



**Board of Directors  
Handbook**

START International, Inc.

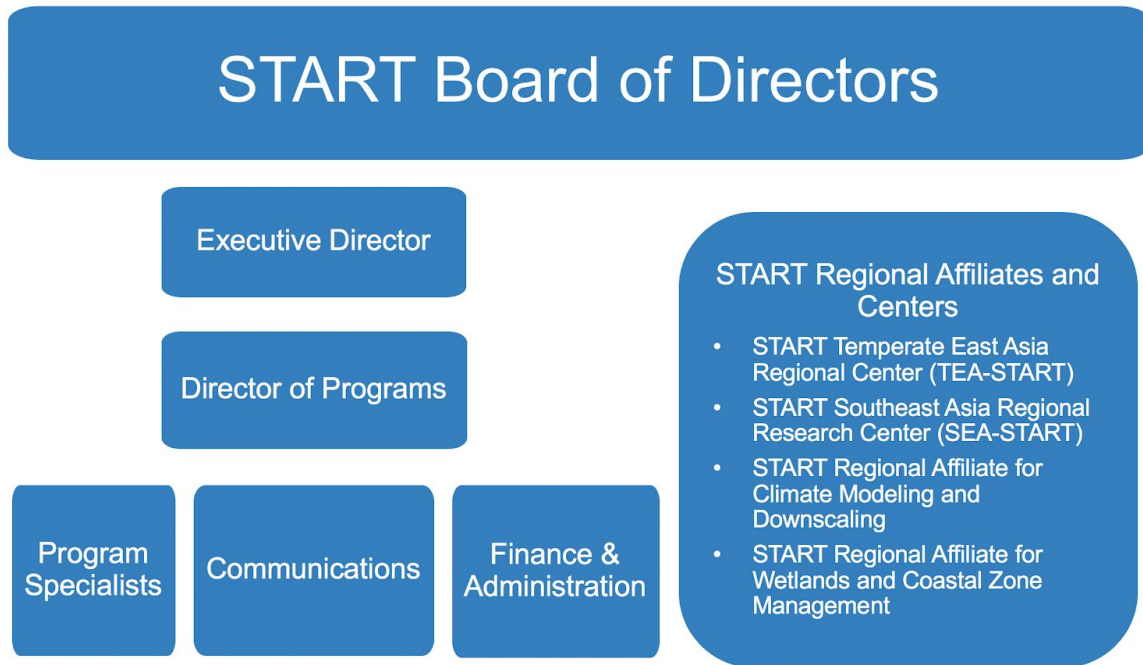
2020

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## Biographical and Contact Information: Board of Directors

### Board Chair

**Barbara J. Ryan**

USA

Email: [bjrgeneva@gmail.com](mailto:bjrgeneva@gmail.com)



Under Barbara J. Ryan's leadership, millions of satellite images and other Earth observation data have been made available to the general public at no charge, allowing scientists, planners and policy makers to make better-informed decisions on problems that transcend political boundaries. Her work addresses critical issues in agriculture, biodiversity, climate change, disaster planning, energy, health and water.

From 2012 to 2018, Ryan was the Secretariat Director of the intergovernmental Group on Earth Observations (GEO) in Geneva, Switzerland, an organization comprised of 104 Member States, and the European Commission, and 126 international scientific, technical and development partner organizations.

While at GEO, Ryan worked to integrate Earth observation systems from around the world into a single, comprehensive system that uses coordinated data to understand how environmental factors impact human life. Like Ryan's career body of work, the system helps guide decision makers toward better agricultural, energy and land-use decisions.

After graduating from the State University of New York (SUNY) at Cortland with a degree in geology in 1974, Ryan joined the United States Geological Survey (USGS), the nation's largest civilian mapping agency. She became an expert in groundwater contamination and eventually was selected as staff assistant to the Department of the Interior's top official for water and science issues.

Ryan advanced steadily in the USGS, earning master's degrees in geography from the University of Denver and in civil engineering from Stanford University along the way. As associate director for geography at the USGS, she was responsible for the agency's remote sensing, geography and civilian mapping programmes, including the Landsat satellites. It was during this time she led the effort to change the decade-old Landsat data policy to full and open, an action resulting in more than 90 million Landsat scenes being downloaded globally to date.

Ryan has served as chair of the international Committee on Earth Observation Satellites (CEOS), which coordinates information from more than 100 civilian satellite missions, and in 2008, became director of the World Meteorological Organization's (WMO's) space programme. Ryan has been awarded an honorary doctorate of science degree from her

alma mater, SUNY Cortland. She was recently named an Honorary Fellow of the American Geographical Society, and in 2017, was one of 10 global Leaders to be named to the Geospatial World Forum's Hall of Fame. She serves on several Boards and Advisory Committees including the Ecosystems Trust, the International Centre for Earth Simulation (ICES), the International Symposium for Remote Sensing of Environment (ISRSE), the Jane Goodall Institute, and the World Geospatial Industry Council (WGIC).

