



Sugar Bowl Ski Team Foundation Policies

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ENDS October 2006



Sugar Bowl Ski Team Foundation exists for:

A community that develops the mind, body and spirit of the world's snow sport athletes at a cost that is comparable to other high- quality snow-sports programs in the United States.

E-1: Minds are developed.

1. Academy student athletes are well prepared academically and emotionally to thrive in the college of their choice.
2. Athletes are passionate, life-long learners.
3. Athletes appreciate, respect and build knowledge of nature, especially the mountain environment.
4. Athletes apply skills, determination, and strengths learned from their sport to achieve academic success and help face life's challenges.
5. Athletes develop critical thinking, sound judgment, integrity, and the ability to adapt to a changing global society.

E-2: Bodies are developed.

1. Athletes work to achieve their full potential as individuals and as team members.
2. Athletes are challenged to push themselves physically to achieve higher levels of skill and fitness.
3. Athletes will compete at the highest levels in snow-sports, including selection to US or foreign national teams and successful participation at the Olympics and other international competitions.

E-3: Spirits are developed.

1. Athletes find happiness in the pursuit of personal excellence.
2. Athletes accept responsibility for their performance and actions.
3. Athletes have the confidence as well as the moral and ethical strength to make a positive contribution to society.
4. Athletes respect themselves and others, including those of diverse backgrounds, cultures beliefs, and abilities.
5. Athletes have opportunity to develop their spirituality.
6. Athletes choose to live a life free from the harmful effects of drug and alcohol use and to act as leaders in promoting a lifestyle free of substance abuse.

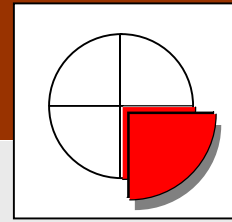
E-4: A strong community is enhanced and sustained.

1. Individuals work together and demonstrate mutual respect and support for others.
2. Alumni are an integral part of the foundation.

Creating a community that develops the mind, body, and spirit of the world's snow-sports athletes.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: General Executive Constraint

Number: EL

Policy Type: Executive Limitations

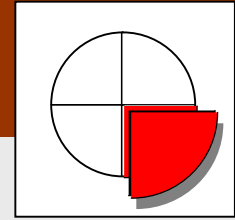
Date Approved: 7/11/05

Date Revised:

With respect to the overall management of the Foundation and its programs, the Executive Director shall not engage in or allow any practice, activity, or conduct which is imprudent, illegal, unethical, in violation of commonly accepted business, professional, and industry standards or inconsistent with the organizational philosophy that each individual involved with our programs is responsible for taking care of our Foundation's assets (values, people, intellectual & physical property).

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Treatment of Staff

Number: EL-1

Policy Type: Executive Limitations

Date Approved: 7/11/05

Date Revised: 06/30/2009

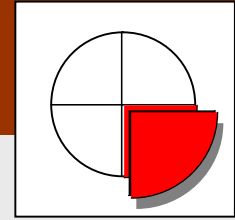
The Executive Director shall not cause or allow working conditions for staff or volunteers that are unfair, undignified, unsafe, discriminatory, or unclear.

Further, the Executive Director shall not:

1. Operate without written human resource policies and procedures that meet all legal requirements and clearly delineate expectations and working conditions for staff, provide for effective handling of grievances, and protect against wrongful conditions, hiring based on anything other than performance, harassment in any form, and unfair preferential treatment for personal reasons.
 - 1.1. Fail to include a provision in such policies whereby, in the specific case of a harassment or discrimination complaint, an employee may seek appeal to the Board of Directors, or such other entity or person as the Board may designate, should they be uncomfortable presenting such complaint to their supervisor or the Executive Director based on one of the following conditions: direct involvement in the alleged harassment or discrimination by the Executive Director; perception by the employee of a relationship between the Executive Director and the employee's supervisor, including familial relationship, or other allegiance that biases or otherwise compromises the complaint process.
 - 1.2. Fail to adopt a Whistleblower Policy establishing procedures for employees, directors, volunteers, and others dealing with the Foundation to report a good faith suspicion regarding such things as financial improprieties; improper destruction of records; misleading financial reporting; illegal, unethical, or other inappropriate activity or practices; or violations of the organization's policies, without fear of retaliation.
2. Fail to ensure that there is an effective staff and volunteer education and development process in place.
3. Fail to provide staff with, or make available to staff, a copy of the human resources policies referred to in item #1 above.
4. Fail to ensure regular written staff evaluations based on previously stated performance criteria.
5. Fail to educate staff regarding the job duties of the Board of Directors and the key elements of Policy Governance and to update staff when significant changes to policy are adopted.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Financial Planning

Number: EL-2

Policy Type: Executive Limitations

Date Approved: 7/11/05

Date Revised: 01/20/07

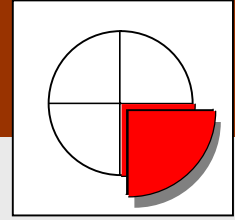
The operating budget for any fiscal period shall not deviate materially from Board-stated Ends priorities in allocation of resources, nor shall it risk fiscal jeopardy or fail to take into account multi-year planning.

Further, without limiting the scope of the above statement, the Executive Director shall not:

1. Create a budget that fails to show cash flow, a projection of revenues and expenses, the separation of capital and operational items, and the planning assumptions utilized in budgeting..
2. Plan to spend more funds in any fiscal year than are conservatively projected to be received in that period.
3. Plan for revenue from contributions and events in any fiscal year to exceed 25 percent of total projected revenue for that period.
4. Fail to take into consideration when making the budget, the goals and policies set forth in EL-3 “Financial Condition.”
5. Fail to budget for amounts determined by the Board as necessary for Board governance, including costs of fiscal audit, Board development, Board and committee meetings, and Board legal fees.
6. Endanger the fiscal soundness of future years or fail to plan for organizational capability sufficient to achieve Ends in future years.
7. Plan for an increase in dues or tuition in excess of 15 percent in any fiscal year.
8. Fail to allow sufficient time to prepare the annual budget, including enough time to get input from program staff and any others that would help achieve the overall best result.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Financial Condition

Number: EL-3

Policy Type: Executive Limitations

Date Approved: 7/11/05

Date Revised: 6/30/2009

With respect to financial operations, the Executive Director shall not cause or allow a material deviation of expenditures from the budget nor risk the fiscal integrity of the Foundation.

Further, the Executive Director shall not:

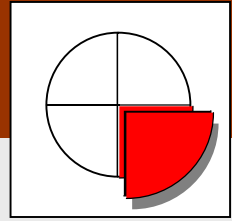
1. Permit our current ratio (values for total current assets/total current liabilities from quarterly “statement of financial position”) to drop below a value of 1.0.
2. Permit our reserve ratio (cash, cash equivalents, and negotiable securities divided by average monthly expenses, from quarterly “statement of financial position” and “statement of activities”) to drop below 3.0.
3. Incur debt in an amount greater than can be repaid by otherwise unencumbered revenues within 60 days unless approved by the Board.
 - 3.1. Allow the Foundation’s credit card debt to extend beyond the 30 day payment period.
 - 3.2. Allow debt payable to the Sugar Bowl Corporation to exceed \$30,000 for more than 30 days without notifying the Board.
4. Use any restricted funds other than for purposes specified by the donor, provided such use is in accordance with Board policy and is not prohibited by law (or might otherwise jeopardize the Foundation’s tax-exempt status).
5. Fail to require dual signatures on any check payable by the Foundation where the amount is over \$4,000.
6. Allow overhead ratio (values for administrative expenses + fundraising expenses/ total expenses from quarterly “statement of activities”) to drop below 15% or exceed 30%.
7. Fail to settle payroll, property taxes, retirement plan funding, and other debts in a timely and accurate manner.
8. Fail to aggressively pursue receivables after a reasonable grace period.
9. Make a commitment to the expenditure of unbudgeted funds of greater than \$10,000 without notifying and obtaining approval of the Board (excluding employment contract commitments which are not subject to this restriction).
10. Provide payroll advances to employees that are in excess of \$500 or any loans to employees.

Creating a community that develops the minds, bodies, and spirits of the world’s snow-sports athletes.

11. Make purchases without due consideration to quality, after-purchase service, and value for dollar. Orders shall not be split to avoid these criteria. The Executive Director shall not make any purchase of over \$1,000 without having obtained comparative prices.
12. Make any purchase or agree to any transaction with any party wherein strict adherence has not been given to conflict of interest procedures set forth in the Foundation's bylaws.
 - 12.1. Purchase goods or services offered by members of the Board, staff, and/or program participants and their family members without having obtained competitive bids.
 - 12.2. Allow discounting of the cost of Foundation services (a) to members of the Board, except to the extent that they are eligible for any discount program in their non-Board capacity, (b) to anyone in exchange for goods or services provided to the Foundation, and (c) without first publishing the terms of the discount program so that all program participants can be informed of the discount programs available.
13. Fail to make available for public inspection the Foundation's organizational documents, Form 990, and other documents in accordance with the Foundation's Public Inspection of Documents Policy.
14. Enter into any joint venture agreement or arrangement except in accordance with the Foundation's Joint Venture Policy

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Asset Protection

Number: EL-4

Policy Type: Executive Limitations

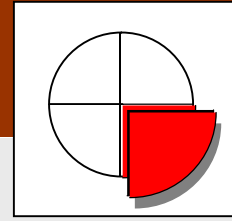
Date Approved: 7/11/05

Date Revised: 06/30/2009

The Executive Director shall not allow assets to be unprotected, inadequately maintained, or unnecessarily risked.

