



The Corporate Governance Journey for Alumni Associations

Corporate Governance Handbook 2019

Written and produced by
INSEAD National Alumni Association of Singapore

The Corporate Governance Journey for Alumni Associations

*The three stages of
an Alumni Association corporate governance journey
from start-up through to growth and maturity*

Contents

Introduction

1 Start-up stage

2 Growth stage

3 Mature stage

Annexes

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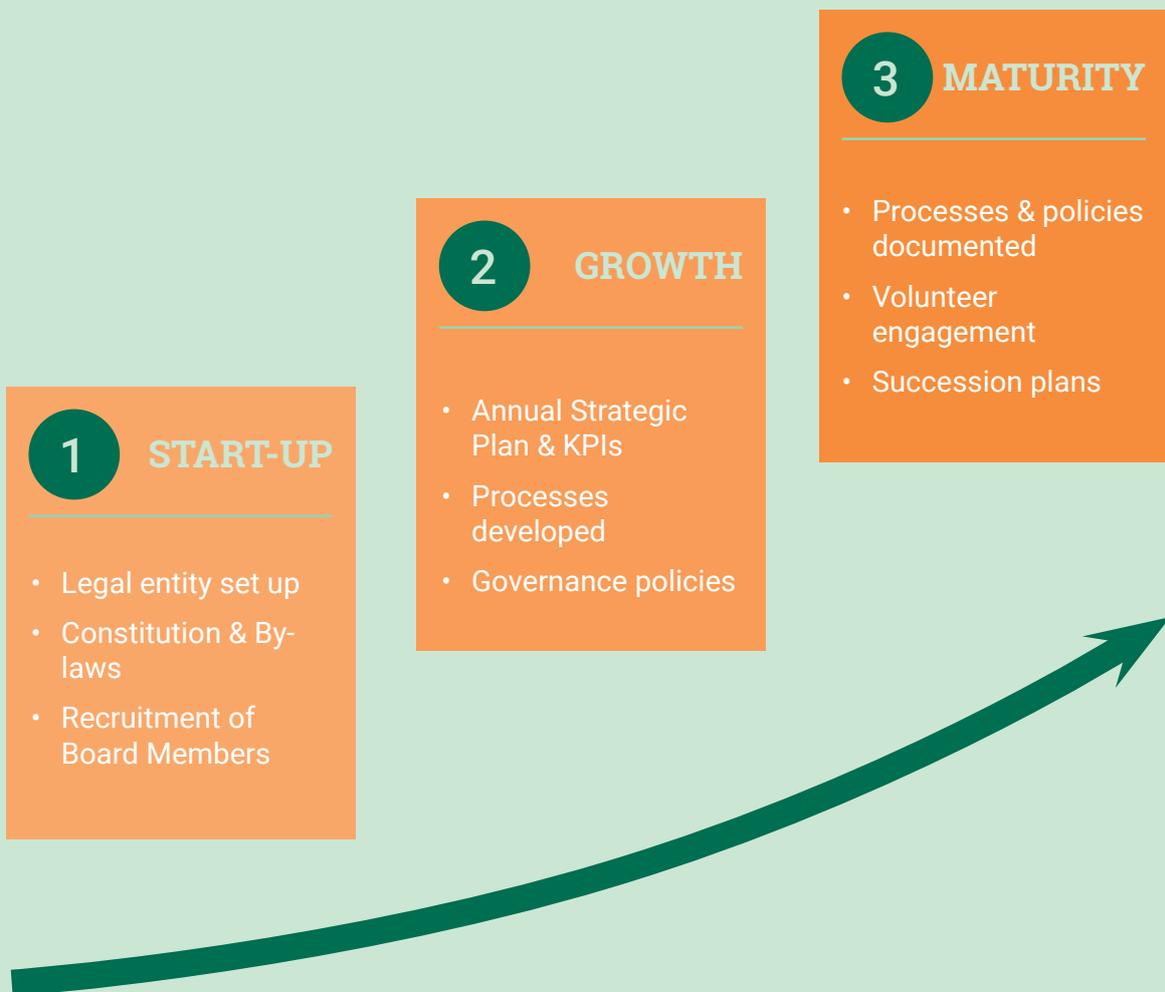
Cintia Tavella, MBA'07D

President of Board, INSEAD National Alumni Association of Singapore
(2017 - 2020)

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Executive Director, INSEAD National Alumni Association of Singapore

CORPORATE GOVERNANCE JOURNEY OF A NATIONAL ALUMNI ASSOCIATION



Introduction

by the President of the National Alumni Association of Singapore

Where did the idea of this handbook start?

