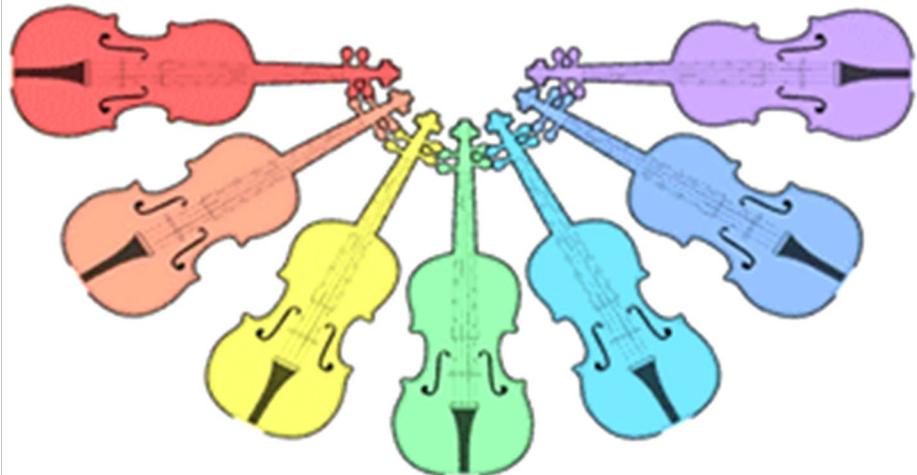


ALL SEASONS ORCHESTRA



2025

Musicians Handbook (Including Mission Statement and Bylaws)

Mission Statement

Approved by a vote of the membership, October 2017

Revised January 2020

All Seasons Orchestra serves the Redwood Coast community by enriching the experience of musicians of all ages and abilities through friendly, supportive, mentored rehearsal, and by promoting the enjoyment of music through free, public performance.

Musicians Handbook 2025

Revisions for 2025 approved by the BOD March 2025

1. Purpose: The purpose of this handbook is to articulate expectations for participation of musicians in All Seasons Orchestra, and to provide information necessary to assure that every musician will have a fulfilling and fun experience.

2. Membership:

- a. Membership Requirement: All Seasons Orchestra is a 501 (c) (3) nonprofit organization. The Bylaws of our organization require that all participants in the orchestra be members of the organization. Participants become members by registering (filling out a form) and paying optional dues. To be a member in good standing, a musician must have joined, paid the current dues (or received a waiver), and attended regularly. Even though registration is required for each set (three sets per year), we only request dues to be paid once each year, and recommend \$100 for the year. Membership dues are voluntary (optional) and fully tax deductible.
- b. Qualifications for Membership: Generally, no audition is required. To participate comfortably and successfully, the musician must be able to read music and must understand the fundamentals of their instrument.
- c. Limitations to Membership: To the extent feasible considering maximum size and orchestral balance, ASO will accommodate musicians of all ages and skill levels. The maximum size of orchestra that can be accommodated is probably around 65. The Conductor, in consultation with appropriate Section Leaders, will determine whether players will be added and whether they will audition or not.
- d. Recruitment of New Members: Recruitment will be focused on those sections where additional players are desired to achieve appropriate musical balance. Recruitment in all sections will consider a balance of skill levels in the sections such that stronger players can assist less experienced ones. If you are already in the orchestra (membership in good standing), you have a seat and cannot be bumped by the addition of a newer player.