Further, the Executive Director shall not:

1. Fail to insure against damages related to theft, fire, earthquake, and other casualty losses.
2. Fail to insure against liability to Board members, staff, and individuals engaged in activities on behalf of the Foundation or the Foundation itself.
3. Unnecessarily expose the Sugar Bowl Ski Team Foundation, its Board members or staff to claims of liability.
4. Allow unbonded staff access to funds in excess of \$500.
5. Receive, process, or disburse funds in a manner that does not meet the Board-appointed auditor's standards.
6. Allow facilities or equipment to be subjected to improper use, excessive wear and tear, or insufficient maintenance.
7. Fail to cooperate with and/or follow the recommendations that result from an audit or other external monitoring of the Foundation.
8. Fail to preserve and retain documents, records, and information in accordance with the Foundation's Record Retention Policy
9. Fail to follow the investment strategy outlined in the Foundation's Bylaws.
10. Acquire, encumber, or dispose of land or buildings.



Policy Name: Treatment of Current and Prospective
Program Participants and Parents

Number: EL-5

Policy Type: Executive Limitations

Date Approved: 7/11/05

Date Revised: 6/30/2009

The Executive Director shall not cause or allow conditions, procedures, or decisions with respect to ski team members, academy students, and their families that are unfair, unnecessarily intrusive, or do not adequately protect confidentiality, nor shall the Executive Director fail to establish clearly defined expectations regarding appropriate behaviour and conduct for program participants and their families.

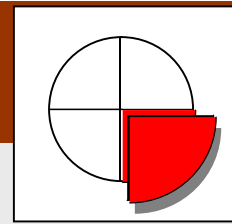
Further, the Executive Director shall not:

1. Fail to ensure that the confidentiality of participants and their families is respected and maintained.
 - 1.1. Request information which is not relevant or necessary.
 - 1.2. Collect, review, store or transmit information in a way that fails to protect its confidentiality.
2. Fail to establish a clear understanding of what is, and is not, to be expected from participation in the ski team, the academy, and other Foundation programs.
3. Operate without written codes of conduct and disciplinary policies which:
 - 3.1. Ensure that all program participants and their parents are informed of and acknowledge the content of the Foundation's codes of conduct and disciplinary policies, including but not limited to policies on illegal drug and alcohol use, appropriate parental behavior, and those related to the development of character and good ethics in program participants.
 - 3.2. Create written disciplinary policies that clearly define the roles of staff and program participant and outline their personal responsibilities.
 - 3.3. Ensure that the Foundation's programs and policies related to illegal drug and alcohol use are optimally designed to help the community work together to create an environment where our young program participants are exposed to good role models, educated regarding the dangers of these substances, and choose to live lives free from their illegal and/or harmful use.
4. Operate without written procedures for students, athletes, and parents, for handling grievances, complaints, and appeals.
 - 4.1. Fail to inform students, athletes, and parents of the Foundation's Whistle Blower Policies
5. Operate without a clear, timely, and responsive system for communications with current and prospective program participants and parents.

6. Fail to communicate with parents and program participants (where age appropriate) regarding intended increases in dues or tuition of greater than 5% in a fiscal year and to provide them with a reasonable justification for such increases.

SUGAR BOWL SKI TEAM FOUNDATION

DRAFT BOARD OF DIRECTORS POLICY



Policy Name: Compensation and Benefits

Number: EL-6

Policy Type: Executive Limitations

Date Approved: 7/11/05

Date Revised: 10/30/08

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Executive Director shall not fail to comply with the conflict of interest and compensation policies set forth in the Foundation's bylaws.

Further, the Executive Director shall not:

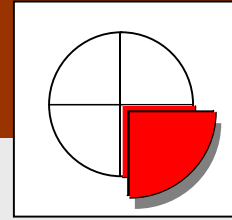
1. Change his or her own compensation and benefits.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that deviate materially from the industry standard.
4. Provide to staff members discounted program fees that are in excess of industry standard, or fail to take any such discounts into account when creating a compensation plan for an employee.
5. Negotiate or enter into an employment contract or arrangement for the position of Head of School at the Academy without the approval of the Board.

5.1. In the event that the position of Head of School becomes available, Executive Director shall research and follow current 'best practices' in recruitment and hiring, as established through research of benchmark schools and review of guidelines published by academic regulatory and advisory authorities.

5.2. ED shall create and adhere to a timeline that communicates clearly to the Board of Directors a plan of action with goals and contingencies, including the target date for expected hire of the Head of School as the process culmination

SUGAR BOWL SKI TEAM FOUNDATION

DRAFT BOARD OF DIRECTORS POLICY



Policy Name: Communication and Support to the Board

Number: EL-7

Policy Type: Executive Limitations

Date Approved: 7/11/05

Date Revised: 11/15/07

The Executive Director shall not permit the Board to be uninformed or unsupported in its work.

Furthermore, the Executive Director shall not:

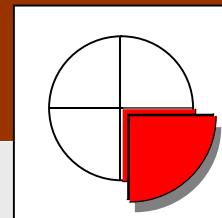
1. Fail to provide information that the Board requests or needs to make decisions, including relevant data, staff or others' opinions on an issue if appropriate, and any other information that would help the Board be fully informed on an issue.
2. Neglect to submit the required monitoring data (see policy on Monitoring Executive Performance) in a timely, accurate and understandable fashion, including Executive Director's evidence of compliance with the Board policies being monitored.
3. Permit the Board to be uninformed about anticipated adverse media coverage, changes in executive personnel, lawsuits against the organization, publicly visible internal changes or events, major contracts or contracts with high public visibility.
 - 3.1. Fail to advise the Board monthly regarding: significant recent or anticipated disciplinary actions against program participants or parents; significant accidents or injuries experienced by program participants, staff, or parents and whether these occurred during Foundation-sponsored activities; any major damages to Foundation equipment or facilities; noteworthy positive achievements of the Foundation or program participants; academy enrolment and inquiries, including current and historic data.
 - 3.2. Fail to inform the Board within 48 hours of the Executive Director's knowledge of the following: actual or anticipated major disciplinary actions (ie. those requiring a Disciplinary Committee or expected to result in expulsion or with a high likelihood of adverse media coverage) against program participants; any accident occurring during Foundation-sponsored activities that has resulted in or is likely to result in death or long-term disability of a program participant or staff member; any major damage to Foundation facilities or other occurrence likely to lead to significant interruption of program services.
 - 3.3. Fail to inform the Board at the time of monitoring of EL-2 (Financial Planning) of proposed changes to the upcoming year's dues and tuition, including percentage change over current year and logic for such changes.
 - 3.4. Fail to provide the Board on a quarterly basis (or more frequently during critical fundraising periods, such as the Annual Fund) with a donor report listing all donors and their donations for the current fiscal year and historic data of all donations for the prior 2 fiscal years;.
4. Fail to advise the Board if the Executive Director believes that the Board is not in compliance with its own policies on governance.
5. Present information in an unnecessarily complex or lengthy form, or so that its intended purpose is unclear or misleading (for example, monitoring evidence versus information for Board decision- making).

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6. Fail to provide information to the Board as a whole, except for its designated committees.
7. Fail to supply for the consent agenda any item delegated to the Executive Director, yet required by law or contract to be Board-approved, along with any required monitoring data for the item.
8. Fail to provide reasonable administrative support for Board activities.
9. Fail to update the Board in a timely manner and no less than monthly, of any actual or anticipated non-compliance with any policy of the Board of which the Executive Director becomes aware, including those not due for monitoring; and follow-up on all prior policies deemed to be out of compliance along with expected date of compliance.
10. Fail to provide financial reports that adhere to Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants, including at a minimum the following quarterly reports: Statement of Financial Position, Budgeted Statement of Activities, Statement of Functional Income and Expense, Updated Cash Flow Forecast.

SUGAR BOWL SKI TEAM FOUNDATION

DRAFT BOARD OF DIRECTORS POLICY



Policy Name: Emergency Executive Succession

Number: EL-8

Policy Type: Executive Limitations

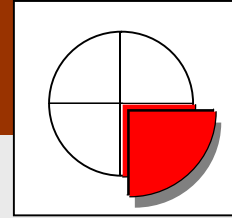
Date Approved: 7/11/05

Date Revised: 4/30/07

The Executive Director shall not fail to ensure that the organization is prepared for, and could continue to operate and provide services in the event of, the sudden loss or unplanned absence of the Executive Director.

SUGAR BOWL SKI TEAM FOUNDATION

DRAFT BOARD OF DIRECTORS POLICY



Policy Name: Public Image

Number: EL-9

Policy Type: Executive Limitations

Date Approved: 7/11/05

Date Revised: 2/23/07

The Executive Director shall not do anything to compromise the organization's public image or credibility. Further, without limiting the scope of the above statement, the Executive Director shall not:

1. Operate without an effective public relations strategy, including, at a minimum, the following plan elements: a pro-active public relations/marketing program, a crisis management plan, and media communication protocol.
2. Change the organization's name or logo, or substantially alter its identity in the community.