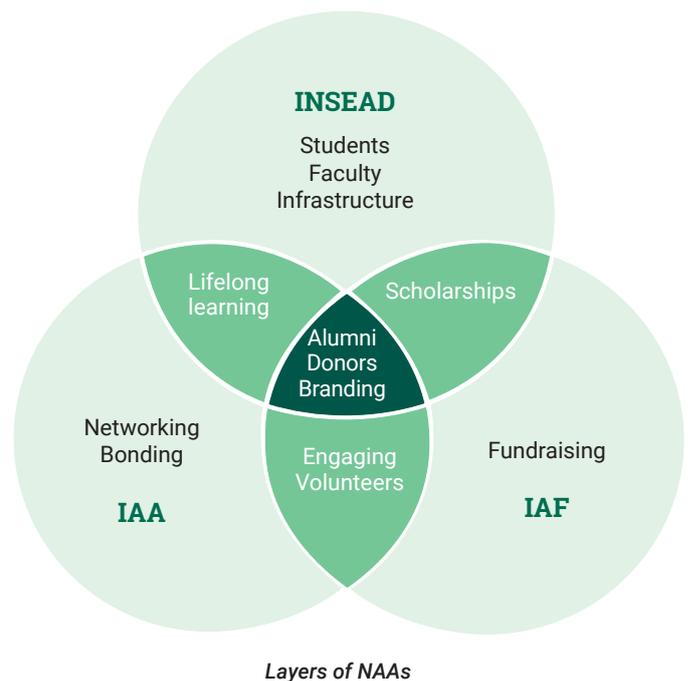
As the INSEAD National Alumni Association (NAA) of Singapore grew - with many new members attracted to the 'red dot' city of Singapore coming in at rates of over 10% per year - our Executive Committee also required growth, expansion and sustainability due to the transient nature of this country's population.

As an Executive Committee of an association of volunteers, at the NAA of Singapore, we have seen many volunteers come and go. We have also experienced the committee's struggle with not having enough team members or a volatile number of resources.

One of our key focus areas in our Committee has been ensuring that there are enough volunteers to deepen community engagement and that we have a good transition plan in place in case a volunteer leaves. This determination led to the creation of this handbook – we wanted to build on the successes of previous NAA Singapore committees and continue to make our Association the case study, whose best practices can help other Associations succeed in their corporate governance journey.

National Alumni Association governance layers

National Alumni Associations (NAAs) operate under several layers of corporate governance, which include INSEAD, the INSEAD Alumni Fund (IAF), INSEAD Alumni Association (IAA), INSEAD Global and Local Clubs, as well as many other stakeholders such as National Councils, Chambers of Commerce, and local regulations and government bodies. These layers are becoming increasingly complex for NAAs.



Why is corporate governance important for National Alumni Associations?

The Canadian Coalition for Good Governance has published several papers on building high-performing boards. While these apply mostly to listed and private companies, there are many transferrable good practices that are extremely relevant for INSEAD NAAs around the world. Board members and office-bearers of any NAA should ensure that good governance is in place – this is even more important in an association that consists of volunteers.

Overleaf is a particularly relevant excerpt from the Canadian Coalition for Good Governance, for volunteer boards.

“We believe the single most important corporate governance requirement is to have directors of quality. To facilitate this, all boards should put in place a director succession plan and ensure that they utilize a formal recruitment process to identify and recruit potential new directors [...] The term “quality” as used above is subjective [...] we define a director of quality as someone with integrity, expert knowledge, business industry or other relevant experience and with the time and motivation to understand and carry out his or her fiduciary duties in the long-term best interests of the corporation.”

Engaging and motivating groups of very passionate INSEAD volunteers

I have the enormous pleasure of working with very passionate, dedicated and expert volunteers and members of our NAA Board and Executive Committee (hereinafter, NAA Board and ExCo). It is also true that the fact that there is no compensation for NAA ExCo members implies that their motivation needs to be very high and the reward is in something different. This also means that there might sometimes be the presence of conflicts of interest, which could cause more challenges in a private corporation board. Thus, it is good to ensure that there is a policy in place for conflict of interest disclosure.

Bon voyage

In this handbook, we have approached the NAA corporate governance journey from the point of view of different stages of growth. These are based on the different needs and challenges that we have faced in the Singapore NAA throughout the years—starting up, growing, and maturing.

We truly hope you find this handbook helpful and useful to associations and boards, and that you enjoy putting its content into practice.

