

Executive Staff Standard Operating Procedures

Approved 14 February 2007 by the Board of Directors

[Purpose](#)

[Organization of Staff](#)

[Fiscal Policies](#)

[Decision-Making Procedures](#)

[Additional Policies](#)

[Emergency Procedures](#)

[Amendments](#)

Purpose of this Document

In order to organize the work of the CUWiN Foundation, the Board of Directors has appointed a three-person team to form the Executive Staff of the organization. This document is the elaboration of that appointment, both in terms of the responsibilities of the Executive Staff and in terms of the powers granted to them to implement and oversee the day-to-day activities of the CUWiN Foundation. It therefore seeks to establish guidelines for the following events or activities:

- Organization of CUWiN staff;
- Fiscal policies;
- Decision-making procedures for the Executive Staff; and
- Emergency procedures.

Upon ratification by the Board of Directors, the Standard Operating Procedure shall be the governing document of the CUWiN Foundation's Executive Staff until such time as the Board of Directors revokes it or it is amended, as per the articles of this document.

Organization of the CUWiN Staff

Executive Staff. The CUWiN Board of Directors has created three positions as the Executive Staff of the organization: Executive Director, Chief Engineer, and Project Coordinator. Each of these positions is beholden directly to the Board of Directors and is not directly subject to any other member of staff. Executive Staff positions have been empowered by the Board of Directors to direct particular aspects of the organization. These particular aspects have been assigned as follows:

Executive Director. The Executive Director is empowered to create, implement, and maintain the marketing and fundraising activities of the organization. The Executive Director is entrusted to develop special projects that support CUWiN's mission and goals, as established by the Board of Directors, and is responsible for building R&D partnerships and helping recruit clients. The Executive Director oversees CUWiN's general operations budget and coordinates with the Chief Engineer and Project Coordinator on R&D and project budgets.

Chief Engineer. The Chief Engineer creates and implements CUWiN's development agenda and programming efforts. The Chief Engineer oversees day-to-day decisions regarding the

development of CUWiN's technologies, including hardware and software development, and ensuring timely and within-budget completion of milestones and deliverables. The Chief Engineer is responsible for coordinating the establishment and maintenance of the organization's technical infrastructure, including internal IT infrastructure and testbed(s). The Chief Engineer oversees CUWiN's Research and Development budget.

Project Coordinator. The Project Coordinator is empowered to oversee client projects, including network implementations, consulting, and development partnerships. The Project Coordinator is further empowered to supervise all General Staff. The Project Coordinator oversees CUWiN's project budget(s). The Project Coordinator is empowered to maintain and oversee the organization's bookkeeping and will provide regular financial reports to the Board of Directors. The Project Coordinator maintains the organization's archives, necessary registrations, and other documentation to maintain its non-profit status.

The specific responsibilities appointed to each of the Executive Staff are a delicate balance of individual autonomy and cooperative effort. Day-to-day decisions shall be invested solely in the person appointed by the Board of Directors to that particular portfolio. CUWiN Foundation work often requires that the Executive Staff work cooperatively to solve problems and engineer solutions to challenges before the organization. Guidelines for cooperation are further elaborated in this Standard Operating Procedures document.

Compensation for Executive Staff may only be established by the CUWiN Board of Directors and will be handled by negotiations between the member of Executive Staff and the CUWiN Board. The CUWiN Board also retains the authority to discipline Executive Staff as needed.

Non-executive Staff. Non-executive Staff will be appointed at the discretion of the Executive Staff. There are two categories of Non-executive Staff: Consultants and General Staff.

Consultants. Consultants may be hired by individual Executive Staff in order to fulfill the duties of their portfolios within the line-items designated for consultants in the budget. Orientation and oversight of consultants is the responsibility of the hiring Executive Staff. In the event of conflict of interest in hiring consultants, hiring of the consultant shall be handled through the Executive Committee.

General Staff. General staff are hired by the Executive Committee. Detailed policies for contracting new staff shall be established at the discretion of the Executive Committee. Orientation of the staff will be handled by the Project Coordinator. It is the responsibility of the Project Coordinator to create and deliver any orientation materials deemed necessary for the proper orientation of new staff members.

Oversight. Oversight of General Staff and volunteers is the responsibility of the Project Coordinator.

Staff Committee. A committee of all staff members shall be formed for discipline and grievance procedures, as well as other matters which they are appointed to address by the Board of Directors or Executive Staff. The Staff Committee shall utilize the consensus model

developed by the Board of Directors.

Disciplinary Actions. A committee of all staff shall have the responsibility to discipline Non-executive Staff. Disciplinary action shall be decided by the staff committee. Disciplinary actions shall be presented to the employee in question in writing. The employee has ten business days from the time of receipt to appeal the disciplinary action to the Grievance Committee.

Grievance Policy. From time to time Non-executive Staff may feel aggrieved by the actions of other staff members, either of the Executive or Non-executive Staff. Grievances against Non-executive Staff will be handled by the Staff Committee. Grievances against Executive Staff will be handled by the Board of Directors.

Staff Review Process. Every year, the Executive Staff must organize a staff review process. The process must use 360 degree evaluations, allowing all members of staff to evaluate the effectiveness of other staff, either general or executive staff, with whom they work on a daily basis. The evaluations will be anonymous and the results of the evaluations will be distributed to the relevant member of staff. Original evaluations shall be placed on file by the Executive Staff.