SUGAR BOWL SKI TEAM FOUNDATION

DRAFT BOARD OF DIRECTORS POLICY

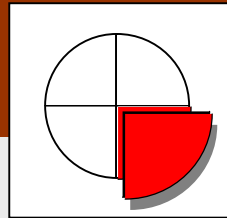
Policy Name: Fundraising

Policy Type: Executive Limitations

Number: EL-10

Date Approved: 7/11/05

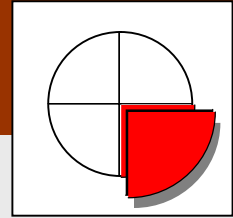
Date Revised: 6/30/2009



The Executive Director shall not engage in or allow any fundraising activities which are unlawful, unethical, or damaging to Foundation's image in the community nor shall the Executive Director fail to support the Board of Directors in its role in fundraising activities.

Further, the Executive Director shall not:

1. Engage in major fundraising activities that have an imprudent risk of producing insufficient revenues to offset the costs of the activities.
 - 1.1 Allow the ratio of contribution to fundraising expenses to be less than 3:1, or the ratio of unrestricted contributions to fundraising expenses to be less than 2:1, as shown on quarterly "statement of activities".
2. Operate without a Fundraising Strategy designed to meet the long-term and short-term goals of the organization.
3. Create an undue burden on the staff with regard to fundraising activities or on the community with regard to requests for donations and gifts.
4. Fail to provide the Board and its designated Committees with financial information necessary to manage its fundraising activities.
5. Fail to provide a system of gift acknowledgment that satisfies legal non-profit reporting requirements and accurately thanks and recognizes donors in a rewarding, timely, and meaningful fashion or fail to accept gifts except in accordance with the Foundation's Gift Acceptance Policy.
6. Contravene legal requirements regarding hiring of commercial fundraising consultants and counsellors, charitable solicitations, and any other applicable requirements under the California Non-profit Integrity Act of 2004.



Policy Name: Safety

Number: EL-11

Policy Type: Executive Limitations

Date Approved: 7/11/05

Date Revised: 2/23/07

The Executive Director shall not operate without an effective safety plan nor fail to take every reasonable measure to protect the safety of program participants, staff members, and volunteers.

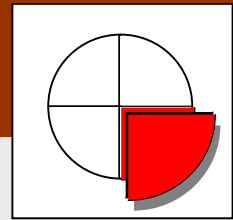
Further, without limiting the scope of the above statement, the Executive Director shall not:

1. Build, purchase, or maintain facilities and equipment that fail to provide a reasonable level of safety.
2. Fail to provide staff with the training necessary to respond to emergency situations and to provide reasonable protection of the safety of program participants, other staff members, and volunteers.
3. Permit any program activities to be inappropriately supervised.
 - 3.1. Fail to ensure that staff members and volunteers in charge of supervising or chaperoning program participants during Foundation-sponsored activities (including those occurring on Foundation premises or elsewhere, as well as during any travel) are informed of and fulfil their responsibilities as role models and caregivers, including the responsibility to avoid use of alcohol, tobacco, or illegal drugs while on duty and/or at any time when in the presence of underage participants.
 - 3.2. Fail to ensure that all staff and volunteers are informed of and adhere to the rule that all overnight travel accommodations for program participants shall be alcohol, tobacco, and illegal drug-free zones.
 - 3.3. Fail to ensure that a system exists to provide round-the-clock supervision of program athletes and students participating in overnight travel by non-drinking, non-substance-using adults who are in close enough proximity to have reasonable knowledge of program participants' activities and whereabouts at all times, The specifics of this system of supervision shall be in writing, acknowledged, and adhered to by all those participating in supervision of program participants.
4. Fail to ensure that students, athletes, and parents are made aware of expectations regarding their personal responsibility for their own safety and the safety of others.
5. Operate without an effective vehicle and transportation safety plan.
6. Fail to ensure that employees are fully in compliance with all employee handbook policies, including those that affect the health and safety of program participants, other staff members, and volunteers.
7. Fail to ensure that a system exists to allow Foundation staff to be prepared in case of need for medical care of program participants under their supervision, both while on Foundation premises and when travelling off-site.

Creating a community that develops the minds, bodies, and spirits of the world's snow-sports athletes.

SUGAR BOWL SKI TEAM FOUNDATION

DRAFT BOARD OF DIRECTORS POLICY



Policy Name: Volunteers

Number: EL-12

Policy Type: Executive Limitations

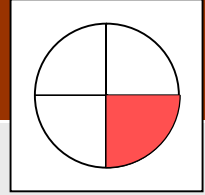
Date Approved: 7/11/05

Date Revised:

The Executive Director shall not fail to institute a volunteer program which reduces the work load for staff as well as promotes the strength of the community.

SUGAR BOWL SKI TEAM FOUNDATION

DRAFT BOARD OF DIRECTORS POLICY



Policy Name: Grants, Scholarships, and Financial Aid

Number: EL-13

Policy Type: Executive Limitations

Date Approved: 7/11/05

Date Revised: 6/21/07

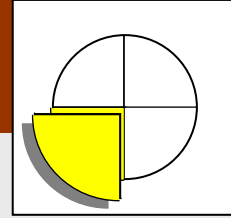
The Executive Director may not enter into any scholarship or financial aid arrangement that is not clearly communicated to the Board and to the public prior to initiation or that fails to follow industry standards of privacy, ethics, management, and fair play.

Further, the Executive Director shall not:

1. At the end of each fiscal year, fail to provide the Board of Directors with an annual accounting of scholarships and financial aid funds distributed.
2. At the start of each fiscal year, fail to provide the Board of Directors with a list of scholarship and financial aid opportunities available through the Foundation.
3. Fail to ensure ED control over the final approval of all scholarships and financial aid, unless there is a conflict of interest for the ED, in which case he/she should provide for an alternate process that avoids such conflict of interest.
4. Enter into any scholarship or financial aid arrangement where there has been any attempt to influence the selection process or coerce, designate, or control the ED's selection of the recipients or beneficiaries of the award.
5. Provide financial aid or scholarships to individuals without consideration of objective evidence of need, except in the case of merit-based scholarship programs
6. Fail to account for merit scholarship funding separately from financial aid or need-based scholarship programs.
7. Discriminate in selection of scholarship and financial aid recipients on the basis of race, color, national and ethnic origin, gender, religion, or sexual orientation.
8. Consider a student's application for financial aid or merit scholarship as a factor in determining eligibility for admission.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Global board-Executive Director Relationship **Number:** BE

Policy Type: Board-Executive Director Relationship

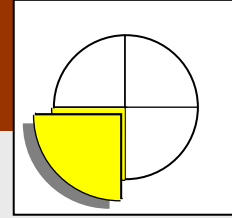
Date Approved: 7/11/05

Date Revised:

The Board's sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer, titled Executive Director.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Unity of Control

Number: BE-1

Policy Type: Board-Executive Director Relationship

Date Approved: 7/11/05

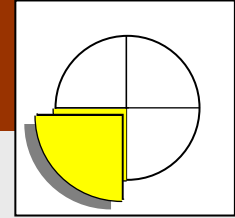
Date Revised:

Only officially passed motions of the Board are binding on the Executive Director.

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the Executive Director except in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of Board members or committees requesting information or assistance without Board authorization, the Executive Director can refuse such requests that require, in the Executive Director's opinion, a material amount of staff time or funds or are disruptive.
3. Only the Board acting as a body can employ, terminate, discipline, or change the conditions of employment of the Executive Director.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Accountability of the Executive Director

Number: BE-2

Policy Type: Board-Executive Director Relationship

Date Approved: 7/11/05

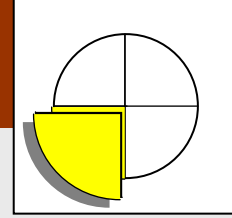
Date Revised:

The Executive Director is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Executive Director.

1. The Board will never give instructions to persons who report directly or indirectly to the Executive Director.
2. The Board will refrain from evaluating, either formally or informally, any staff other than the Executive Director.
3. The Board will view Executive Director performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and compliance with Executive Limitations will be viewed as successful Executive Director performance. Therefore the Executive Director's job contributions shall be accomplishment of the Ends while maintaining compliance with the Executive Limitations.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Delegation to the Executive Director

Number: BE-3

Policy Type: Board-Executive Director Relationship

Date Approved: 7/11/05

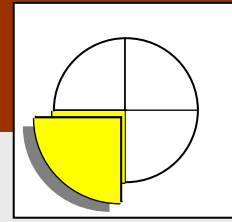
Date Revised:

The Board will instruct the Executive Director through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Executive Director to use any reasonable interpretation of these policies.