**Prof. Roseanne Diab**  
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South Africa  
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Prof. Roseanne Diab is the former Executive Officer of the Academy of Science of South Africa (ASSAf) and Emeritus Professor in the School of Environmental Sciences, University of KwaZulu-Natal. She is a Member of ASSAf and is recognised for her research contributions in the field of atmospheric sciences, particularly air quality, climate change and tropospheric ozone variability. She is a Fellow of the University of KwaZulu-Natal, the South African Geographical Society, The World Academy of Sciences (TWAS) and the African Academy of Sciences. She is currently Director of the global initiative, GenderInSITE, which is based in Trieste, Italy. She has served as Co-chair of the Gender Advisory Panel of The World Academy of Sciences and represents GenderInSITE on the panel. She has been a Fulbright senior research scholar and has been a member of a number of international bodies such as the International Ozone Commission (IOC).

**Prof. Kazuhiko Takeuchi**

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Prof. Takeuchi was born in 1951 in Wakayama, Japan. He graduated from the Department of Geography, the University of Tokyo in 1974. He obtained M.Agr. and PhD from the Graduate School of Agriculture, the University of Tokyo. He served as a Lecturer at the Faculty of Science, Tokyo Metropolitan University, an Associate Professor, Faculty of Agriculture, a Professor, Asian Natural Environmental Science Center, a Professor, Graduate School of Agricultural and Life Science at the University of Tokyo and as Director and Professor, Integrated Research System for Sustainability Science (IR3S) at the University of Tokyo. He also served as a Vice-Rector and Senior Vice-Rector at United Nations University from 2008 to 2016 and as an Assistant Secretary-General at the United Nations from 2013 to 2016. From 2016, he has served as a Senior Visiting Professor at United Nations University Institute for the Advanced Study of Sustainability (UNU-IAS). He was Director and a Project Professor of IR3S at the University of Tokyo from 2017 to 2019. He has served as President, Institute for Global Environmental Strategies (IGES) since July 2017. He took up the position as Project Professor of the Institute for Future Initiatives (IFI) at the University of Tokyo in April 2019. He has served, inter alia, as a Vice-President of the Science Council of Japan, Chair of the Central Environmental Council, Government of Japan, Editor-in-Chief of the journal Sustainability Science (Springer Nature), and Distinguished Chair, Wangari Maathai Institute for Peace and Environmental Studies, University of Nairobi.



**Dr Lars Ribbe**

TH Köln - University of Applied Sciences  
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Lars Ribbe is a professor for integrated land and water resources management and dean of the Faculty of Spatial Development and Infrastructure Systems at TH Köln -University of Applied Sciences. Holding a PhD in the field of hydro-informatics (Friedrich Schiller University Jena) his current work in research and teaching is in the field of river basin assessment, modelling and management. He is specifically interested in developing knowledge systems helping decision makers to cope with prevailing water resources and climate change related challenges. At TH Köln he is the coordinator of the international university network “Centres for Natural Resources and Development” (CNRD) with more than 30 members on 5 continents and of the MSc “Integrated Water Resources Management” – which is part of a global alliance of IWRM master programs and linked to local research following a co-design approach.

## **Alain Bourque**

Executive Director  
Ouranos - Consortium on Climate Change  
Canada  
Email: [bourque.alain@ouranos.ca](mailto:bourque.alain@ouranos.ca)



Alain Bourque holds a Master's in atmospheric science from Université du Québec à Montréal (UQAM). He was a meteorologist/climatologist with Environment and Climate Change Canada from 1989 to 2001 where he worked on the Saguenay flood of 1996, the ice storm of 1998 and on climate services. At Ouranos since its creation in 2001, Mr. Bourque has implemented the Vulnerabilities, Impacts and Adaptation program which includes more than 200 projects. Since 2013, he has served as Executive Director of Ouranos, a non-profit organization bringing together about fifty employees and more than 500 researchers, experts, practitioners and decision-makers. During his career, he has completed many regional, national and international scientific summaries and regularly contributes to media stories and policy discussions about climate change and adaptation.

## Contact Information: START International Staff

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Website: <http://www.start.org>

### Staff

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Jon Padgham	Executive Director	<a href="mailto:jpadgham@start.org">jpadgham@start.org</a>
Sarah Schweizer	Director of Programs	<a href="mailto:sschweizer@start.org">sschweizer@start.org</a>
Mary Thompson-Hall	Senior Program Specialist	<a href="mailto:mthompson-hall@start.org">mthompson-hall@start.org</a>
Mzime Ndebele-Murisa	Program Specialist	<a href="mailto:mmurisa@start.org">mmurisa@start.org</a>
Mariama Camara	Program Specialist	<a href="mailto:mcamara@start.org">mcamara@start.org</a>
Clay Oboth	Administrative Specialist	<a href="mailto:coboth@start.org">coboth@start.org</a>
Gulnara Reznik	Finance Coordinator	<a href="mailto:finance@start.org">finance@start.org</a>

## Regional Affiliates and Centers

### Africa

#### **START Regional Affiliate for Climate Modeling and Downscaling**

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#### **START Regional Affiliate for Wetlands and Coastal Zone Management**

Prof. Chris Gordon  
University of Ghana-Legon, GHANA  
Email: cgordon@staff.ug.edu.gh

### Asia

#### **START Southeast Asia Regional Research Center (SEA-START)**

Prof. Penjai Sompongchaikul, Director  
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#### **START Temperate East Asia Regional Center (TEA-START)**

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## **Board of Directors Job Descriptions:**

### **Roles and Responsibilities**

#### **Introduction**

START’s vision is: A world in which developing countries strengthen their capacities to use science to advance sustainability.

START’s mission is to: To increase opportunities for research, education and training that strengthen scientific capacities in developing countries to understand, communicate and motivate action on critical global environmental change challenges.