3. ASO Leadership: All members are encouraged to participate in the leadership of the orchestra.

- a. The Manager(s) deal with enrollment, concert and rehearsal venues, personnel, scheduling, and overall coordination.
- b. The Musical Director is an experienced professional who helps with planning the musical program and mentors the conductor(s).
- c. The Conductor is the composer's voice and interpreter. He/She deals with music selection, interpretation, and rehearsal schedule. He/She is the captain of the ship during rehearsals. The Musical Director and the Conductor may be the same person.

d. The Concertmaster is the Section Leader for the strings. In addition to mentoring the string musicians, the Concertmaster will work with the Librarian to assure that string parts are marked with bowings. The Concertmaster can call for and lead string sectional rehearsals when needed.

e. Section Leaders: To help keep things running smoothly, to enhance communications between musicians and conductor, and to assure that the needs of each section and musician are being met, we have Section Leaders for each group of like instruments. Section Leaders are selected by the Conductor in consultation with each section. It is an honor and important responsibility to be a Section Leader. The Section Leader is the most responsible person in the section, with the ability to make decisions for the section and the time commitment to assist other players. Among the responsibilities of Section Leaders are: assuring that all parts in the section are covered and solos are assigned fairly, addressing issues of intonation, assessing the needs of the musicians in your section, mentoring the musicians in your section where appropriate, helping to establish mentoring relationships between musicians of diverse abilities as appropriate, assessing needs for musical instruments or rehearsal and concert set up and communicating them to the manager(s) and/or conductor, and assessing any issues with sheet music and communicating them to the librarian. Section Leaders are in the best position to notice if a musician has been absent, and to contact that musician to invite them back, and to alert the managers and conductor.

f. The Librarian acquires, prepares, organizes and distributes sheet music, is responsible for archiving music and other important documents, and assists with program selection.

g. Volunteers - ASO cannot run smoothly without the help of volunteers. Some of the roles are Publicity Coordinator, Recruitment Coordinator, Equipment Wrangler, Program and Notes Editors, Registrar, Archivist, Web Master, Facebook Page Editor, You Tube editor, and of course, Manager (s) and Directors on the board.

4. Current Staff and Their Contact Information:

Co-Manager: Don Bicknell: don.w.bicknell@gmail.com, 707-599-4691

Co-Manager and Librarian: Susan Bicknell: s.h.bicknell@gmail.com, 707-768-1975, cell 707-599-4692.

Conductor: Garrick Woods: garrick.woods@humboldt.edu, 801-858-5092

Concertmaster: Holly MacDonell: hollymacdonell@gmail.com, 707-499-1399

5. Current Board of Directors:

CEO: Susan Bicknell; CFO (Treasurer): Don Bicknell; Secretary: Dick LaForge; Directors: Judy Aronoff, Roberta Duggan, Ruth Fairfield, Jesse Wheeler.

6. Home Venue:

The Eureka Woman's Club is our home venue. EWC is our valued host and partner in our mission to support the Redwood Coast community through the provision of musical programming. Our relationship with EWC depends on all of us demonstrating respect for the building and facilities, as well as the members of the EWC and their other tenants. It is of utmost importance that we leave the building in clean and usable condition for others who come after us.

7. Partnership in Music Orchestra (PMO):

All Seasons Orchestra began a partnership with California Polytechnic University Humboldt (CPH) in the Fall semester of 2022. CPH Symphony and ASO have joined forces for rehearsal and performance under the leadership of a single conductor. This arrangement will continue as long as both parties consider it to be to their mutual benefit. Students enrolled in Humboldt Symphony will become members of ASO, and community members of ASO may enroll in Humboldt Symphony if they wish to do so. Rehearsals will continue to be held at the Eureka Woman's Club. Musicians enrolled in Humboldt Symphony will have one hour weekly additional time obligation scheduled for Wednesdays at 7 pm. This collaboration will enable us to serve more student members, to use CPH facilities like Fulkerson Recital Hall, and to share library resources. The Partnership in Music Orchestra Memorandum of Agreement is renewable annually on July 1.