1. The Board will develop policies instructing the Executive Director to achieve certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies.
2. The Board will develop policies that limit the latitude the Executive Director may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.
3. As long as the Executive Director uses *any reasonable interpretation* of the Board's Ends and Executive Limitations policies, the Executive Director is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
4. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Executive Director domains. By doing so, the Board changes the latitude of choice given to the Executive Director. But as long as any particular policy is in place, the Board will respect and support the Executive Director's choices. This does not prevent the Board from obtaining information from the Executive Director about the delegated areas, except for confidential data.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Monitoring Executive Director Performance

Number: BE-4

Policy Type: Board-Executive Director Relationship

Date Approved: 7/11/05

Date Revised: 4/20/06

Systematic and rigorous monitoring of Executive Director job performance will be solely against the only expected Executive Director job outputs: organizational accomplishment of Ends and organizational operation within the boundaries established in Executive Limitations.

1. The purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled. Only information which does this will be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to create the future rather than to review the past.
2. A given policy may be monitored in one or more of three ways:
 - 2.1. Internal report: Disclosure of compliance information by the Executive Director, along with his or her explicit interpretation of Board policy, and justification for the reasonableness of interpretation.
 - 2.2. External report: Compliance information generated by an impartial, external auditor, inspector or other qualified expert who is selected by and reports directly to the Board. The external party will first be provided with the Executive Director's explicit interpretation of the policy and justification for the reasonableness of interpretation.. The report must assess the reasonableness of the interpretation of Board policy and compliance with it. The basis for assessment is *not* the standards of the external party, unless the Board has previously indicated that party's opinion to be the standard.
 - 2.3. Direct Board Inspection: Discovery of compliance information by a designated Board member, a committee or the Board as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board that assesses compliance with policy, with access to the Executive Director's justification for the reasonableness of his/her interpretation. Such an inspection is only undertaken at the instruction of the Board. Direct inspection may occur only with the Executive Director's knowledge, other than in the case where there is sufficient evidence to indicate probable non-compliance with law.
3. In every case, the standard for compliance shall be *any reasonable Executive Director interpretation* of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than interpretations favoured by Board members or even the Board as a whole.
4. The Board may monitor any policy by any of the above methods at any time. For regular monitoring, however, each *Ends* and *Executive Limitations* policy will be classified by the Board according to frequency and method.
5. Executive Director annual evaluation will be based on the achievement of the Board's *Ends* Policies and non-violation of its *Executive Limitations* policies. This formal evaluation will be conducted by cumulating the regular monitoring data (including internal reports, external reports, and direct inspection) provided during the year and the Board's recorded acceptance or non-acceptance of the reports, and identifying performance

trends evidenced by that data

- 5.1. This evaluation will be conducted by the Board or a Board-appointed committee annually between 4/15 and 5/31 of each year.
- 5.2. Two Board members appointed by the Board will present the Board's performance assessment and proposed Executive Director compensation (following the process outlined in BE-5) to the Executive Director after approval by the full Board.

Sugar Bowl Ski Team Foundation

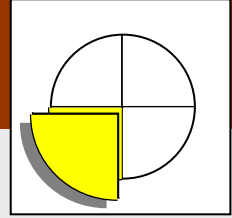
For Monitoring Schedule, see website at

<http://sbstfdb.passwordprotection.com/MeetingDocs/Monitoring/Monitoring.htm>

	Policy	Method	Frequency
E-	Ends	Internal Report	Annual
EL	General Executive Constraint	Internal Report	Annual
EL-1	Treatment of Staff	Internal Report	Annual
EL-2	Financial Planning	Internal Report & Direct Inspection (Preliminary upcoming year budget 5 months prior to new fiscal year)	Annual
EL-3	Financial Condition	Internal Report & External Audit	Quarterly Annual
EL-4	Asset Protection	Internal Report & External Audit	Quarterly Annual
EL-5	Treatment of Participants and Families	Internal Report	Annual
EL-6	Compensation and Benefits	Internal Report & External Audit	Annual
EL-7	Communication and Support to Board	Internal Report	Annual
EL-8	Emergency Executive Succession	Internal Report	Annual
EL-9	Public Image	Internal Report	Quarterly
EL-10	Fundraising	Internal Report	Quarterly
EL-11	Safety	Internal Report & Direct Inspection (Employee, Ski Team, & Academy handbooks; Academy application packet)	Quarterly
EL-12	Volunteers	Internal Report	Annual
EL-13	Scholarships & Financial Aid	Internal Report	Annual

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Executive Director Compensation

Number: BE-5

Policy Type: Board-Executive Director Relationship

Date Approved: 4/20/06

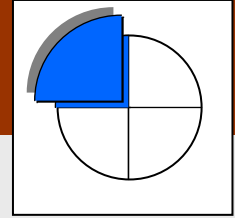
Date Revised: 5/25/06

Executive Director compensation will be decided by the Board as a body, in accordance with the conflict of interest and compensation policies set forth in the Foundation's bylaws.

1. Compensation will be based on Executive Director performance, existing financial capabilities of the Foundation, and executive market conditions.
2. Compensation will be decided following the formal evaluation described in BE-4.
3. In determining whether the compensation arrangement is reasonable, the Board shall follow the compensation policies set forth in the Foundation's bylaws.
4. A committee process may be used to gather information and to provide options and their implications to the full Board for its decision.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Global Governance Process

Number: GP

Policy Type: Governance Process

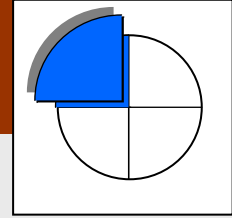
Date Approved: 7/11/05

Date Revised: 1/21/06

The purpose of the Board, on behalf of anyone in the world community who is committed to the development of the full potential of children through participation in snow-sports and attention to outstanding education of the whole child, is to ensure that the Sugar Bowl Ski Team Foundation achieves the Ends specified in the Board Ends Policies and avoids unacceptable actions and situations, as prohibited in Board Executive Limitations policies.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Governing Style

Number: GP-1

Policy Type: Governance Process

Date Approved: 7/11/05

Date Revised: 9/2/06

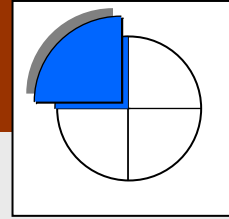
The Board will govern with an emphasis on (1) outward vision, (2) commitment to obtaining ownership input, (3) encouragement of diversity in viewpoints, (4) strategic leadership, (5) clear distinction of Board and staff roles, (6) collective decisions, and (7) a proactive, future-based focus. This means the Board will not be preoccupied with the present or past, or with internal, administrative detail.

More specifically, the Board will:

1. Cultivate a sense of group responsibility and ensure excellence in governing.
2. Be an initiator of policy, not merely a reactor to staff initiatives.
3. Use the expertise of individual Board members to enhance the ability of the Board as a body to make policy, rather than to substitute individual judgements for group values.
4. Direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about Ends to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term effects of the operating organization, not on the administrative means of attaining those effects.
5. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, and ensuring the continuity of governance capability. Although the Board can change its governance process policies at any time by majority vote of the Board, it will adhere to them scrupulously while in force.
6. Create a process of continual Board development that includes orientation of new members to the Board's governance process and periodic discussion of process improvement.
7. Not allow any member, officer or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
8. Monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-ED Linkage categories.
9. Establish and maintain a cordial and supportive attitude towards staff in a manner that encourages institutional cohesion while respecting and reinforcing the unique relationship of the Executive Director as the sole authority over staff conduct and action, as described in Board-ED Linkage policies.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Board Job Contributions

Number: GP-2

Policy Type: Governance Process

Date Approved: 7/11/05

Date Revised:

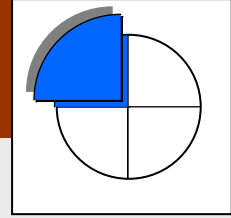
Specific job outputs of the Board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the Board will concentrate its efforts on the following job “products” or outputs:

1. The link between the organization and the owners.
2. Written governing policies which, at the broadest levels, address:
 - 2.1. *Ends*: what good or benefit the organization is to achieve, for which people, at what cost.
 - 2.2. *Executive Limitations*: Constraints on executive authority that establish the boundaries of prudence and ethics within which all executive activity and decisions must take place.
 - 2.3. *Governance Process*: Specification of how the Board conceives, carries out and monitors its own task.
 - 2.4. *Board-Executive Director Relationship*: How power is delegated and its proper use monitored; the Executive Director role, authority, and accountability.
3. Assurance of organizational performance through structured monitoring of the Executive Director as outlined in policies on Board-Executive Director Relationship.
4. Specific contributions towards fund-raising, as outlined in policy GP-14

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Board Leadership Positions

Number: GP-3

Policy Type: Governance Process

Date Approved: 7/11/05

Date Revised: 5/19/2008

The Board will appoint from among its members individuals to whom it delegates specific authority in carrying out its work.

Chair

The Chair assures the integrity of the Board's process, and, secondarily, occasionally represents the Board to outside parties. The Chair is the only Board member authorized to speak for the Board (beyond simply reporting Board decisions), other than in specifically authorized instances.