START’s Board of Directors is the governing body of START International Inc. and oversees the organization’s mission and growth. The START Board was created in 2009, upon START’s incorporation as a nonprofit 501(c)(3) organization. As described in START’s bylaws, the Board shall consist of between three and nine members or “Directors.”

The International START Secretariat is the operating arm of START International Inc., and is responsible for day-to-day operations of the corporation. “Directors” serve on the board. “Officers” (the Board Chair, Secretary, Treasurer, and Executive Director) are either START board members or START Secretariat staff. The Board will support the work of START through providing mission-based leadership and strategic governance. While day-to-day operations are led by START’s Executive Director, the Board—Executive Director relationship is a partnership, and the appropriate involvement of the Board is both critical and expected.

Service on START’s Board of Directors is without remuneration, except for administrative support, travel, and accommodation costs in relation to Board Members’ duties.

#### **Positions:**

**Member of the Board of Directors**

**Chair of the Board of Directors**

**Executive Director of START International, Inc.**

**Secretary of the Board of Directors**

**Treasurer of the Board of Directors**

## Member of the Board of Directors<sup>1</sup>

Members of the Board of Directors are legally responsible for the nonprofit organization they serve. As a nonprofit, START International, Inc. is “owned” by the public, and its Directors are responsible for ensuring that the organization is run with good management practices and in a way that is consistent with its charitable purpose. Board Members are the leaders who set the mission, choose and advise the Executive Director, and manage the finances.

Directors serve a three-year term and are eligible to serve an additional term of two years. In-person board meetings are held annually with all members expected to attend; three teleconference meetings are held each year such that the board meets quarterly—every three months. Additional board meetings may be called by the President or Secretary at the request of at least two Board Members. Authorization for board/staff actions may be given electronically (via e-mail or telephone) as needed between board meetings in accordance with the bylaws.

### Legal Requirements

START is incorporated, which provides a level of legal protection for its Directors. In the event of a lawsuit against START, the Directors are protected from personal liability, through START’s liability insurance plan.

However, board members must still meet certain legal standards of conduct and attention in carrying out their responsibilities to START.

1. *Duty of Care* – Board Members must use the “care that an ordinarily prudent person would exercise in a like position and under similar circumstances.” This means that a board member must exercise reasonable care when he or she makes a decision as a steward of the organization.
2. *Duty of Loyalty* – Board Members must give undivided allegiance when making decisions affecting the organization. This means that a board member can never use information obtained as a member for personal gain, but must act in the best interests of the organization. (See the “Conflict of Interest” Policy under Tab 3.)
3. *Duty of Obedience* – Board Members must be faithful to the organization’s mission. They are not permitted to act in a way that is inconsistent with the central goals of

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<sup>1</sup> Portions of this position description were adapted from:

- Bridgestar. “Board Member Job Description Sample” <<http://www.bridgestar.org/Library/SampleBoardMemberJobDescriptions/SampleBoardJobDescription.aspx>> Accessed 15 September 2011.
- BoardSource. “Knowledge Center: Q&As - What are the legal responsibilities of nonprofit boards?” <<http://www.boardsource.org/Knowledge.asp?ID=3.364>> Accessed 15 September 2011.

the organization. A basis for this rule lies in the public's trust that the organization will manage donated funds to fulfill the organization's mission.

## Responsibilities

Directors have responsibilities that involve leadership, governance, oversight, and fundraising for START, as outlined below.

- Advise the Executive Director as s/he develops and implements START's Strategic Plan;
- Review meeting agendas and supporting materials prior to Board meetings;
- Review START's annual budget, audit reports, and material business decisions;
- Contribute to an annual performance evaluation of the Executive Director;
- Assist the Executive Director and Board chair in identifying and recruiting other Board Members;
- Partner with the Executive Director and other Board members to ensure that board resolutions are carried out;
- Serve on committees or task forces and take on special assignments;
- Represent START to stakeholders, acting as an ambassador for the organization;
- Ensuring START's commitment to a diverse board and staff that reflects the communities START serves
- Work with the Executive Director and other staff to identify and pursue potential funding opportunities; and
- Consider START a philanthropic priority and consider making annual donations to the non-profit that reflect the priority.

## Qualifications

To provide excellent leadership, START's Board of Directors needs a variety of strengths and skills, including:

- Knowledge and collegial contacts in global climate change science fields;
- Leadership experience from other boards (nonprofit or business);
- Organizational planning;
- Finance/accounting/investment;
- Fundraising;
- Personnel management;
- Legal matters related to nonprofits and grant contracts; and
- Public relations.

The START Board of Directors should consider its composition and needs when choosing future directors. Due to START's global presence, it is also important the Board reflect the international character of START.

In addition to these essential skills for the board as a whole, individual directors should possess the following qualities:

- Extensive professional experience with significant executive leadership accomplishments in academia, business, government, or the nonprofit sector;
- A commitment to and understanding of START's mission and strategy, preferably based on experience;
- Savvy diplomatic skills and a natural affinity for cultivating relationships and persuading, convening, facilitating, and building consensus among diverse individuals; and
- Personal qualities of integrity, credibility, and a passion for advancing global change science in developing countries.

## Chair of the Board of Directors<sup>2</sup>

The Chair (or "President") of the Board of Directors is an "Officer" and a "Director" of the Corporation. The Chair is responsible for ensuring that Board members are aware of and fulfill their governance responsibilities, comply with applicable laws and bylaws, conduct board business effectively and efficiently, and are accountable for their performance.