8. Rehearsals:

- a. **Venue and Schedule:** We rehearse on Saturdays from 10 am to 12 pm at the Eureka Woman's Club, 1531 J Street, Eureka. Sectional rehearsals may be scheduled from time to time at the discretion of the conductor, concertmaster, or section leader. Some section rehearsals, and occasionally full rehearsals may be scheduled for Wednesday 7-9 pm at Fulkerson Recital Hall. Section rehearsals outside of the usual times of Saturday 10 – 12 and Wed 7 – 9, will be scheduled in advance, generally at the Eureka Woman's Club, and the space must be reserved in advance.
- b. **Absences:** It is important to the entire orchestra that you attend all the rehearsals you can. We understand that occasional conflicts, illness or injury may occur. It is understood that musicians who are pre-college students should give priority to their school activities. We expect that CPH students will meet attendance requirements set by the conductor. If you must miss a rehearsal, please inform your Section Leader, and email or call the Manager or Registrar who will inform other people as appropriate. If possible and appropriate, be sure that the sheet music for your part is present at the rehearsal to allow someone else to cover your part.
- c. **Rehearsal Etiquette:** Rehearsals start exactly at 10:00. Please arrive early to allow you to warm up, assist with set up, and be ready to play, as being late distracts everyone. Please refrain from talking or softly practicing while the conductor is working with a section other than yours. If you are a brass player, please use a towel to clean up condensation that drips from your instrument. Please do not use cologne

or perfume. No food or cell phones during active rehearsal time. Water bottles are OK.

d. Home Practice: It is expected that players will practice their parts at home, so that rehearsals can focus on coordination and interpretation.

e. Breaks: Traditionally, we have a break halfway through rehearsals. Snacks may be provided on a voluntary basis by members of the orchestra. If you bring a snack, please remember to take any dishes and leftovers home with you, and plan on staying a few minutes to help clean up after rehearsal.

f. Set Up and Clean Up: Assistance is always needed for setting up chairs and stands, assembling the percussion section, and putting away all of these and sweeping and cleaning up after we are done. Everyone should pitch in to help.

9. Concerts: ASO schedules concerts for the coming year in (or before) September. The current practice is to schedule three sets of music for the year, with two or three concerts to be played from each set. Each set has a concert at our home venue, Eureka Woman's Club. In addition, each set has a remote concert. We have scheduled other concerts in the recent past at D Street Neighborhood Center in Arcata, Trinidad Town Hall, Fortuna River Lodge, McKinleyville Church of the Latter Day Saints, and Fulkerson Recital Hall.

a. Absence from a Concert: Membership in the orchestra implies that members will perform the scheduled concerts. We do understand that sometimes circumstances may prevent a member from performing at a concert. If you know you will miss a concert, please notify the Managers as early as possible.

b. Call Time: Musicians should arrive at least one-half hour before concert time in concert dress, to have time to warm up and relax.

c. Concert Dress: Concert dress is usually all black. Any changes or variations will be announced.

d. Ready Room: Please leave cases and any personal items "off stage" or in the space designated for that concert.

e. Ringers: Sometimes it is necessary to recruit "ringers" to assist with performances. Ringers must become members of the orchestra by registering. At minimum, ringer musicians must attend the dress rehearsal. Ideally, they should attend more rehearsals.

f. Volunteers: We need to identify volunteers in advance who will assist in setting up chairs, stands, and percussion instruments. We are responsible for putting everything away and for cleaning the facility after the concert. For remote concerts volunteers are needed to help to load, unload and transport percussion instruments and music stands. We are responsible for leaving any venue we use in at least as good condition as we found it.

g. Publicity: Advertising of our concerts by our players is very effective. Please post fliers, put digital copies of our fliers on your social media, encourage people personally, and bring your friends and family.

10. Soloists:

- a. Soloist opportunities are provided as a part of our cooperative working relationship with Cal Poly Humboldt through the Partnership in Music Orchestra. Cal Poly Humboldt holds an annual Concerto and Aria Competition in the Fall Semester. The winner is provided the opportunity to perform their concerto or aria in concert with the PMO.
- b. In addition, opportunities for development of musicianship may be provided when appropriate for members of the orchestra through concerto level soloist experience. ASO may hold an annual “Concerto Audition.” We will advertise broadly that soloist opportunities are available. Potential soloists shall apply to audition by providing the title and composer of the piece they intend to play in concert. The soloist will also provide the necessary information regarding the source of the score and parts. The music will be evaluated for suitability for ASO and for availability and cost. If the music is judged to be suitable, available and of reasonable cost, an invitation to audition will be extended. Potential soloists will be auditioned by the Conductor in (or before) June, and up to 3 soloists may be selected for the following year. If soloists are chosen from outside the membership of ASO, the soloists shall become members of ASO by registering.