1. The assigned result of the Chair's job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - 1.1. Meeting discussion content will include only those issues that, according to Board policy, clearly belong to the Board to decide or monitor.
 - 1.2. Information that is neither for monitoring performance nor for Board decisions will be avoided or minimized and always noted as such.
 - 1.3. Deliberation will be timely, fair, orderly and thorough, but also efficient and kept to the point.
 - 1.4. Board meetings will be conducted by an orderly, effective process, led and defined by the chair, as further outlined in Governance Process 12.
2. The Chair has authority to make reasonable interpretations of Board policies on Governance Process and Board-Executive Director Relationship, with the exception of (a) employment or termination of the Executive Director and (b) instances where the Board specifically delegates portions of this authority to others.
 - 2.1. The Chair is empowered to chair Board meetings with all of the commonly accepted power of that position (e.g. ruling, recognizing).
 - 2.2. The Chair has no authority to make decisions about policies created by the Board within *Ends and Executive Limitations* policy areas. Therefore, the Chair has no authority to supervise or direct the Executive Director.
 - 2.3. The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating Chair's interpretations within the area delegated to the Chair (consistent with policies in *Governance Process* and *Board- Executive Director Relationship* areas).
3. The Chair may delegate this authority, but remains accountable for its use.

SecretaryThe Board Secretary is responsible for the timely and accurate production of Board Meeting minutes within one week of completion of a Board meeting; minutes may be drafted by an individual(Board member or non-Board member) appointed by the Board or Board Secretary but must be approved and signed by the Board Secretary prior to distribution to Board members.

Policy Keeper

The Board “Policy Keeper” is responsible for maintaining accurate and up-to-date records of changes to Board Policy, and for providing records of modification to Board Policy (including a precise record of original wording and all deletions, additions, and modifications to such wording) to the Board Secretary to be maintained alongside Board Meeting minutes approving such modifications. The Board “Policy Keeper” shall also maintain current records of all Board Policies, and shall provide such Policies to Board Members at regular intervals upon vote of the Board of Directors.

Vice Chair

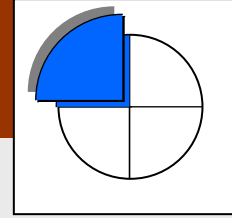
The vice chair shall, in the absence of the board chair, carry out the duties of the board chair, and shall have such other powers and duties as may be prescribed by the board or these bylaws.

Treasurer

The Treasurer is to perform duties in connection with the finances of the organization as may be required by the Board. Duties of the Treasurer will neither lessen nor add to the Executive Director’s accountability to the Board policies on fiscal condition and budgeting.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Board Committee Principles

Number: GP-4

Policy Type: Governance Process

Date Approved: 7/11/05

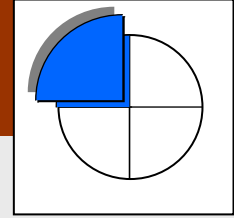
Date Revised:

Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to Executive Director.

1. Board committees are to help the Board do its job, never to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.
2. Board committees may not speak or act for the Board except when formally given such authority for specific and/or time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Executive Director.
3. Board committees cannot exercise authority over staff. Because the Executive Director works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action, except where the committee has been delegated specific authority to act on behalf of the Board.
4. A Board committee that has helped the Board create a policy will not then be assigned to monitor compliance with that policy. This separation of responsibility for policy development and responsibility for monitoring policy compliance is to prevent a committee from identifying with a part of the organization rather than the whole. The Board retains responsibility and authority to monitor organizational performance.
5. Committees will be used sparingly and ordinarily in an ad hoc capacity.
6. This policy applies to any group that is formed by Board action, whether or not it is called a committee, and whether or not it includes Board members. It does not apply to committees formed under the authority of the Executive Director.
7. All committee members shall abide by the same Code of Conduct as governs the Board.
8. Except as otherwise specifically authorized by the Board in writing, no Board committee has authority to commit the funds or resources of the Sugar Bowl Ski Team Foundation.
9. No Board committee shall have the authority to change or contravene Board policies.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Board Committee Structure

Number: GP-5

Policy Type: Governance Process

Date Approved: 7/11/05

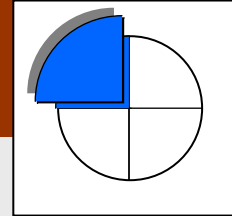
Date Revised: 11/30/06

A committee is a Board committee only if its existence and charge come from the Board, regardless of whether Board members sit on the committee. The only Board committees are those set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

1. Committee expenses will be reimbursed in accordance with Board Policy GP-6
2. Committees shall consist of:
 - 2.1. **Audit Committee (see GP 5.1)**
 - 2.2. **Board Development Committee (see GP 5.2)**
 - 2.3. **Executive Compensation Committee (see GP 5.4)**
 - 2.4. **Ownership Linkage Committee (see GP 5.5)**
 - 2.5. **Policy Review Committee (see GP 5.6)**
 - 2.6. **Finance Committee (see GP 5.7)**

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Audit Committee
Terms of Reference

Policy Type: Governance Process

Number: GP-5.1

Date Approved: 7/11/05

Date Revised: 6/30/2009

1. Purpose/Product

- 1.1. Options for Board decision regarding selection of financial auditor.
- 1.2. A report to the Board, based on evidence from the external auditor, as to whether the independent audit of the organization was performed in an appropriate manner and any other significant information arising from their discussions with the external auditor, including a report of any non-audit services provided.
- 1.3. A self-monitoring report on the appropriateness of the Board's own spending, based on criteria in the Board GP policy on Board expenses, including periodic random audit of the Board members' expense accounts.
- 1.4. Periodic monitoring of ED'S implementation of recommendations made by the Auditor as part of the annual audit. In addition, the Committee shall prepare a mid-audit year report to the Board with a summary of such progress and if necessary recommendations for change.
- 1.5. Review the Foundation's Form 990 (including all pertinent Schedules) before it is filed with the Internal Revenue Service. This review shall begin no later than one month prior to the filing deadline and shall include at least one meeting or conference call with the preparer of the Form 990 (regardless of whether the Form 990 is externally or internally prepared). Prior to filing the Form 990 with the IRS, copies of the Form 990 shall be distributed to all members of the Board of Directors who shall have adequate time to review the Form 990 and ask questions before it is filed with the IRS. The Audit Committee will make a presentation at the next full Board of Directors meeting, either before or after the filing date, to update the full Board regarding its review of the Form 990.
- 1.6. 1.6 Annually review and report to the Board on staff policies related to 990 form compliance, including: Whistleblower Policy, Document Retention Policy, Gift Acceptance Policy, Joint Venture Policy, and Public Inspection of Documents Policy.

2. Authority

- 2.1. The Committee has authority to use staff resource time normal for administrative support around meetings.
- 2.2. The Committee does not have authority to instruct the Executive Director or any other staff member, other than to request information required in the conduct of its duties.
- 2.3. The Committee has the authority to meet independently and act as liaison with the Foundation's financial auditor on behalf of the Board, to engage the services of the financial auditor, and to negotiate on behalf

of the Board regarding compensation of the financial auditor, provided any commitment of funds for such purposes is within the limits authorized by the Board.

- 2.4. The Committee may approve performance of any non-audit services to be provided by the external auditor.

3. Composition

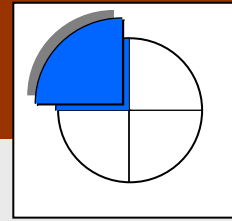
- 3.1. The Committee shall be composed of at least 2, but not more than 5 members.
- 3.2. Committee members may be either members or non-members of the Board of Directors, however at least one Committee member must be a member of the Board of Directors.
- 3.3. The following individuals may NOT serve on the Committee under any circumstance: the Board Treasurer, President, Executive Director, Chief Financial Officer, or any staff member.
- 3.4. Members of the Finance Committee may not at any time comprise more than 50% of the Audit Committee.
- 3.5. The Committee Chair shall be nominated by the Board of Directors.

4. Term of Office

- 4.1. Committee members shall be appointed for a one year term.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Board Development Committee
Terms of Reference

Number: GP-5.2

Policy Type: Governance Process

Date Approved: 7/11/05

Date Revised: 3/19/06

1. Purpose/Product

- 1.1. Properly screened and informed potential Board members by 6/1 of each year in which Board vacancies are anticipated.
- 1.2. Existing Board members who are fully informed of the qualifications of potential Board members prior to vote on nomination.
- 1.3. New Board members who are oriented to the duties and responsibilities related to Board service.
- 1.4. An annual report to the Board collating and summarizing all Board self-evaluation reports, surveys, and other data related to self-monitoring during the year just ending in July of each year.
- 1.5. A proposed schedule of topics and budget for Board orientation and education for the upcoming year by 12/31 of each year.
- 1.6. A “slate” of nominees for officers committee chairs and committee members by 1 week prior to the annual Board of Directors meeting each year.
- 1.7. A proposal for annual Board commitment to ongoing leadership improvement in the upcoming year

2. Authority

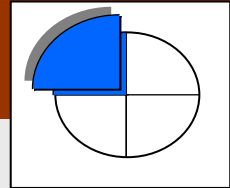
- 2.1. The Committee has authority to recommend the use of organization funds for Board orientation and education, but no authority to spend or commit other organization funds.
- 2.2. The Committee has authority to use staff resource time normal for administrative support around meetings.
- 2.3. The Committee does not have authority to instruct the Executive Director or any other staff member, other than to request information required in the conduct of its duties.
- 2.4. The Committee has authority to meet with and engage the services of consultants and educators providing seminars and meetings related to Board education, within the funds authorized by the Board.