With warm regards,

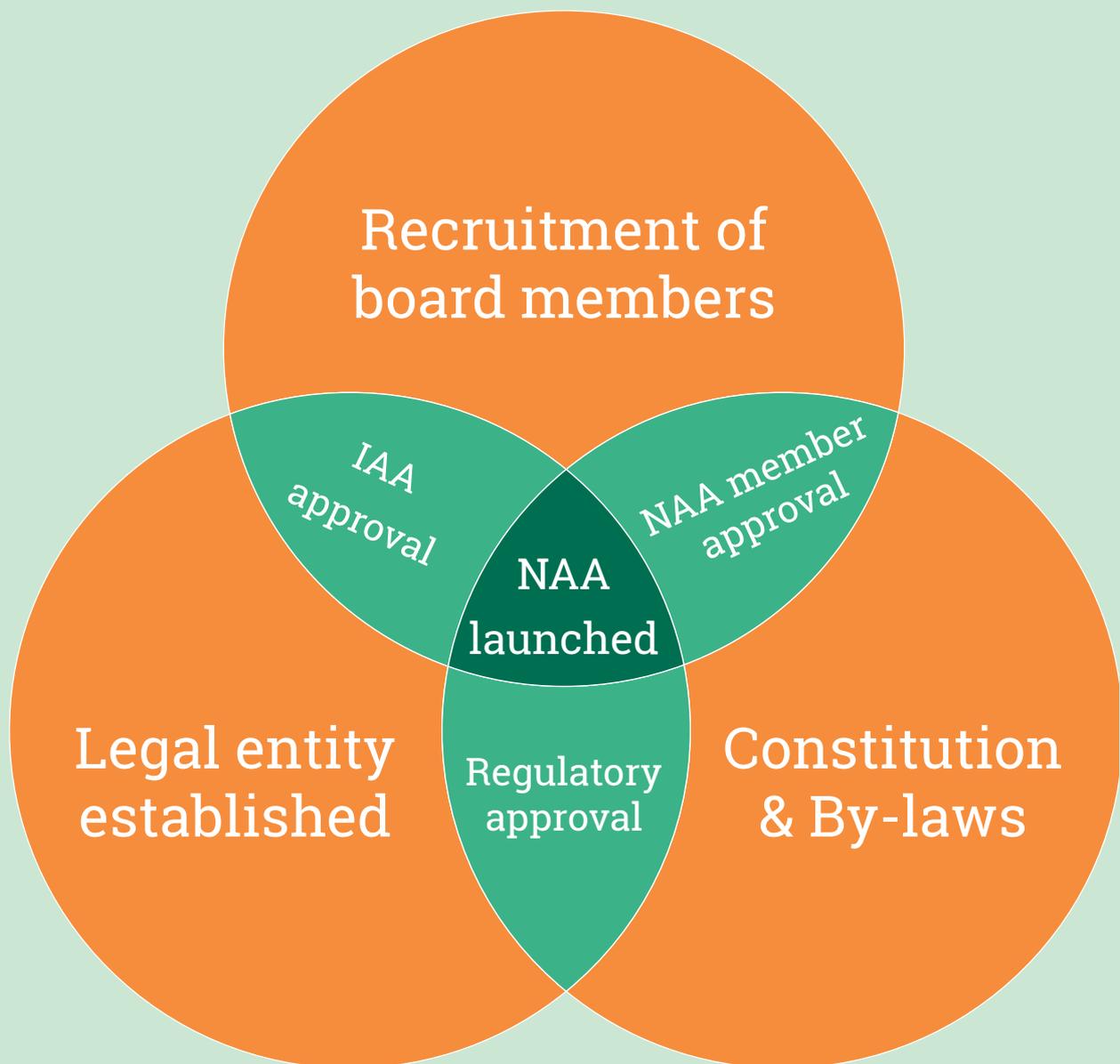
Cintia Tavella
MBA'07D
President, INSEAD NAA of Singapore





Graduation Ceremonies Representing the NAA of Singapore and recruiting new volunteers at a graduation ceremony.

1. START-UP STAGE



Launching & Setting Up a NAA

The initial stage of setting up a National Alumni Association (NAA) involves laying out the framework of basic corporate governance. It is the simplest step, but also key to the future success of the organisation. If the group has been operating nationally, it may be possible that some of the aspects mentioned within this section are already in place, particularly the team. It is potentially less probable that the full legal framework may already be in place yet.