11. Chamber Groups: Often there is opportunity for small groups to play at our concerts. ASO musicians are encouraged to form small groups for this purpose. If you are in a group that wants to play, talk with the conductor and/or manager.

12. Sheet Music:

- a. Ownership: All Seasons Orchestra provides our players with the most legible, durable sheet music possible. We generally do not rent sheet music from publishers, but rather purchase sheet music including performance rights, or obtain out-of-copyright titles from IMSLP. Our sheet music library has been developed and maintained with careful attention to copyright. We never lend, rent, or sell sheet music to other organizations or non-members.
- b. Free to Members: Sheet music will be provided to you free of charge. A folder embossed with “All Seasons Orchestra” will also be provided so that you can keep your music in good condition. We expect you to take your folder home with you for practice. We expect you to return your folder at the end of a concert set if you will not be playing in the next concert set. You may make a voluntary donation to ASO to help us replace lost or unreturned folders.
- c. Distribution: Your sheet music is available to you on paper or digitally (.pdf). At the beginning of each new set of music, you may request to receive your sheet music in advance either digitally or by mail. If you do not request early distribution, you may pick up your sheet music at the beginning of each rehearsal set. It is your responsibility to assure that you have the sheet music that you need when scheduled for rehearsals and concerts. Paper sheet music is distributed by means of accordion files that are available at every rehearsal and concert.

d. Large Print Format: If you have issues with vision, the Librarian has the ability to print larger format sheet music. Just ask.

e. Returning Sheet Music: At the end of each set, we ask that you return any paper sheet music distributed to you. You should consider that the sheet music belongs to you, is your personal study copy, as long as it is needed for rehearsals and concerts. You are entitled to make any marks you wish on the music, and to arrange it and tape it in any order you wish to facilitate page turns. If you make extensive marks on the music, marks other than light pencil (ink, colored pencil), and tape music in an order other than the original to facilitate page turns, we ask you to put your name on your copy. As long as it is still in good condition, we will keep it in the file for you for the next time we play it. Only music in good condition will be returned to archives. Sheet music with extra staples or paper clips or other metal fasteners, or that is excessively taped, or that is tattered, torn or soiled will be discarded. It is the sole discretion of the librarian to determine if sheet music is retained or discarded.

f. Respect Copyright: Do not share paper or digital sheet music with any other persons. This sheet music is intended for your personal use only and distribution beyond our own membership by any other means is subject to complaint of copyright infringement.

13. Emergencies and Extenuating Circumstances:

Conditions may dictate from time to time that membership be restricted in consideration of the safety of all members and our audience. The Covid 19 pandemic was an example. Whenever possible, decisions regarding restrictions such as limitations on audience size, vaccination status, masking, putting the orchestra into hiatus, and resuming orchestra activities will be made after consultation with ASO membership, management and officers, and the Eureka Woman's Club and Humboldt County Department of Public Health where appropriate. Final decisions fall to the CEO with the consent of the Board of Directors under its authority of oversight of management.

14. Registration:

At the beginning of each set, everyone, including CPH students who are already registered in the university and in the class for Humboldt Symphony, must fill out and sign a current registration form. The current Conditions of Participation are listed on the back of the registration form. Your signature on the form shows that you agree to the conditions of participation. Conditions of Participation are consistent with this Handbook.

15. Assumption of risk:

By signing the registration form, all members acknowledge that participation includes possible exposure to and illness from infectious diseases including COVID-19. While particular rules and personal discipline may reduce this risk, the risk of serious illness and death does exist and members knowingly and freely assume all such risks, in addition to the risk of injury, harm and loss associated with this activity.