3. Composition

- 3.1. The Committee shall be composed of the Board Chair, Vice-Chair, and most recent past Board Chair (if available). The Committee may request the Executive Director to provide additional staff resources and to attend Committee meetings.
- 3.2. The Board Chair shall serve as Committee chairman.

4. **Term of Office**

- 4.1. Committee members shall be appointed for a term that continues as long as they hold the posts described in 3.1. The most recent past Board Chair shall be appointed for a one year term beginning at the end of their service as active Board Chair.



Policy Name: Executive Director Compensation Committee
Terms of Reference

Number: GP-5.4

Policy Type: Governance Process

Date Approved: 3/19/06

Date Revised: 4/20/06

1. Purpose/Product

- 1.1. Annual proposal to the Board of Directors in May of each year which includes suggested compensation (including bonus criteria, if applicable) of the Executive Director for the upcoming fiscal year, based on criteria outlined in BE-5.
- 1.2. A current record of Executive Director compliance and non-compliance with Executive Limitations and Ends Policies, along with expected dates of compliance, and a summary opinion of Executive Director performance based on criteria outlined in BE-4, item #5.
- 1.3. In the event that compensation shall include incentive criteria, a protocol for bonus approval and communication with business office personnel in charge of payroll management for the Board's consideration.
- 1.4. Following approval of the protocol by the Board, regular action to comply with the protocol, evaluate Executive Director achievement of bonus criteria, and communicate bonus approval to business office personnel in charge of payroll management.

2. Authority

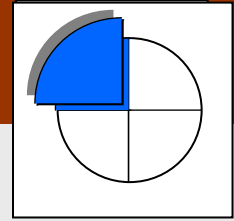
- 2.1. The Committee may make recommendations to the Board of Directors regarding Executive Director compensation, but has no authority to change or contravene existing Board policies.
- 2.2. The Committee has authority to recommend the use of Foundation funds for Executive Director compensation and professional development, but no authority to spend or commit any such funds.
- 2.3. The Committee has authority to use staff time and resources normal for administrative support around meetings.
- 2.4. The Committee does not have authority to instruct the Executive Director or any other staff member, other than to request information required in the conduct of its duties.

3. Composition

- 3.1. The Committee shall be composed of a minimum of 2 and maximum of 5 Board members, and shall be appointed by the full Board of Directors.
- 3.2. The Committee Chair shall be appointed by the Board of Directors.

4. Term of Office

- 4.1. Individuals shall be appointed to a one year term, and may serve any number of successive terms at the pleasure of the Board of Directors.



Policy Name: Ownership Linkage Committee
Terms of Reference

Number: GP-5.5

Policy Type: Governance Process

Date Approved: 9/2/2006

Date Revised:

1. Product

- 1.1. A 3 year ownership linkage plan provided to the board for decision by November 30th, 2006
- 1.2. An updated 3 year ownership linkage plan annually by September 30th.
- 1.3. An organized written presentation of information collected from groups within the ownership, in a format useful to the board for Ends deliberations, by July 1st annually.

2. Authority

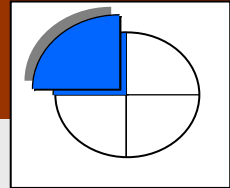
- 2.1. The committee has no authority to change board policies.
- 2.2. The committee has authority to commit up to the dollar amount approved by the Board in its annual Board budget as described in GP-8, *Investment in Governance*.
- 2.3. The committee has authority to use staff resource time normal for administrative support around meetings, as well as administrative support included in the board's ownership linkage plan.

3. Composition

- 3.1. The Committee shall be composed of at least 2, but not more than 5 members.
- 3.2. Committee members may be either members or non-members of the Board of Directors, however at least one Committee member must be a member of the Board of Directors.
- 3.3. The Board of Directors shall appoint a Chair from among its members.

4. Term of Office

- 4.1. Members shall be appointed for a 1 year term.



Policy Name: Policy Review Committee
Terms of Reference

Number: GP-5.6

Policy Type: Governance Process

Date Approved: 11/30/06

Date Revised:

1. Purpose/Product

- 1.1. Sequential review of Executive Limitations policies in order to edit and update the policies to ensure their ongoing relevance, practicality, and clarity, with the goal of providing a finished updated policy at least one month prior to Executive Director monitoring of each policy.
- 1.2. Clarification of those policies requiring interpretation and those policies which may be interpreted “as is” by the Executive Director.
- 1.3. Following review and approval by the Committee, amended policies to be presented to the Board at least 2 days prior to each Board meeting.

2. Authority

- 2.1. The Committee has no authority to change Board policy without approval of the full Board of Directors, however such approval may be obtained through inclusion on the consent agenda should the Board Chair so designate.
- 2.2. The Committee has no authority to recommend the use of Foundation funds.
- 2.3. The Committee has authority to use staff time and resources normal for administrative support around meetings.

3. Composition

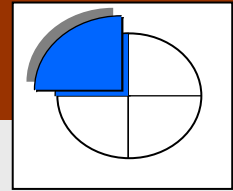
- 3.1. The Committee shall be composed of a minimum of 3 and maximum of 5 Board members, and shall be appointed by the full Board of Directors.
- 3.2. One member of the Committee shall consist of the Board member appointed as “Policy Owner” for each policy and, as such, the Committee shall include a “rotating” member based on such policy assignments. Policy assignments shall be updated annually. A listing of policy assignments shall be maintained on the Board’s website.
- 3.3. The Committee Chair shall be appointed by the Board of Directors.

4. Term of Office

- 4.1. Individuals shall be appointed to a one year term, and may serve any number of successive terms at the pleasure of the Board of Directors.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Finance Committee
Terms of Reference

Policy Type: Governance Process

Number: GP-5.7

Date Approved: 05/19/2008

Date Revised:

1. Purpose/Product

- 1.1. Review the organization's financial statements each month, including, at a minimum, year-to-date profit and loss comparison, year-to-date balance sheet comparison, and monthly profit and loss statement.
- 1.2. Obtain and review each month a report from an independent bookkeeper confirming that the organization's bank statements were received unopened, and that the bank accounts were reconciled, with any discrepancies reported to and reviewed by the Finance Committee.
- 1.3. Review the Executive Limitation policies on finance (EL-2, EL-3, and EL-4) and ensure Board review and approval of these policies as needed.
- 1.4. Review on a quarterly basis the Executive Director's compliance with the Executive Limitation policies on finance (EL-2, EL-3, and EL-4) and report its findings to the Board.

2. Authority

- 2.1. The Committee has authority to use staff resource time normal for administrative support.
- 2.2. The Committee does not have authority to instruct the Executive Director or any other staff member, other than to request information required in the conduct of its duties.

3. Composition

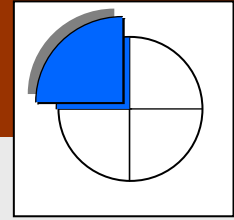
- 3.1. The Committee shall be composed of at least 3, but not more than 5 members, and shall be appointed by the Board.
- 3.2. The Committee shall be composed of the Treasurer, the Executive Director, and such other persons as shall be appointed by the Board, which may include either members or non-members of the Board.
- 3.3. Members of the Finance Committee may not at any time comprise more than 50% of the Audit Committee.
- 3.4. The Treasurer shall serve as the Committee chair.

4. Term of Office

- 4.1. Committee members shall be appointed for a one year term, and may serve any number of successive terms as determined by the Board.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Board and Committee Expenses

Number: GP-6

Policy Type: Governance Process

Date Approved: 7/11/05

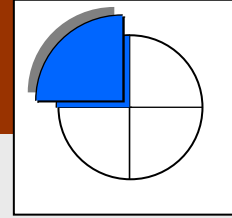
Date Revised:

With certain exceptions (listed below), Board members shall be expected to pay for expenses related to all Board and committee meetings attended, as well as any meeting attended at the direction of the Board.

1. The Foundation will cover the following expenses:
 - 1.1. Registration fees for seminars attended at the direction of the Board.
 - 1.2. Cost of meals for any Board meetings that extend through meal times.
 - 1.3. Cost of refreshments for Board meetings extending longer than 2 hours (eg. Soft drinks, snacks, coffee, tea)
 - 1.4. Out of pocket expenses shall be supported by receipts.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Code of Conduct

Number: GP-7

Policy Type: Governance Process

Date Approved: 7/11/05

Date Revised: 5/23/2010

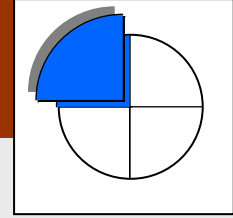
The Board expects of itself and its Board members ethical, businesslike and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Board members. It expects its Board members to treat one another and staff members with respect, co-operation and a willingness to deal openly on all matters.