### Responsibilities

The Chair fulfills all of the duties of a regular Board member. Additionally, the Chair:

- Oversees Board meetings
  - In this capacity, the Chair abides by accepted rules of order for the purposes of:
    - Encouraging all members to participate in discussion;

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<sup>2</sup> Portions of this job description were adapted from:

- Boardsource. "Knowledge Center Q&As: What is the job description of a board chair?" <<http://www.boardsource.org/Knowledge.asp?ID=3.366>> Accessed 20 September 2011.
- Nathan Garber & Associates. "President/Chairperson Job Description." <[http://garberconsulting.com/job\\_description\\_president.htm](http://garberconsulting.com/job_description_president.htm)> Accessed 20 September 2011.
- Bridgestar. "Chairman of the Board of Directors Job Description Sample." <<http://www.bridgestar.org/Library/SampleBoardMemberJobDescriptions/SampleChairmanJobDescription.aspx>> Accessed 20 September 2011.



- Arriving at decisions in an orderly, timely and democratic manner; and
  - Voting as prescribed in the bylaws.
- Works in partnership with the Executive Director to make sure Board resolutions are carried out;
- Calls special meetings if necessary;
- Appoints committee chairs and (with the Executive Director) recommends who will serve on committees;
- Assists the Executive Director in preparing agendas for Board meetings;
- Assists the Executive Director in conducting new Board member orientation;
- Oversees searches for a new Executive Director;
- Coordinates the Executive Director 's performance evaluation (at least every two years, in accordance with the bylaws);
- Works to recruit new board members;
- Ensures that structures and procedures are in place for securing the resources required by START; and
- Periodically consults with Board members on their roles and helps them assess their performance.

The Chair is the primary liaison between the Board and the Executive Director. S/he is also an important liaison between START and the community. The Chair must ensure that START maintains positive and productive relationships with media, funders, partner organizations, and other stakeholders. In this capacity, the Chair serves as a primary spokesperson for START.

The Chair is normally designated by the Board of Directors as one of the signing officers for certain documents. In this capacity, the Chair may be authorized or required to sign correspondence, applications, reports, contracts or other documents on behalf of START. The Chair or Board may further designate such responsibilities to the Executive Director of START.

The Chair serves a term of two years, and may be reappointed for an unlimited number of terms. S/he is appointed by and accountable to the Board of Directors as specified in the bylaws. The Chair may delegate specific duties to the Executive Director, board members and/or committees as appropriate; however, the accountability for those duties remains with the Chair.

## Qualifications

The Chair of the Board of Directors should be committed to the success of START and have experience in positions of Board leadership. The Chair should have achieved leadership stature in academia, business, government, or the nonprofit sector. His/her accomplishments will allow him/her to attract other well-qualified, high-performing board members.

The Chair should have the following qualifications:

- Extensive professional experience with significant executive leadership accomplishments in academia, business, government, or the nonprofit sector;
- Demonstrated success as a nonprofit board member or board chair; and
- A track record of building credibility in the funding community that has resulted in major grants.

## Executive Director of START International, Inc.

The role of the Executive Director (ED) is to be the public face of START and advance its mission. The ED has overall strategic and operational responsibility for START's staff, programs, and expansion.

The ED is appointed by the Board of Directors to a term of five years, which may be renewed by the Board. The ED also serves as an ex-officio non-voting member of the Board of Directors. The Board evaluates and determines the ED's job performance and compensation every two years; the ED will not be present during those specific Board sessions.

## Responsibilities

The Executive Director:

- Executes START's mission by:
  - Implementing, together with other START staff, the START program of research, capacity building, and policy outreach;
  - Coordinating efforts across the START network to implement the program;
  - Developing linkages between START's work and that of relevant international, regional, and national scientific and policy organizations, and development assistance agencies;
  - Executing contracts on behalf of START;
  - Ensuring ongoing programmatic excellence, rigorous program evaluation, and communications;

- Recommending timelines and resources needed to achieve START’s strategic goals;
- Ensuring effective monitoring and evaluation systems to track progress, and regularly evaluate program components, so as to measure successes that can be effectively communicated to the board, funders, and other constituents; and
- Performing outreach to global initiatives and global change research programs.
- Manages START’s financial health by:
  - Raising funds to support START projects and the START network;
  - Ensuring consistent quality of financial administration and fundraising; and
  - Deepening and refining all aspects of communications—from web presence to external relations with the goal of creating a stronger brand.
- Manages START’s staff by:
  - Appointing, evaluating, and terminating all personnel employed by START International Inc.; and
  - Leading and mentoring START staff.
- Communicates with the Board of Directors to:
  - Ensure that the resolutions and directives of the Board of Directors are carried into effect (except instances in which responsibility is assigned elsewhere by the Board of Directors); and
  - Inform the Board of Directors of staff performance related to accomplishing START’s mission.