Incorporation Bylaws

Adopted by a vote of the membership December 14, 2019.

Amended and adopted by a vote of the membership October 1, 2022.

Article 10 amended and adopted by a vote of the membership, March 2025.

- 1. Incorporation:** All Seasons Orchestra is a nonprofit public benefit corporation (State of California C 4313250, August 29, 2019) exempt from income taxes under IRC 501 (c) (3), FEIN 82-3214753, and is not organized for the private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law of the State of California for public and charitable purposes.
- 2. Purposes:** The specific purpose of this corporation is to serve the Redwood Coast community by enriching the experience of musicians of all ages and abilities through friendly, supportive, mentored rehearsal, and by promoting the enjoyment of music through free, public performance.
 - a. This corporation is organized and operated exclusively for the purposes set forth above within the meaning of Internal Revenue Code Section 501(c)(3).
 - b. No substantial part of the activities of this corporation shall consist of carrying on propaganda, or otherwise attempting to influence legislation, and this corporation shall not participate or intervene in any political campaign (including the publishing or distribution of statements) on behalf of any candidate for public office.
 - c. The property of this corporation is irrevocably dedicated to the purposes set forth above and no part of the net income or assets of this corporation shall ever inure to the benefit of any director, officer, or member or to the benefit of any private person.
 - d. Upon the dissolution or winding up of this corporation its assets remaining after payment, or provision for payment, of all debts and liabilities of this corporation shall be distributed to a nonprofit fund, foundation or corporation which is organized and operated exclusively for charitable, educational and/or religious purposes and which has established its tax-exempt status under Internal Revenue Code section 501 (c) (3).
- 3. Membership:** Anyone may become a member of All Seasons Orchestra by paying annual membership dues. There are two types of memberships: Musician Memberships, and Community Supporter Memberships. The purpose of the memberships is to support the orchestra and its mission. The only difference in the memberships is that the Musician Memberships are reserved for performers. The amount of membership dues may be reviewed annually by the Working Group and set by the Manager. Membership dues for individuals may be waived at the discretion of the CFO or CEO. A roster of Memberships shall be maintained.

4. Officers: The Officers of All Seasons Orchestra include the Chief Executive Officer, the Chief Financial Officer, The Secretary, and two Directors. The initial officers of the corporation on August 29, 2019:

CEO Richard LaForge
CFO Donald Bicknell
Secretary Susan Bicknell
Director Rachel Huang
Director Valgene Phillips

The officers are elected annually by the Membership. All members are eligible to become officers. The responsibility of the officers is to assure that ASO operates exclusively for the benefit of its purposes as outlined above, and that the documentary and filing responsibilities for maintaining nonprofit corporation status are fully executed annually as required by law. The Officers also provide oversight for the Manager(s). Additional Director positions may be added as desired, by a vote of the current Officers.

5. Working Group: All Seasons Orchestra is guided and run through active participation of the members of the Working Group which may include: Manager(s), Treasurer, Conductor(s), Musical Director, Section Leaders, Concert Master, Librarian(s), Publicity Coordinator, Recruitment Coordinator, Flier and Program Editor(s), Web Master, Equipment Wrangler, Liaison to Friends of the All Seasons Orchestra, Welcoming Committee, and others who have interest and commitment. Individuals may hold multiple positions.

The Working Group meets as appropriate at the discretion of the Manager(s). In addition, any two members of the WG may call on the Manager(s) to hold a meeting for any specific purpose.

Members of the Working Group consult widely among the members of the orchestra as appropriate.