Task Development

While the Executive Staff is specifically empowered to organize the day-to-day tasks of the organization, all CUWiN staff are empowered to identify opportunities which they believe can further the objectives of the organization. Therefore, it is important to identify how tasks are developed, who has the authority to authorize tasks, and how Executive Staff should relate to individuals who are accomplishing the tasks.

Task development may occur from any member of the organization. Tasks should be developed either in conjunction with the Executive Staff member whose portfolio specifically addresses the area of concern or with the Project Coordinator, who is responsible for developing the task and bringing the task to the Executive Committee. Task development should identify what resources would be required to complete the task, what resources are available to complete the task, how the task relates to other objectives, constraints on the task and the time frame for task completion.

Tasks that fall within the scope of particular portfolios may be authorized directly by the Executive Staff member in charge of that portfolio. Tasks that fall outside of a particular portfolio should be approved by the Executive Committee, who may assign the oversight of the task to a particular Executive Staff member. After a task has been authorized, it must be accepted by a member of staff. The acceptance of a task by a member of staff constitutes a promise from the staff member to the organization that they will complete the task within the constraints identified in the task development phase. Tasks may be reevaluated at the request of the staff member in conjunction with the Executive Staff member providing oversight.

Fiscal Policies

The Executive Staff is responsible for establishing an annual budget and submitting said budget to the Board of Directors for approval. The guidelines for the budget are as follows:

- All line items in excess of \$5,000.00 must have a detailed explanation of expenditure.
- All sections of the budget shall be appointed to an Executive Staff member.
- Should the Board fail to approve a budget by the end of the calendar year, all monetary authorizations are the responsibility of the Board until such time as a budget is approved by said body.

In addition, the following fiscal policies must be followed:

- All new income received after the annual budget has been approved by the Board of Directors shall be assigned by a consensus of the Executive Staff.
- All expenditures shall be accounted for by line-item.
- All expenditures larger than \$1,000.00 must have the approval of two of the Executive Staff.
- All expenditures larger than \$5,000.00 must have the approval of the Executive Committee.
- Receipts of all expenditures must be given to the Project Coordinator in accordance with the official bookkeeping duties. Presentation of receipts may not be construed as approval of the Project Coordinator.
- Funding which has been earmarked by external entities may not be reassigned to other budgets without the consent of the Executive Committee.
- Contracts between the CUWiN Foundation and all persons, public or private, shall be in writing and shall follow the guidelines established in this document. All contracts which fail to meet these two criteria are considered null and void, save for contracts outstanding at the time of the enactment. Outstanding verbal contracts which are not currently in writing must be entered in writing within 90 days of the enactment of this document.

Decision-Making Procedures

Decision-Making. Decisions of the Executive Staff shall be divided into two categories: Particular and Organizational.

Particular Decisions. Particular decisions only effect the particular areas of responsibility that have been appointed by the Board of Directors or previously agreed upon by the Executive Staff. Particular decisions are the sole discretion of the Executive Staff member who has been empowered to oversee the aspect of the organization's activities which are directly effected by that decision. Particular decisions which have the weight of policy shall be presented to the Executive Staff. It is the right and responsibility of all the Executive Staff to voice concerns that are created by the new policy.

Organizational Decisions. Organizational Decisions effect more than one set of portfolios designated by the Board of Directors. Organizational decisions must be made in the same consensus model enacted by the Board of Directors. Only organizational decisions are required to be made within the Executive Committee.

The Executive Committee. The Executive Staff is expected to meet at least once per month, known as the Executive Committee. Minutes shall be kept of the meetings and provided to the Board of Directors. Minutes need not be a transcript, but must record consensus on all decisions

made by the Executive Committee.

Additional Policies

All policies created by the Executive Staff shall be recorded in the minutes of the Executive Committee. It is the responsibility of the Executive Staff to organize and disseminate the policies to all staff in a timely manner.

Emergency Procedures

In the event that an Executive Staff member acts in a manner that is contrary to the mission of the CUWiN Foundation or is in violation of the law, the other two members of the Executive Staff are empowered to place the offending member on Executive Leave. A list of the grievances which have necessitated invocation of Emergency Procedures must be signed and delivered to the President of the Board of Directors. Should the Executive Staff member in question be the same person as the President of the Board, the Treasurer shall assume the duties of the President regarding the invocation of Emergency Procedures. Upon delivery, the rights of the Executive Staff member in question shall be suspended and their responsibilities divided among the remaining Executive Staff pending the action of the Board of Directors. The Board of Directors are required to convene within 30 days to adjudicate on the matter. Should the Board of Directors decide that the Executive Staff in question has indeed acted in a manner contrary to the mission of the organization, the Board may take disciplinary action against the Executive Staff member in question. However, should the Board decide that Emergency Procedures were invoked improperly, the Board may take disciplinary action, including dismissal, against any member of the Executive Staff who they deem to have acted in bad faith.

Amendments

Amendments to the Executive Staff Standard Operating Procedure may be enacted directly by the Board of Directors. Amendments may, but need not, be recommended by the Executive Committee to the Board, should they perceive such a need.