## Qualifications

The ED must be thoroughly committed to START’s mission. He or she should have proven leadership, coaching and relationship management experience. Experience and other qualifications include:

- A well-respected presence and personal contacts in the field of global change science;
- Experience with international work and a willingness to travel;
- An advanced degree, with at least 10 years of senior management experience;
- A track record of effectively leading a performance-and outcomes-based organization and staff;
- Experience developing and operationalizing strategies that have taken an organization to the next stage of growth;

- Unwavering commitment to quality programs and data-driven program evaluation;
- Excellence in organizational management with the ability to coach staff, manage, and develop high-performance teams, set and achieve strategic objectives, and manage a budget;
- Past success working with a Board of Directors with the ability to cultivate existing board member relationships;
- Strong marketing, public relations, and fundraising experience with the ability to engage a wide range of stakeholders and cultures;
- Strong written and verbal communication skills; a persuasive and passionate communicator with excellent interpersonal and multidisciplinary project skills;
- Ability to work effectively in collaboration with diverse groups of people; and
- Passion, idealism, and integrity.

### Secretary of the Board of Directors<sup>3</sup>

The secretary of a nonprofit organization plays a critical role in fostering communication and diligence through proper management and utilization of important records such as meeting minutes and the organization’s bylaws. As the custodian of the organization’s records, the secretary is responsible for maintaining accurate documentation and meeting any legal requirements such as annual filing deadlines. The secretary is responsible for reviewing and updating documents as necessary and ensuring all documents are safely stored and readily accessible.

START’s Secretary is not necessarily a member of the Board of Directors. According to the bylaws s/he is an “Officer” of START International. The Secretary is appointed by the President and accountable to the Board of Directors. The secretary serves a term of two years, and may be reappointed for an unlimited number of terms.

START’s bylaws specify that the Secretary shall:

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<sup>3</sup> Portions of this job description were adapted from:

- Tagaki, Gene and Emily Chan (California Nonprofit Attorneys). “Nonprofit Law Blog: Duties of the Secretary of a Nonprofit Corporation.” <http://www.nonprofitlawblog.com/home/2008/12/duties-of-the-secretary-of-a-nonprofit-corporation.html> Accessed 22 September 2011.
- Nathan Garber & Associates. “Secretary of the Board of Directors: Job Description.” [http://garberconsulting.com/Job\\_Description\\_Secretary.htm](http://garberconsulting.com/Job_Description_Secretary.htm) Accessed 22 September 2011.

- “attend all meetings of the Board of Directors and record all votes and the minutes of all proceedings;
- Give or delegate giving notice of all meetings of the Board of Directors; and
- Perform such other duties as may be prescribed by the Board of Directors or the President.”

Organizations are required by law and by custom to maintain certain records for relevant purposes, including:

- Accurate recollection of decisions;
- Determination of eligibility to vote;
- Continuity of policies and practices; and
- Accountability of Directors and Officers.

The Secretary is responsible for ensuring that accurate and sufficient documentation exists to meet legal requirements, and to enable authorized persons to determine when, how, and by whom the board's business was conducted.

## Responsibilities

The Secretary of the Board of Directors:

- Ensures that accurate minutes of meetings are taken and approved by the Board of Directors. Minutes should include:
  - Date, time, location of the meeting,
  - List of those present and absent,
  - List of items discussed,<sup>4</sup>
  - List of reports presented, and
  - Text of motions presented and action taken on motions.
- Ensures that the records of the organization are maintained as required by law and made available when required by authorized persons. These records may include:
  - Founding documents, (e.g., articles of incorporation),
  - Bylaws,

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<sup>4</sup> Minutes should have enough information to help absent directors and members understand what issues were discussed and what decisions were made. Some lawyers advise that in certain circumstances, minutes should include summary of discussion, rationale for decision, names of those participating in the discussion, and the roll call, noting any declared conflicts of interest. These circumstances: are if the matter is contentious, if board members dissent, if there is any concern about exposure to liability, or if a board member has a conflict of interest.

- Lists of directors,
- Board and committee meeting minutes financial reports, and
- Other official records.
- Ensures that proper notification is given of board meetings as specified in the bylaws. (The Secretary manages the general correspondence of the Board of Directors except for such correspondence assigned to others.)

### **Note**

*Currently the “Secretary” duties for START are assumed by Jon Padgham.*

## **Treasurer of the Board of Directors**

START’s Treasurer is the Officer assigned the primary responsibility of overseeing the management and reporting of an organization’s finances. Organizations need to be sure there are open and constant lines of communication between the Treasurer and Board of Directors about sound financial policies/procedures and budget oversight.

Ultimately, while financial management is the primary focus of the Treasurer, the entire board shares accountability. As highlighted by the Minnesota Nonprofit Alliance Fund, “the treasurer shouldn’t feel, or be made to feel, that they have sole responsibility for the financial health of the organization. Their role is to make sure that the information is accurate, timely and provided to the board.”<sup>5</sup>

Like the Secretary, START’s Treasurer is not necessarily a member of the Board of Directors. According to the bylaws s/he is an “Officer” of START International Corporation. The Treasurer is appointed by the President and accountable to the Board of Directors. The Treasurer serves a term of two years, and may be reappointed for an unlimited number of terms.

START’s bylaws specify that the Treasurer shall:

- “Have custody of the funds and securities of the Corporation;
- Keep full and accurate accounts of receipts and disbursements in financial books of the Corporation, in which duty the Treasurer shall receive the full cooperation of the other officers of the Corporation; and

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<sup>5</sup> Minnesota Nonprofits Assistance Fund. “The Treasurer and Finance Committee – Who to Recruit and How to Use Them.”

<<http://www.nonprofitsassistancefund.org/clientuploads/MNAF/ArticlesPublications/TreasurerFinanceCommittee06.pdf>> Accessed 22 September 2011.