1. Board members must have loyalty to the ownership. This accountability supersedes any conflicting loyalty such as that to staff, advocacy or interest groups, or membership on other boards. It also supersedes the personal interest of any Board member acting as a consumer of the Foundation's services. This includes personal interests towards family members, especially children, who may be athletes or students in the Foundation's programs.
2. Board members are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Members shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
3. Board members must avoid a conflict of interest with respect to their fiduciary responsibility, and must be familiar with and adhere strictly to the rules and procedures for self-dealing and conflict of interest situations set forth in the Foundation's Bylaws. All policies and procedures related to conflict of interest shall be included in the Bylaws, and Board members must be responsible for periodic personal reading of the Bylaws, both annually and in the event of any amendments.
4. Board members will respect Board confidentiality appropriate to issues of a sensitive nature.
5. Board members shall not attempt to exercise individual authority over the organization.
 - 5.1. Board members' interaction with the Executive Director or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.
 - 5.2. Board members' interaction with the public, press or other entities must recognize the same limitation and the similar inability of any Board Member(s) to speak for the Board except to repeat explicitly stated Board decisions.
 - 5.3. Except for participation in Board deliberation about whether the Executive Director has achieved reasonable interpretation of Board policy, Board members will not express individual judgments of performance of the Executive Director or employees of the Executive Director.
6. Board members shall be publicly supportive of Board decisions regardless of their own personal vote or opinion on such decisions.

7. Board members shall demonstrate support for the Foundation's programs by personally contributing or raising funds or goods in excess of \$5000/year, as described in GP-2 and GP-14.
8. Board members shall be familiar with the incorporating documents, bylaws, regulations, and policies of the Foundation as well as the rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in efficiently, knowledgeably, and expeditiously.
9. Members will be properly prepared for Board deliberation.
10. Board members shall regularly take part in educational activities that will assist them in carrying out their responsibilities.
11. Board members shall attend meetings on a regular and punctual basis. Absence of a Board member from more than three consecutive regular meetings shall be considered a resignation from the Board. A Board member may request reinstatement. The Board may, at its discretion, reinstate a Board member upon such a request. Only one such reinstatement per Board member is permitted.
12. Board members shall ensure that unethical activities not covered or specifically prohibited by the foregoing or any other legislation are neither encouraged nor condoned.
13. A Board member who is alleged to have violated the Code of Conduct shall be informed in writing and shall be allowed to present his or her views of such alleged breach at the next Board meeting. The complaining party must be identified. If the complaining party is a Board member, he or she and the respondent Board member shall absent themselves from any vote upon resolution of censure or other action that may be brought by the Board in regard to the alleged breach. Board members who are found to have violated the Code of Conduct may be subject to censure.
14. Each year board members shall sign the Foundation's Conflict of Interest policy and review this Code of Conduct policy, committing themselves individually to the values, concepts, and behaviors included in those policies. Such acknowledgment shall satisfy the requirements specified in Bylaws Article VII, Section 6.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Investment in Governance

Number: GP-8

Policy Type: Governance Process

Date Approved: 7/11/05

Date Revised: 1/18/09

Because poor governance jeopardizes the integrity and existence of the Foundation and costs more than learning to govern well, the Board will invest in its governance capacity.

1. Candidates for Board membership shall be provided with information that clearly outlines the role of the Board, the necessary qualifications and the Board's expectations of Board members.
2. The Board recognizes that continual updating of skills and awareness of new issues are vital to a Board member's contribution to the Board. Therefore, it is expected that:
 - 2.1. New Board members shall receive a complete orientation to ensure familiarity with the organization's issues and structure, and the Board's process of governance.
 - 2.2. Board members shall have ongoing opportunity for continued training and education to enhance their governance capabilities.
3. Outside monitoring assistance will be arranged so that the Board can exercise sufficient control over organizational performance. This includes, but is not limited to fiscal audit.

Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability. The Board will establish and be accountable for an annual budget for its own governance functions, and shall provide this budget to the Executive Director 6 months prior to the beginning of the fiscal year.

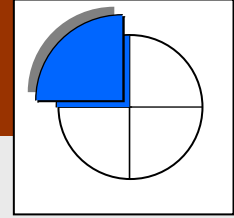
4. The Board will establish governance process policies that will serve as measurable standards against which the Board's performance can be evaluated.
 - 4.1. Under the leadership of the Chair, at least annually the Board will conduct a self-evaluation. As a result of this evaluation, the Board will establish a governance action plan with specific goals and objectives for improvement of identified areas.
 - 4.2. The Board will monitor its adherence to its own Governance Process policies regularly. Upon the choice of the Board, any policy can be monitored at any time. However, at minimum, the Board will both review the policies, and monitor its own adherence to them, according to the following schedule:

Policy	Monitor Compliance	Review PolicyContent
GP Global Governance Process	Annually	Annually
GP-1 Governing Style	Annually	Annually
GP-2 Board Job Contributions	Annually	Annually
GP-3 Chairperson's Role	Annually	Annually
GP-4 Board Committee Principles	Annually	Annually

GP-5	Board Committee Structure	Annually	Annually
GP-6	Board and Committee Expenses	Annually	Annually
GP-7	Code of Conduct	Annually	Annually
GP-8	Investment in Governance	Annually	Annually
GP-9	Board Linkage With Ownership	Annually	Annually
GP-10	Board Planning Cycle and Agenda Control	Annually	Annually
GP-11	Governance Succession Planning	Annually	Annually
GP-12	Rules of Order	Annually	Annually
GP-13	Handling of Complaints and Requests for Presentation to the Board	Annually	Annually
BE	Global Board-Executive Director Relationship	Annually	Annually
BE-1	Unity of Control	Annually	Annually
BE-2	Accountability of the Executive Director	Annually	Annually
BE-3	Delegation to the Executive Director	Annually	Annually
BE-4	Monitoring Executive Director Performance	Annually	Annually

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Board Linkage with Ownership

Number: GP-9

Policy Type: Governance Process

Date Approved: 7/11/05

Date Revised: 9/2/2006

The “owners” of the Sugar Bowl Ski Team Foundation are defined as anyone in the world community who is committed to the development of the full potential of children through participation in snow-sports and attention to the outstanding education of the whole child. The Board shall be accountable for the organization to its owners *as a whole*. The Board shall act on behalf of the owners as a whole, rather than being advocates for specific geographic areas or interest groups.

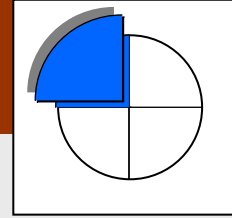
1. When making governance decisions, Board members shall maintain a distinction between their personal interests as “customers” of the organization’s services, and their obligation to speak for others as a representative of the “owners” as a whole. As the agent of the owners, the Board is obligated to identify and know what the owners want and need.
2. The Board shall gather data in a way that reflects the diversity of the ownership. It shall meet with, gather input from, and otherwise interact with the broad base of communities, and acknowledge diversity. It shall recognize that diversity assures a broad base of wisdom, and shall seek to make decisions considering that input.
3. Collection of input from the owners may be accomplished through a variety of methods, including, but not limited to, meetings with the owners, surveys, and advisory committees.
4. Establish and maintain clear communication with owners and customers regarding the work of the Board, providing access to those aspects of the details of Foundation governance deemed by law and industry standard to be of public record.
5. The board will establish and maintain a three-year ownership linkage plan, in order to ensure that the board has intentional and constructive dialogue and deliberation with the owners, primarily around the organization’s Ends. The plan will include selection of representative owners for dialogue, methods to be used, and questions to be asked of the owners. The information obtained from this dialogue with owners will be used to inform the board’s policy deliberations.
 - 5.1. The board delegates portions of its accountability for maintaining an effective linkage with owners to the Ownership Linkage Committee. [Refer to Committee Terms of Reference]
 - 5.2. All board members are accountable to the board for participating in the linkage with owners as identified in the plan.
6. The board will consider its ownership linkage successful if, to a continually increasing degree:
 - When developing or revising Ends, the board has access to diverse viewpoints that are representative of the ownership regarding what benefits this organization should provide, for whom, and the relative priority of those benefits.
 - The owners are aware that the board is interested in their perspective

Creating a community that develops the minds, bodies, and spirits of the world’s snow-sports athletes.

- If asked, the owners would say that they have had opportunity to let the board know their views
- The owners are aware of how the board has used the information they provided.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Board Planning Cycle and Agenda Control

Number: GP-10

Policy Type: Governance Process

Date Approved: 7/11/05

Date Revised:

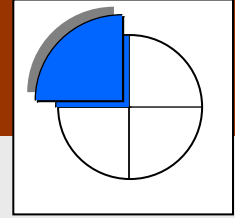
To accomplish its job products with a governance style consistent with Board policies, the Board will follow an annual agenda which (a) completes a re-exploration of Ends policies annually and (b) continually improves Board performance through Board education and enriched input and deliberation.

