external voice for the Project to the LEADER Alumni base with respect to the communication of any major strategic changes to the Project;
- c) The Chairman of the Board must be a previous participant of the Project, preferably a past Executive Director as they best understand the operational requirements of the Project year in and year out.
- d) One term of service by the Chairman is constituted by a three fiscal year time period. The performance of the Chairman must be reviewed by the rest of the Advisory Board every three years. The Chairman position is an elected position by Advisory Board members. The Chairman may be re-elected upon completion of a satisfactory three year term review via a 2/3 majority vote from the Advisory Board.

#### **5.5.6 Project Continuity**

The Project is a continual operating body. During the summer period, the main responsibility for the operation and actions of the Project rest with the Executive Directors and as required by Committee Chairs, incoming Site Captains and the Treasurer. The 'summer period' refers to the time between the end of one academic year and the beginning of the next.

Prior to teaching departure, Committee Chairs and those responsible for specific tasks and events shall submit a committee planning manual which shall include actions taken, tasks completed, key contacts, important dates, suggestions for improvements, and any other pertinent information which will improve the continuity of the Project to the Executive Directors. They will also submit any and all relevant data files by electronic media and any other materials to the Executive Directors to facilitate the transition of the incoming Executive Directors and the incoming Committee Chairs. Upon review of all materials by the Executive Directors, submissions should be made to the next year's Executive Committee to complete the transition period.

## **Article 6: Site Partners**

### **6.1 Roles & Responsibilities**

The roles and responsibilities of a LEADER Site Partner are described within the standard Letter of Intent. A standard Letter of Intent is attached as Appendix B.

### **6.2 Performance Review**

At the beginning of each new fiscal year, the performance of the previous year's Site Partners will be evaluated to ensure all sites are upholding their obligations as in the Letter of Intent. In the event that the performance of any partner is found to be unsatisfactory, appropriate corrective action, as determined by the incoming Executive Committee, shall be taken. The Chairman of the Board and previous Executive Directors are often critical in making a recommendation of the Site Partners performance to the incoming Executive Committee based upon the feedback solicited in the previous fiscal year.

## **Article 7: Financial Accountability**

### **7.1 Fiscal Year**

The LEADER Projects fiscal year begins on September 1 of the calendar year and ends on August 31 of the following calendar year, and is defined as such. The annual report that is produced by the Executive Directors is for the fiscal year as defined above.

### **7.2 Banking**

- a) The bank account for the Project shall be held at a major Canadian financial institution and all money donated to the Project shall be deposited in the account.
- b) All cheques shall have two signatures. One from the Treasurer and one from an Executive Director.
- c) Signing authority shall be changed over to the next Executive Committee in the second term of each year prior to departure.

### **7.3 Expenses**

- a) All expenditures incurred must be restricted to the purpose of executing the mandate of the LEADER Project, the majority of which will be constituted by logistic expenses from Toronto to the site destination and back again at the specific dates of teaching in the respective fiscal year;
- b) Every effort must be made to keep expenses to a minimum and within the budget;
- c) All expenses must be approved by an Executive Director and the Treasurer prior to being incurred, with the exception of unforeseen items, and;
- d) All expenses must be submitted along with a detailed expense form for reimbursement within two weeks of the date of the expense to obtain reimbursement.

#### **7.4 Self-Rewarding & Gift Policy**

- a) It is not acceptable to spend funds of the Project on gifts for the managers or organizers of the Project, and;
- b) All social events paid by the Project's funds must be for the entire membership to encourage team building and group dynamics at the discretion of the Executive Committee.

#### **7.5 Audit Committee**

The Audit Committee is formed by members of the Board of Directors and at the direction of the Chairman of the Board. One Audit Committee member must be an Ivey Faculty member to ensure that an individual is always in physical proximity to the Project's members. Other members may be added to the Audit Committee as deemed appropriate by the Chairman of the Board.

The Audit Committee is responsible for overseeing that the use of Project funds is done efficiently and ethically each year, as is detailed as follows:

- a) Developing, improving and recommending internal financial controls for the Project members and more specifically the Treasurer to implement in order to increase transparency and accountability;
- b) Review annual budget by the end of September 30 of each fiscal year as prepared by the Executive Committee to ensure accuracy and financial expectations are sound and in place;
- c) Actively review monthly financial statement submissions from the Treasurer to insure budgetary projections are being met and to ensure the financial situation of the Project is healthy at all times;
- d) Monthly reviews should include an itemized ledger, monthly bank reconciliation, income statement and balance sheet, and;
- e) Provide an objective and experienced element of transparency to the financial management of the Project from a continuity perspective.

#### **7.6 Operating Shortfall**

In any fiscal year that a fundraising shortfall exists, the Project members of that fiscal year are expected to fund the shortfall personally. This is called the shortfall equalization payment. This financial expectation is communicated prior to the newly recruited Project member is officially accepted into the team. This financial expectation is separate from the initial deposit requirement of each member.

#### **7.7 Endowment Fund**

As detailed by the Endowment Fund Agreement of the Executive Directors, the Advisory Board, Ivey Advancement, the Richard Ivey School of Business and The University of Western Ontario dated September 2008, the use of the interest income generated by the LEADER Endowment fund is to be determined by the Advisory Board. The current fiscal year Executive Directors can make a recommendation to the Advisory Board whether the funds are used for operating costs or reinvested into the Endowment, or a combination of the two; however, the final decision rests with the Advisory Board. Funds are distributed to the current fiscal year Project based upon this decision. This decision should be made no later than April 30<sup>th</sup> in the fiscal year.

## **Article 8: Constitutional Amendments**

In order to make amendment(s) to the LEADER Constitution a strict process must be adhered to:

- a) Proposals for constitutional amendments shall be submitted in writing with explanation to both of the Executive Directors;
- b) Proposals may be submitted by any member of the Project;
- c) Constitutional amendments shall be voted on at an All-Hands meeting of the Project members;
- d) The Executive Directors shall distribute all amendments with explanation to the Project members within seven school days of receiving them;
- e) At such time, notice shall be given of a meeting to vote on the amendment within the next 15 school days;
- f) At least 2/3 of those present must vote in favour for a constitutional amendment to pass, and;
- g) If a motion is passed, the constitutional amendments shall be submitted to the Advisory Board for ratification via a 2/3 vote at the first Advisory Board meeting of the next fiscal year.