- [Provide] oversight over the disbursement of funds and the deposit of receipts of the Corporation, including without limitation distributions or receipts authorized by the Board of Directors in furtherance of the charitable purposes of the Corporation; [and]
- Render to the President and to the Board of Directors, whenever they may require it, an account of all his or her transactions as Treasurer; of any disbursements, receipts, or other transactions of the corporation during his or her tenure as Treasurer; or of the financial condition of the Corporation.”

## Responsibilities

The Treasurer must attend all board meetings, maintain knowledge of the organization and personal commitment to its goals and objectives, and understand financial accounting for nonprofit organizations.

The treasurer oversees START’s:

- *Bank account maintenance* – Selects a bank, signs checks, and invests excess funds wisely;
- *Financial transactions* – Is knowledgeable about who has access to the organization’s funds, and any outstanding bills or debts owed; as well as develops systems for keeping cash flow manageable;
- *Budgets* – Develops the annual budget as well as compares the actual revenues and expenses incurred against the budget;
- *Financial Policies* – Oversees the development and observation of the organization's financial policies; and
- *Reports* – Keeps the Board regularly informed of key financial events, trends, concerns, and assessments of fiscal health. Completes required financial reporting forms in a timely fashion and make these forms available to the board. Reviews the annual audit and answers board members' questions about the audit.

## Qualifications

The Treasurer is largely influential in proper financial management and thus, also greatly affects the public’s perception, trust, and assurance in the organization management.

Therefore, organizations should seek desirable qualifications in a Treasurer such as:

- Financial literacy;
- Attention to detail;
- Timeliness in completing tasks;
- Neat and accurate record keeping; and
- A willingness to ask questions.

**Note** The “Treasurer” duties for START are currently assumed by Sarah Schweizer, with assistance from START’s finance contractors.



## Member of the Development Committee<sup>6</sup>

The Development Committee helps the Board of Directors fulfill its legal and moral obligations to ensure the health and effectiveness of the organization. The Development Committee is not responsible for raising the money; it helps the board ensure that the money is raised. It partners with staff (i.e., the Executive Director) to institutionalize the fundraising process. The Development Committee reports to the Board of Directors and takes direction from START's Strategic Plan. The Development Committee is responsible for drafting and periodically revising the "Development Plan," which outlines START's strategy for acquiring and managing funds.

According to START's bylaws, members of the Development Committee may or may not be Directors. The level of authority carried by the Development Committee depends on whether or not all members are Directors or merely external advisors. If the Development Committee is comprised entirely of Directors, the Committee may act on behalf of the Board of Directors. If it is comprised of members who are not Directors, the Committee requires authorization by the Board of Directors to take certain actions (as specified in the bylaws).

***START does not currently have an active Development Committee, but anticipates that in the future this will be a step we will take towards organizational growth.***

### Responsibilities

Members of the Development Committee:

- Partner with the Board Chair and the Executive Director to assure appropriate articulation of roles and performance expectations in fund development;
- Devise and recommend fund development policies and recommend to the Board for action, including any limitation policies (written in the Development Plan);
- Assure that all funders' time and money are respected and honored;
- Assure that the Board is adequately educated about the basic principles and best practices in fund development;
- Establish the fundraising goals for the annual budget;
- Recommend results and benchmarks for action by the Board;
- Review results and evaluates return on investment (ROI) compared to plan;
- Identify trends and implications and engage the Board in strategic dialogue and decision-making regarding grants and fund development;

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<sup>6</sup> Portions of this job description were adapted from:

Joyaux, Simone. "Your Fund Development Committee." *The Nonprofit Quarterly*. 17 February 2010. <[http://www.nonprofitquarterly.org/index.php?option=com\\_content&view=article&id=1873:unraveling-development-your-fund-developmentnet-committee&catid=145:unraveling-development&Itemid=1006](http://www.nonprofitquarterly.org/index.php?option=com_content&view=article&id=1873:unraveling-development-your-fund-developmentnet-committee&catid=145:unraveling-development&Itemid=1006)>

- Help the Board articulate the case for grant awards directed at specific funders; and
- Establish task forces to carry out specific fund development activities. Monitor task force performance.

## Qualifications

Members of the Development Committee should have:

- Excellent planning and writing skills;
- Experience with fundraising and/or grant-writing;
- Foresight into the future of global change science and support from government, business, and philanthropic sectors;
- Contacts within the global change science academic and government sectors;
- Good analytical skills to determine the most effective strategy for START to identify and acquire funders; and
- The ability to delegate tasks and follow up with people to ensure the tasks are performed well.

## Policies

START maintains policies for its staff and Board of Directors to maintain ethical behavior and guide its management activities. START's Employee Handbook maintain the complete current policies at all times.

### Policies for Staff and Board of Directors

The following policies are in effect for staff and Directors.

#### Conflicts of Interest

A conflict of interest exists when an employee has a relationship with an individual or engages in an activity that impairs or adversely influences that employee's judgment with respect to policies promoting the best interest of START or that impairs or adversely influences the performance of that employee's duties to START.

START encourages all employees to exercise good judgment and the highest ethical standards in their job responsibilities. All employees must avoid any activities, business interests, or other situations which could be construed either as in conflict with START's

best interests or as an interference with the employee's duty to serve the organization to the best of his or her ability.