1. The cycle will conclude each year on the last day of December so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term Ends.
2. The Board shall maintain control of its own agenda by developing each year an annual schedule.
 - 2.1. Consultations with selected groups in the ownership, or other methods of gaining ownership input, will be determined and arranged in the spring, to be held during the balance of the year.
 - 2.2. Scheduled time for education related to Ends determination (for example, presentations relating to the external environment, demographic information, exploration of future perspectives which may have implications, presentations by advocacy groups, and staff), will be arranged in the spring, to be held during the balance of the year.
 - 2.3. Considered review of the Ends will be concluded by the last day of December, so that the Executive Director can build a budget
 - 2.4. Scheduled time will be provided for monitoring of the Board's own compliance with its Governance Process policies.
 - 2.5. Time will be provided for periodic review of policies other than Ends.
 - 2.6. Executive Director monitoring reports will be provided to all Board members, and must be read in advance of Board meetings. Discussion will occur only if the reports show policy violations, do not provide sufficient information for the Board to make a determination regarding compliance, or if policy criteria are to be debated.
 - 2.7. Scheduled time will be provided for education about the process of governance.
3. Based on the outline of the annual schedule, the Board delegates to the Chair the authority to fill in the details of the meeting content. The detailed agenda shall be prepared jointly by the Board Chair and the Executive Director. Potential agenda items shall be carefully screened to ensure that they relate to the Board's job description, rather than simply reviewing staff activities. Screening questions shall include:
 - 3.1. Clarification as to whether the issue clearly belongs to the Board or the Executive Director.

- 3.2. Identification of what category an issue relates to - Ends, Executive Limitations, Governance Process, Board-Executive Director Relationship.
- 3.3. Review of what the Board has already said in this category, and how the current issue is related.
4. Throughout the year, the Board will attend to Consent Agenda items as expeditiously as possible. When an item is brought to the Board via the Consent Agenda, provided that compliance with all of the criteria in Executive Limitations has been demonstrated, the Board will not discuss the item prior to approval. An exception will be made only if a majority of the Board votes to remove the item from the Consent Agenda for discussion.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Governance Succession

Number: GP-11

Policy Type: Governance Process

Date Approved: 7/11/05

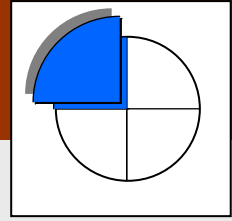
Date Revised:

In keeping with the Board's commitment to excellence in governance, the Board shall strive to solicit for positions on the Board candidates who have characteristics that will enable them to govern, not to manage, the organization. These characteristics include a/an:

1. Commitment to linking with the ownership, an understanding that they stand in for an ownership of diverse people, and a willingness to actively seek to access and understand that diversity.
2. Ability to think in terms of systems and context — to see the big picture.
3. Interest in and capability to discuss the values underlying the actions taken in the organization, and an ability to govern through the broader formulations of these values.
4. Willingness to delegate the operational detail to others.
5. Ability and willingness to deal with vision and the long term, rather than day-to-day details.
6. Ability and willingness to participate assertively in deliberation, while respecting the opinions of others.
7. Willingness and commitment to honour Board decisions.
8. Commitment not to make judgments in the absence of previously stated criteria.
9. Willingness to support the work of the Foundation through commitment of time and personal financial resources.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Rules of Order

Number: GP-12

Policy Type: Governance Process

Date Approved: 7/11/05

Date Revised: 7/10/06

Board meetings will be conducted in an orderly, effective process, led and defined by the chair.

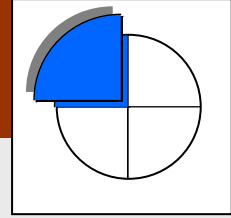
Accordingly:

1. Board and committee meetings shall be governed by these rules.
2. All Board meetings must be conducted in compliance with the Foundation's Bylaws..
3. Board meetings shall be called to order at the time specified in the notice of meeting (or as pre-arranged) and upon satisfaction of quorum.
4. Meeting order and decorum shall be maintained and all Board members treated with dignity, respect, courtesy, and fairness during discussion and debate and in all other respects.
5. Board members must keep their comments relevant to the issue under consideration.
6. Board meetings will be conducted at a level of informality considered appropriate by the Chair, including that discussion of a matter may occur prior to a proposal that action be taken on any given subject.
7. At the commencement of a Board meeting, and as a first matter of business, the Board shall consider the pre-circulated meeting agenda provided by the Board Chair and shall adopt by motion (as is, or adjusted) that agenda. The approved agenda shall subsequently be followed in the order adopted.
8. Proposals that the Board take action, or decide a particular matter, shall (unless otherwise agreed to by unanimous consent) be made by main motion of a Board member, discussed, and then voted on. Motions do not require a second to proceed to discussion and subsequent vote.
 - 8.1. The Board Chair may, to the same extent as any Board member, make motions, engage in debate, and vote on any matter to be decided.
 - 8.2. A motion to amend a main motion may be amended but third level amendments are out of order.
 - 8.3. A motion to refer to a committee, postpone, or table, may be made with respect to a pending main motion, and if carried, shall set the main motion (the initial proposal) aside accordingly.
9. Board members may speak to a pending motion on as many occasions, and at such length, as the Board Chair may reasonably allow.

10. A vote on a motion shall be taken when discussion ends but any Board member may, during the course of debate, move for an immediate vote (close debate) which, if carried, shall end discussion and the vote on the main motion shall then be taken.
11. A majority vote will decide all motions before the Board, except in those matters which require a higher level of approval as specified in the Foundation Articles of Incorporation or Bylaws, or as otherwise required by law..
12. A motion to adjourn a Board meeting may be offered by any Board member or, on the conclusion of all business, adjournment of the meeting may be declared by the chair.
13. The agenda for Board meetings may contain a consent listing of matters (grouped together) which are either non-controversial and routinely approved OR items which the Board has already delegated to the Executive Director but which an outside authority requires the Board to approve. When a “Consent Matters” listing is reached on the agenda, it shall be voted on in gross and without debate.
 - 13.1. An item may be removed from the consent agenda only by vote of the Board according to procedures set forth in the Foundation’s Bylaws.
14. The Board shall, in the event of procedural controversy, consider Roberts’ Rules of Order as a resource guide.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Handling of Complaints and Requests for Presentation to the Board

Number: GP-13

Policy Type: Governance Process

Date Approved: 7/11/05

Date Revised:

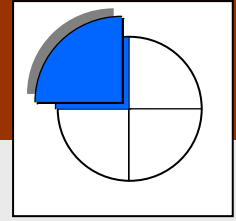
To ensure that the Board fulfils its accountability to the ownership, but does not interfere in matters it has delegated to the Executive Director, the following process shall be followed in the case of a Board member receiving a complaint regarding an operational matter or a request for presentation to the Board.

1. The Board will consider requests from members of the public to make presentations under two separate categories:
 - 1.1. Requests to present perspectives regarding Board policy development
 - 1.2. Allegations that existing Board policy is inadequate or needs amendment
2. Requests by individuals or groups representing portions of the ownership regarding Board policy development or requests for policy amendment shall be considered as follows:
 - 2.1. All requests shall be made in writing, including the purpose of the presentation
 - 2.2. Those making presentations shall provide a written brief seven business days in advance of the scheduled presentation.
 - 2.3. The Board retains the right to determine if the subject of the requested presentation is relevant to a Board policy, or whether it would be more appropriately addressed by administration.
 - 2.4. In the interests of effective and timely decision making, the Board retains the right to limit the number of presentations made on a policy issue by the same group or individual, and the total number of groups or individuals which will be heard on a given issue.
 - 2.5. Groups shall be limited to three or fewer presenters, and presentations shall not exceed ten minutes. A question period may follow at the Board's pleasure.
 - 2.6. Presentations by groups from within the ownership shall be considered in the context of the Board's responsibility to act on behalf of the owners as a whole.
 - 2.7. The Board will provide a timely response to presentations but shall not commit to responding at the same meeting in which the presentation is made.
3. In the case of operational complaints to individual Board members:

- 3.1. The Board member shall determine if the proper internal communication protocol for registering concerns has been followed. If not, the individual shall be directed to the appropriate person.
- 3.2. The Board member shall not offer any evaluative comments or solutions.
- 3.3. The Board member shall explain to the individual that the Board has delegated certain responsibilities to the Executive Director, and that the Board holds the Executive Director accountable. Indicate that the Executive Director will be asked to ensure that the matter is looked into and responded to directly.
- 3.4. The Board member shall ask the individual to contact him or her again if the matter has not been addressed within a reasonable time period.
- 3.5. The Board member shall inform the Executive Director or individual designated by the Executive Director of the complaint, and request that it be handled.
- 3.6. Should the complaint indicate to the Board member that there is a reasonable appearance of a policy violation on the part of the Executive Director, that Board member may contact the Board Chair to request that a Board vote be taken on the request for a monitoring report from the Executive Director on the policy in question, even if a particular policy is not scheduled for monitoring at that time.
- 3.7. Similarly, should the complaint indicate to the Board member that there is a reasonable need for review and possible amendment of policy, that Board member may contact the Board Chair to request that a policy review be conducted by the Board, even if the particular policy(ies) in question may not be due for review at that time.

SUGAR BOWL SKI TEAM FOUNDATION

BOARD OF DIRECTORS POLICY



Policy Name: Fund-raising

Number: GP-14

Policy Type: Governance Process

Date Approved: 7/11/05

Date Revised: 3/19/06

The Board recognizes that the Executive Director has ultimate accountability for fund-raising, but the Board reserves the right to set the financial targets for fund-raising and will itself retain accountability for selected aspects.

1. Board members are expected to make meaningful personal financial contribution towards annual, project-based, capital, and endowment campaign fund-raising efforts.
2. At the request of the Executive Director, Board members will work as volunteers under his/her direction in fund-raising and development efforts on behalf of the Foundation.