6. Artistic Decisions: Artistic decisions are the purview of the Conductor in consultation with the Assistant Conductor, Concertmaster, Musical Director and Librarian. Artistic issues include:

Selection of music
Organization of rehearsals
Setting the concert order
Auditioning small ensembles and soloists
Disposition and availability of musical resources such as instruments and music owned by the orchestra

7. Operational Decisions: Operational decisions are the purview of the Manager(s) in consultation with the Working Group. Either the Manager(s) or 4 members of the WG may call for a vote of the membership on any issue at any time. Operational issues include:

- Scheduling of timing and location of concerts
- Transportation of instruments to off-site concert locations
- Relations with our home venue
- Relations with our concert venues

8. Policy Decisions: Policy decisions and election of the Manager(s) are subject to membership ratification. Policy issues include:

- Adoption of and changes to the mission statement
- Adoption of and changes to bylaws
- Adoption of and major changes to Musician's Handbook

Membership ratification is by simple majority vote of all of the members voting. Votes may be cast at any regular rehearsal or special meeting called for that purpose, or they may be cast via email. Email votes must be received by the manager 24 hours prior to the rehearsal or meeting scheduled for the vote. Policy issues will be distributed in writing via email to the membership at least 2 weeks before voting.

9. Calendar: Whenever possible, concert dates and rehearsal calendar are set one year in advance through the collaboration of the Manager(s), Musical Director, and Conductor(s), and others as necessary. Wherever possible, conflicts with other major musical events (Eureka Symphony, Humboldt State University, and other major events) should be avoided.

10. Personnel Evaluation and Appointments:

- a. Annual Review
 - Annually, in the month of April, all members in good standing are invited to submit anonymous evaluations of any of the following leadership positions: Conductor, Concertmaster, Symphony Manager, Librarian, and Treasurer. The evaluations should include constructive feedback regarding the performance, conduct, and effectiveness of the respective leadership member.
- a. Submission Process
 - Members may submit their evaluations through a designated online or physical form provided by the Board of Directors. Submissions should be anonymous to encourage honest and impartial feedback.
- b. Compilation and Review
 - The Board of Directors shall compile all received evaluations in a confidential manner. The compiled feedback will be reviewed by the Board to assess the overall sentiment and identify areas for improvement or commendation.
- c. Action Plan

Based on the feedback received, the Board will work collaboratively with the respective leadership members to address any concerns or implement suggestions for improvement. The Board will communicate with the orchestra members regarding the outcome of the evaluations and any subsequent actions taken, including appointments, to be completed by September 1st.

d. Confidentiality

All evaluations and discussions related to the review process shall be kept strictly confidential among the Board of Directors and the respective leadership members. Anonymous feedback will be shared with the respective leadership members without disclosing the identities of individual contributors.

11. Friends of the All Seasons Orchestra: ASO is assisted by Friends of All Seasons Orchestra. Friends of All Seasons Orchestra includes all Community Supporter Members.

12. Responsibilities:

- b. Officers (CEO, CFO, Secretary, Directors): To assure that ASO operates exclusively for the benefit of its purposes as outlined above, and that the documentary and filing responsibilities for maintaining nonprofit corporation status are fully executed annually as required by law. To provide oversight for the management of ASO.
- c. Manager(s): Relations with our home venue, membership, dues, developing the concert schedule, relations with our concert venues and partners, personnel issues, leadership.
- d. Treasurer: All financial activities of ASO. Maintaining appropriate bank account(s), maintaining and reporting on ASO's budget, initiating and managing fundraising projects, managing gate donations, managing and appropriately recognizing donations from individuals, initiating and managing funding from public sources such as grant funding, managing and authorizing expenditures, managing and authorizing payroll, securing appropriate insurance.
- e. Conductor(s): Conducting the orchestra, selecting music in collaboration with the Musical Director and the Assistant Conductor, leading the musicians to understand the history and background of the music and the intentions of the composer, planning rehearsals, interpreting musical scores and communicating that interpretation to the musicians.
- f. Musical Director: Orchestra development, assisting the Conductor in developing a musical program for concerts, musician development, providing opportunities for professional development of the conductor, working with the librarians to develop the music collection.