More specifically, employees should avoid any action that might result in or create the appearance of:

- Using their positions for personal gain (whether their own or others' with whom they are associated) in a personal, family or business relationship;
- Giving preferential treatment to any person in a setting where it may not be in the best interest of START to do so;
- Making work-related decisions that affect, involve, or bind START outside of official channels or prescribed procedures;
- Using START time and materials to further personal, educational, professional, philanthropic, social or recreational activities;
- Using START's name to lend prestige to a political party or cause or to endorse the products or services of another organization;
- Affecting adversely the confidence of our members and others in the integrity of START or our operations; or
- Knowingly influencing others to commit any act that would constitute a violation of federal conflict of interest regulations.

Whenever, in the opinion of the Executive Director or the Board, any such interest on the part of the employee constitutes a conflict of interest detrimental to the organization, START requires such action or abstention as deemed necessary to protect the interests of START. Failure to disclose such an interest or to take appropriate action or abstention as directed constitutes misconduct and may result in disciplinary action, up to and including termination of employment.

If a START employee has any indication that he or she has a direct or indirect conflict of interest as defined above, or if a START employee receives information regarding a potential conflict of interest for another, the Board of Directors must be notified immediately of the potential concern.

### **Whistleblower**

Federal law prohibits all corporations, including nonprofits, from retaliating against employees who "blow the whistle" on their employer's accounting practices. START's Whistleblower policy provides guidelines and protection measures for reporting

questionable conduct by another START employee or any other person affiliated with START International, Inc.

### **Questionable Conduct to be Reported**

If an employee, in good faith, suspects another employee or any other person affiliated with START International, Inc. has engaged in questionable conduct involving financial improprieties, misuse of START's assets, conflicts of interest, or other fraudulent, dishonest, or illegal conduct detrimental to the interests of START, that employee should report this misconduct immediately. This misconduct may include outright theft (of equipment or cash), fraudulent expense reports, misstatements of any accounts to any manager or to START's auditors, or even a conflict of interest that may result in financial harm or public discredit to START.

### **Reporting Procedure**

If an employee suspects that another employee or other person affiliated with START has engaged in misconduct as described above, the employee may report it either confidentially or anonymously. In either case it is the policy of START to protect that employee against any form of harassment, intimidation, discrimination, or retaliation for making such a report in good faith.

An employee may make a confidential report to any of the following START executives at any time: (1) any member of the START Board of Directors, (2) the Executive Director. The names and contact information of these START executives are available on START's website. START will promptly conduct an investigation into the matter and keep the reporting employee's identity confidential at all times to the extent permitted by law and consistent with START's obligations to take corrective action.

If an employee prefers to make a report anonymously, the employee may do so by U.S. Mail addressed to any of the individuals designated above. The anonymous reporter should use two envelopes: the outer one should be addressed to the individual to whom they are reporting; the inner envelope should be sealed and carry the addressee's name and the statement "To be opened only by the addressee." If an employee chooses to make a report anonymously, that decision may hinder START's ability to fully investigate the matter and it will not be possible to provide the reporting employee with the results of any investigation, but the report will be carefully investigated nonetheless.

### **Protection from Retaliation**

START does not tolerate any form of retaliation against employees who take action in conformance with this policy. Employees who, in good faith, report suspicious conduct, as described above, to the designated individuals at START or to a government agency,

are protected from retaliation. Those who provide truthful information or otherwise assist in an investigation regarding such matters are also protected.

Reports of retaliation will be investigated promptly in a manner intended to protect confidentiality, consistent with a full and fair investigation. The employee will be notified of the results of the investigation. Any employee or Board member who engages in such retaliation is subject to discipline, up to and including termination or removal from the Board.

### Documentation (digital and non-digital) Management

All START-related documents including emails should conform to START’s documentation management policies as outlined below. “Table 4. Document Retention” lists each type of document, where they are stored, and how long START must retain them. All documents relating to financial transactions made by START should be stored with all relevant back-up including transaction approval forms, receipts, contracts, etc.

The Director of Programs, Administrative Specialist, and Financial Consultant jointly maintain START’s accounting records. Vault Consulting, START’s accountants, maintain START’s financial records for non-federal grant money. Human resource-related documents such as employee personal records, timesheets, and payroll records are maintained by the Director of Programs and Financial Consultant and are not listed in this table.

All permitted document destruction shall be halted if START comes under investigation by a governmental law enforcement agency and shall not be resumed without the written approval of legal counsel or the Executive Director.

**Table 4. Document Retention**

Document Type	Location	Retention Time
Accounts payable ledgers and schedules	START’s Internal Google Drive; Vault Consulting	7 years
Accounts receivable ledgers and schedules	START’s Internal Google Drive; Vault Consulting	7 years

<b>Audit reports of accountants</b>	<b>START's Internal Google Drive; Vault Consulting</b>	<b>Permanently</b>
<b>Bank statements</b>	<b>START's Internal Google Drive; Vault Consulting</b>	<b>3 years</b>
<b>Cash books</b>	<b>START's Internal Google Drive; Vault Consulting</b>	<b>7 years</b>
<b>Checks</b>	<b>START's Internal Google Drive; Vault Consulting</b>	<b>7 years</b>
<b>Contracts and leases</b>	<b>START's Internal Google Drive; Vault Consulting</b>	<b>3 years after expiration</b>
<b>Correspondence (general)</b>	<b>START's Internal Google Drive; Vault Consulting</b>	<b>3 years</b>
<b>Correspondence (legal and important matters)</b>	<b>START's Internal Google Drive; Vault Consulting</b>	<b>Permanently</b>
<b>Depreciation schedules</b>	<b>START's Internal Google Drive; Vault Consulting</b>	<b>Permanently</b>
<b>Donation records of endowment funds and of significant restricted funds*</b>	<b>START's Internal Google Drive</b>	<b>Permanently</b>
<b>Donation records, other</b>	<b>START's Internal Google Drive; Vault Consulting</b>	<b>7 years</b>

