

# **Proposed Management Structure**

## **Discount Foundation and Hill-Snowdon Foundation Collaboration**

*Written by Nat Williams and Karie Brown, May 16, 2005*

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The purpose of this document is to offer a structure and process to facilitate an effective and sustainable management relationship between the staff and boards of the Hill-Snowdon and Discount foundations. Developing a sound internal management process for the two foundations is key to the success of this collaboration.

### **Guiding Principles**

The Discount and Hill-Snowdon foundations already share similar values and programmatic directions. It will be useful to articulate and agree on principles that will serve as guides for our collaborative structure.

We propose the following principles. The structure will be characterized by:

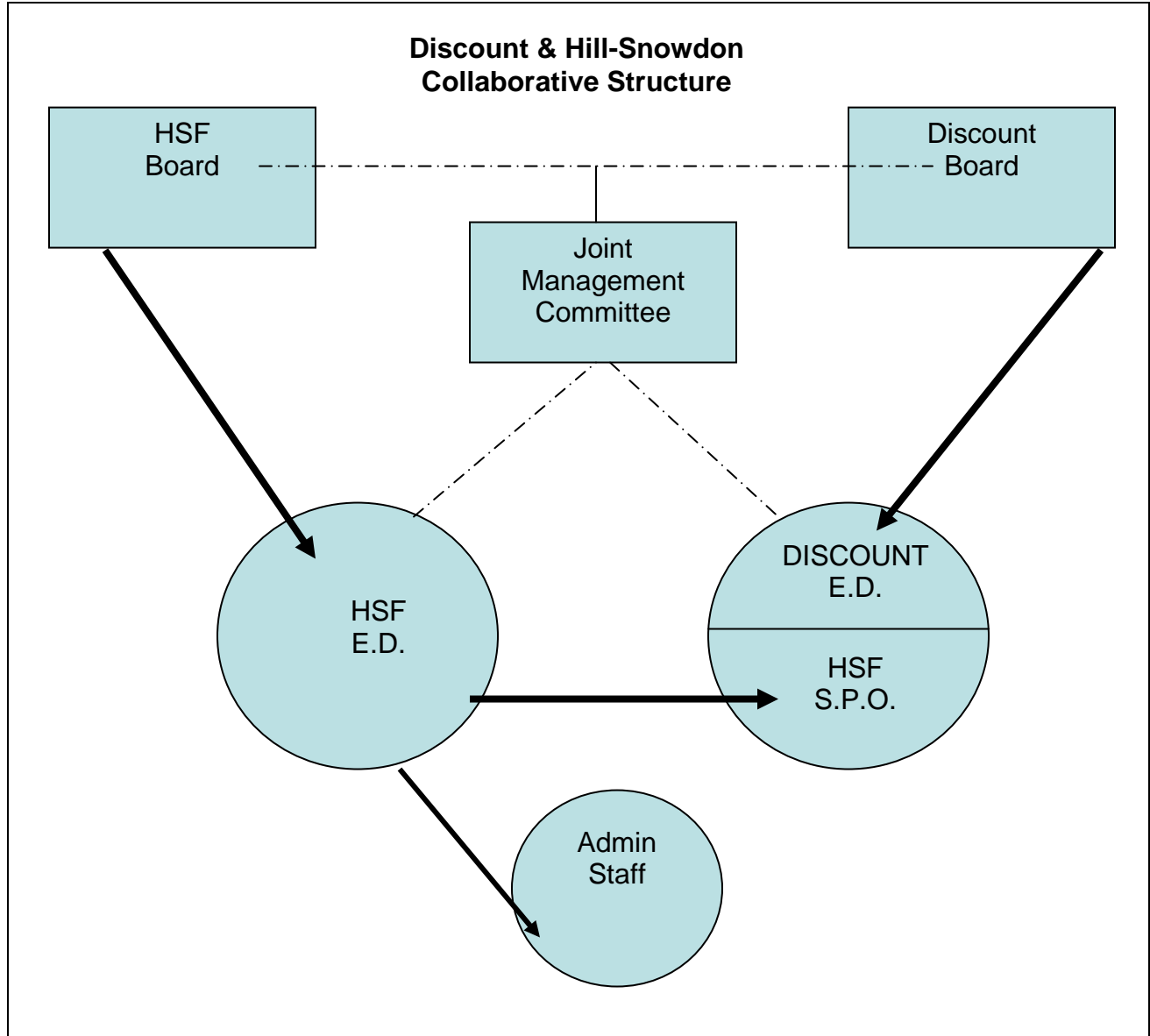
- Respect for unique characteristics and demands of both organizations;
- Shared planning and strategy development (although the strategies might end up being complementary, rather than fully aligned);
- Proactive, open and timely communication;
- Clear lines of accountability and decision-making;
- Clear and transparent expectations about responsibilities and workload;
- Mutual goal, objective and task setting; and,
- Participation from both boards in managing the overall collaboration (the appropriate level of this participation will need to be determined).

### **Proposed Structure: How to Make it Work**

Below, we specify the lines of accountability (including a structural diagram) and then discuss three key elements of the structure: management oversight, internal relationship maintenance and external relations maintenance.

#### Lines of Accountability

The board of Discount Foundation and that of Hill-Snowdon Foundation will have direct oversight and authority over their respective employees. In practice, this means the Executive Director of HSF (HSF-ED) is wholly accountable to the HSF Board for his work. The Discount Executive Director/HSF Senior Program Officer (D-ED/HSF-SPO) is wholly responsible to the Discount Board for all work related to the Discount Foundation and also responsible to the HSF-ED for all work related to the Hill-Snowdon Foundation. For simplicity's sake, we propose that the HSF-ED supervise the Administrative staff person (ADMIN); however, this staff person is accountable to both of the executive directors for work in the respective foundations.



Management Process

- Hill-Snowdon Foundation and Discount Foundation staff will develop an annual calendar to map out grant cycles and other major work that is known to occur in the coming year. This annual calendar will help staff from both foundations plan where their work can/will overlap and where it should not.
- Bi-weekly/monthly program meetings with HSF ED, D-ED/HSF-SPO, ADMIN to talk about and plan programmatic work for Discount and HSF on an ongoing basis.
- Each staff person will provide monthly workplans, with the D-ED/HSF-SPO addressing work for both Discount and HSF. Quarterly workplans should be provided to the

respective boards, or an appropriate subset (like the members of the joint management committee), to address any workload management or other issues that arise.

#### Relationship Management/Maintenance

- A joint management committee of Discount and HSF boards will work together to strategize about leveraging the collaboration.
- It will serve as a conflict resolution body, particularly for the D-ED/HSF-SPO.
- The committee could be made up of the chairs of each board or, possibly, continue with the members of the joint hiring committee. Note: the joint hiring committee members who have agreed to serve are: Jeff Zinsmeyer, Tom Asher, and Deepak Bhargava (from Discount) and Ashley Snowdon, Andrew Snowdon, and one other board member yet to be determined (from Hill-Snowdon).

#### External Relations

- The D-ED/HSF-SPO and the HSF-ED will coordinate their efforts to ensure that all written communications about the collaboration and/or any shared programs are agreeable to both partners.
- The D-ED/HSF-SPO and the HSF-ED will communicate with each other about who they are meeting with in the field, so as to piggyback appropriately on any such meetings.
- Should confusion or any other issues arise among the communities of the two foundations about the collaboration, the D-ED/HSF-SPO will share this information immediately and work together to resolve the issue. Issues will be taken to the joint management committee on an as needed basis.