- g. Section Leaders: Assessing the needs of the musicians in your section, mentoring the musicians in your section where appropriate, helping to establish mentoring relationships between musicians of diverse abilities as appropriate, assessing needs for musical instruments or rehearsal and concert set up and communicating them to the manager(s) and/or conductor.
- h. Concertmaster: Leadership among the strings, particularly the upper strings, bowing marking of the upper string parts, tuning the orchestra, intonation of the orchestra and appropriate instruction to the orchestra on intonation, mentoring of string players and helping to establish mentoring relationships between string players, and all other Section Leader Duties for the string sections.
- i. Librarian(s): Curation of the music collection, assuring that the music collection will be useful in perpetuity, acquisition of new music in collaboration with the Musical Director and the Conductor, removal of music that is not appropriate for ASO in collaboration with the Musical Director, assuring sheet music is in a playable condition and that adequate copies are available, distributing music to the musicians, collecting the music after a concert set and returning it to archival condition for storage, maintaining the storage facilities and resources, providing support for the conductor and musical director as they select music for concert sets. Developing electronic archives. Maintaining the sheet music data base. Maintaining the archives of ASO including past programs, newspaper articles, player information forms, bylaws, musician's handbook, and standard operating procedures.
- j. Publicity Coordinator: Assuring that the ASO and its activities have an appropriate level of visibility in the community.
- k. Recruitment Coordinator: Assuring that the ASO has a sufficiently large and balanced roster of musicians for the performance of its repertoire.
- l. Flier and Program Editor(s): Developing a program and a flier for each concert.
- m. Web Master: Developing and maintaining a web presence for ASO.
- n. Equipment Wrangler: Assuring equipment and instruments are present and arranged for all rehearsals and concerts, renting (driving, loading and unloading) a truck if necessary, for remote concerts.
- o. Welcoming Committee: Assuring that new musicians to the orchestra are welcomed and oriented. Distributing the Musicians' Handbook. Administering the Player Information Form.
- p. Liaison to Friends of the All Seasons Orchestra (FASO) and Lead Friend: The Liaison to FASO recruits and works with a non-musician person to serve as

Lead Friend. They work with the Working Group to develop FASO. They assess needs that can be met by FASO. Needs may include:

- Providing refreshments for concerts
- Flier distribution and posting
- Ushering at concerts, program distribution
- Helping with set up and clean up at concerts

13. Compensation: Persons holding key positions may be compensated dependent on need and availability of resources. Decisions regarding compensation are made by the Treasurer in consultation with the WG, as a part of the annual evaluation cycle. Compensation is commensurate with qualifications and fair employment practices. Compensation practices in general and for each compensated individual are reviewed annually in September.

14. Finances: All Seasons Orchestra is supported by memberships, donations at the gate at concerts, and from private donations and public funds. Donations may be made to All Seasons Orchestra and are tax deductible under our nonprofit status under IRC 501 (c) (3).

The Treasurer, on behalf of All Seasons Orchestra shall maintain bank accounts for routine operating income and expense activities as appropriate including a reserve fund. The Treasurer shall maintain records of all transactions and balances and shall report thereon when requested. The Treasurer shall present an annual financial report and an annual budget to guide the fundraising activities of ASO. The Treasurer shall manage all fundraising activities of ASO. The Treasurer, on behalf of All Seasons Orchestra shall maintain insurance policies as appropriate and as may be required by any venues we use.

15. Amendments: These Bylaws shall be reviewed annually in September, and any suggested amendments considered for adoption by a vote of the membership.

16. Legal Agreements with Other Organizations: All Seasons Orchestra may from time to time, for the purposes of advancing its mission, enter into agreements with other nonprofit organizations (approved 501 (c) 3 organizations), or educational institutions. Any such agreement shall be reviewed for approval by the Board of Directors prior to execution by the Chief Executive Officer. Such agreements may be submitted to the membership for ratification at the discretion of the Board of Directors prior to Board approval.