<b>Deposit slips</b>	<b>START's Internal Google Drive; Vault Consulting</b>	<b>3 years</b>
<b>Expense analyses and expense distribution schedules (includes allowance and reimbursement of employees, officers, etc., for travel and other expenses)</b>	<b>START's Internal Google Drive; Vault Consulting</b>	<b>7 years</b>
<b>Financial statements (end-of-year)</b>	<b>START's Internal Google Drive; Vault Consulting</b>	<b>Permanently</b>
<b>General ledgers and end-of-year statements</b>	<b>START's Internal Google Drive; Vault Consulting</b>	<b>Permanently</b>
<b>Grant Applications by START (proposals)</b>	<b>START's Internal Google Drive</b>	<b>10 years</b>
<b>Grant Applications to START</b>	<b>START's Internal Google Drive</b>	<b>7 years</b>
<b>Insurance policies (expired)</b>	<b>START's Internal Google Drive</b>	<b>3 years</b>
<b>Insurance records, current accident reports, claims, policies, etc.</b>	<b>START's Internal Google Drive</b>	<b>Permanently</b>
<b>Internal reports, miscellaneous</b>	<b>START's Internal Google Drive</b>	<b>3 years</b>
<b>Invoices to customers / from vendors</b>	<b>START's Internal Google Drive; Vault Consulting</b>	<b>7 years</b>
<b>Minute books of Board of Directors, including Bylaws and Articles of Incorporation</b>	<b>START's Internal Google Drive</b>	<b>Permanently</b>

Petty cash records (Petty Cash was closed out in 2019)	START's Internal Google Drive	3 years
Purchase orders	START's Internal Google Drive; Vault Consulting	1 year
Tax returns and worksheets, revenue agents reports, and other documents relating to determination of tax liability	START's Internal Google Drive; Vault Consulting	Permanently

**\*Donation records include a written agreement between the donor and the charity with regard to any contribution, an email communication or notes or recordings of an oral discussion between the charity and the donor where the representative of the charity made representations to the donor with regard to the contribution on which the donor may have relied in making the gift.**

### **START Organizational Evaluation**

We strive to demonstrate START's capacities as a learning organization - one that creates space for self-reflection in order to continuously transform. To ensure that the new direction is forward looking and impactful, we will be putting into practice a strong monitoring, evaluation and learning (MEL) framework. This MEL framework will determine what is and is not working and why, and thus ensure that our approaches and programs are continually improved and lead to positive outcomes, allowing us to further enable a culture of reflection and learning. The MEL framework, which builds on previous START M&E efforts, will be completed in the first half of 2020.

In implementing this M&E strategy, START and partners will use tools and techniques designed to measure achievement of Program objectives. These include baseline surveys, project reporting, completion surveys, and tracer surveys.

### **Expense Reimbursement**

The Board of Directors for START International, Inc. convenes annually for an in-person meeting and meets quarterly via teleconference. Occasionally, special meetings may be called to address specific matters or needs. Special meetings are typically held via teleconference but may be held on the sidelines of other events in which Board members are already participating, provided that there is quorum.

When Board members convene for annual in-person meetings, START provides



round-trip airfare as well as accommodations, meals and daily subsistence allowances for the duration of the meeting. START's policy for BOD member airfare is stipulated below.

1. Travel to annual in-person meetings of the START Board of Directors is currently supported through START's General & Administrative (G&A) Cost Pool. Because the G&A Cost Pool is currently supported by US federal funds, expenses incurred against the pool must meet US federal compliance rules and regulations.
2. US federal compliance regulations require that all foreign air travel supported by US funds comply with the Fly America Act (FAA). The FAA states, in brief, that all US government supported travel be on US flag carriers, when possible. Appropriate documentation of FAA compliance must be filed with each ticket.
3. US federal compliance regulations also require that air travel supported by US funds use economy class airfare. A recognized exception to this restriction is flights of excessive duration (i.e., longer than 14 hours as per US Government regulations).

**To comply with these regulations, START requires that all BOD airfare be FAA compliant and be purchased through START's preferred travel agent who is knowledgeable in US federal rules and regulations.**

To comply with these regulations, START requires that all BOD airfare be economy class, except when flights exceed 14 hours in duration. In such instances, business class tickets may be purchased, provided that necessary paperwork is approved, to include clear justification of need and appropriate documentation. Business class airfare for BOD travel must be approved by the Executive Director or his/her designee before purchase. START reserves the right to reject business class ticket requests when cost is prohibitively high.

For all BOD air travel, including flights with duration of less than 14 hours, START will approve full fare economy tickets in order to enable Board members (who wish to do so) to upgrade air ticket(s) using their own resources, such as frequent flier miles, or with cost-sharing support from other organizations/funds.

In the future event that meetings of the START BOD are supported by other entities and do not require US federal government support, this policy shall be adjusted as appropriate.