The number one priority for a NAA to function properly is to ensure that the team operates on passion and dedication. These will drive the engagement with the alumni community in that specific country. It is important not to begin with the assumption that it is difficult to get people to volunteer for a NAA. There might be a need to go out and search for volunteers, but the Singapore Alumni Association has always found that the INSEAD alumni community is full of willing and committed individuals. When setting up, it is vital to run a proper selection process to get the best talent for your NAA to function efficiently and effectively.

1.1 Recruit and organise team

When recruiting volunteers, particularly for the Board and ExCo, there are three key non-negotiables:

- **Quality of Directors:** As highlighted in the introduction, having directors with integrity, experience, passion, and dedication will be the key success factor for your Board.
- **Diversity of Directors:** We cannot overstate the value that diversity brings to groups and organisations—better decision making, risk management, understanding of customer needs, etc. A diverse Board ensures that all the opportunities and challenges of a NAA are taken into consideration. It is extremely beneficial to ensure that a broad approach to diversity is maintained: age, programs, race, gender, nationality, profession (e.g. entrepreneur vs. corporate individuals).
- **Representation of members:** While you may strive for diversity, you also need to ensure that the Board

and ExCo represents the Alumni community in your country (in particular, Alumni members). The members of the NAA, those who pay the fees, are like the shareholders in a corporation and therefore their interests should be taken into account first when assessing any decisions.

Our experience has shown us that it is recommended to set up key strategic areas/pillars that are driven by a specific leader. The pillar owners are the NAA Board and ExCo members that will be driving those strategic initiatives. At the beginning, these might be quite simple for a NAA (e.g. Social/Networking, Careers, Lifelong Learning). It would be good to ensure that NAAs have at least some of those, since they are the key strategic priorities of the Alumni Community overall (as defined at November 2019 Annual Volunteers' Meeting in Singapore).

For each open role in the Board and ExCo team, we recommend to:

- **Publicise open roles** so that everyone in the community has an opportunity to volunteer
- **Develop role descriptions for every role.** At the start, the most important roles are the office bearers. Once the needs of the community are understood, develop additional roles/strategic pillars. A NAA may not need a Club Coordinator, for example, if there are no active local clubs.
- **Develop policy governing volunteer selection,** such as establishing a test period of three months before becoming Board and ExCo member.
- **Instil/establish/guarantee an environment of trust** where existing Board and ExCo members give help, trust and support for logistics & communications to new volunteers and in return take initiative, trust and ownership from them.

See Annexes 1.1.1 - 1.1.4 NAA of Singapore Office Bearers Role Description & Candidate Profiles , and 1.2.1 - 1.2.4 NAA of Singapore Office Bearers Selection Process, for further details

1.2 Legal entity

For each regulatory environment, you will need proper legal advice in order to set up a new legal entity. We have found that you can approach our alumni community in the country, particularly lawyers, to support this task. The volunteering support starts early on, even before the entity is set up. Be aware that in some countries, the regulatory environment for not-for-profit entities could be even more stringent than for private and limited liability corporations.

It is hugely important that the office bearers and Board and ExCo members are fully aware of their legal responsibilities.

1.3 Develop a constitution

Aligning with local regulations, INSEAD and IAA Codes of Conduct, and developing by-laws enable the Board and ExCo to manage the NAA's day-to-day operations without having to bring all minor matters to an annual or extraordinary general meeting.

Again, the support of Alumni volunteers in the legal sector would be a great help in this aspect.

Ensure that any new members to the Board and ExCo receive copies of the constitution, by-laws, and codes of conduct and that they return a signed copy acknowledging their awareness of their responsibilities and liabilities. This may be a small gesture, but it helps everyone become more conscious of the framework they can work under, as well as their duties.

See Annexes 1.3.1 NAA of Singapore Constitution, 1.3.2 NAA of Singapore By-laws, 1.3.3 IAA Code of Conduct, and 1.3.4 Example How NAA of Singapore Board members sign code of conduct, for further details

Approvals required

IAA approval to convert from National Group to NAA or to set up a NAA are usually given during the Annual Volunteers' Meetings (AVMs), during which the Annual General Meeting (AGM) of the IAA takes place and all the Presidents of the NAAs around the world vote to approve a new NAA.

Regulatory approvals might be different by country; but in general, there would be an approving organisation, such as the Registry of Societies (ROS) in Singapore, which requires maintenance of all the records of the corporation.

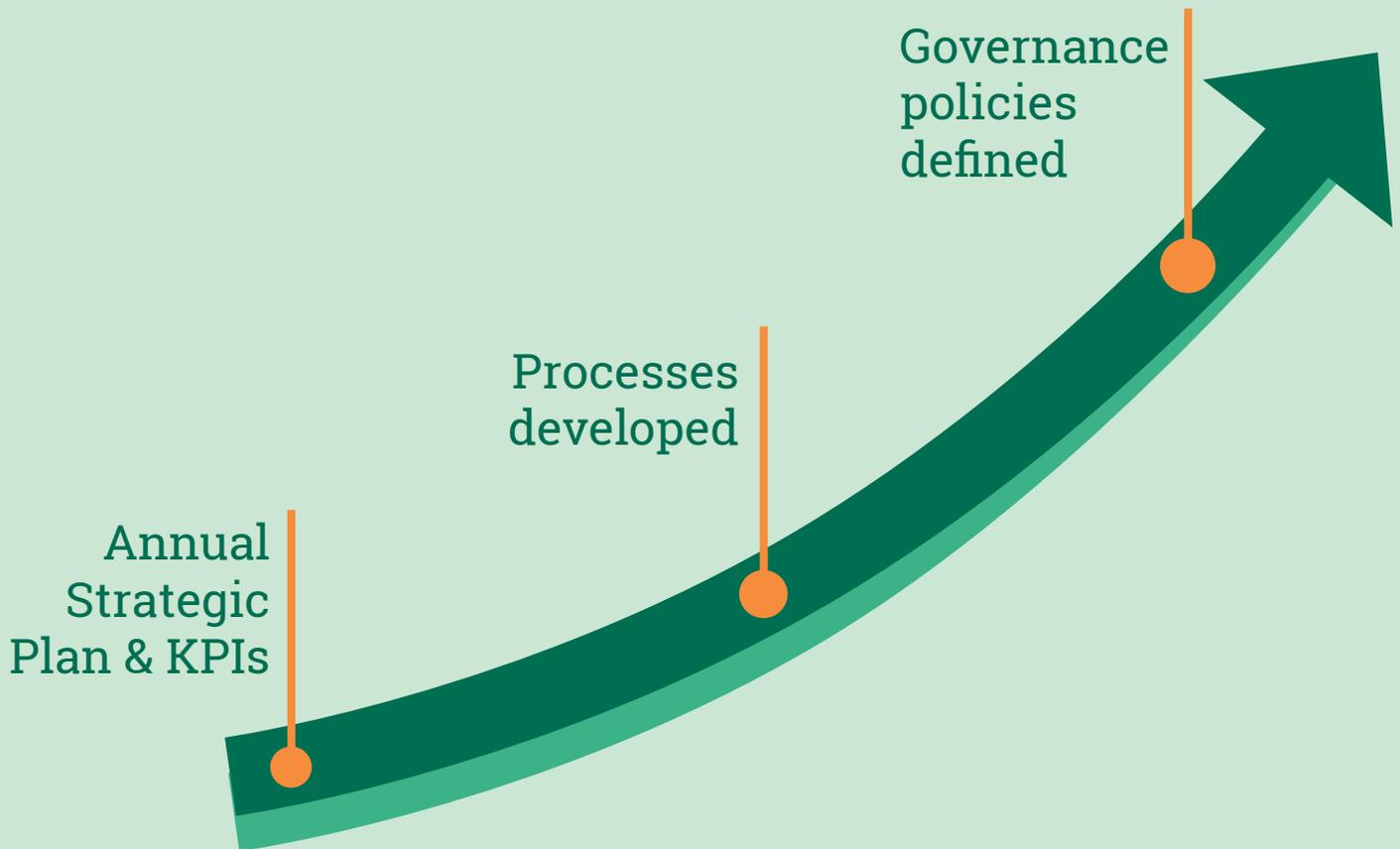
The Secretary is usually responsible for keeping the records, but the President and office bearers must co-sign and are also liable to ensure that all the records are in place. Depending on the local regulations, you might also be required to submit annual accounts of the NAA and those may or may not need to be audited.

NAA AGM approval: For all material changes and as defined by the constitution and by-laws of the NAA, you may require general meetings. Usually only the members will have voting rights. You could also call an Extraordinary General Meeting (EGM) whenever needed to pass specific resolutions. Be aware that this is easy during the start up stage, as the number of members might be small. However, as the organisation grows, it may be challenging to reach quorum and EGMs may need to be called regularly.



AGM Constitution Voting 2018

2. GROWTH STAGE



Growing & Developing a NAA

As NAAs grow and expand, systematic processes and defined ways of working are required to ensure a dedicated team of volunteers, who generally have demanding day jobs, can still have significant impact as volunteers. These processes can make the biggest impact for every hour they dedicate to the alumni community.

The Singapore NAA grew massively over the past three years reaching a total of 777 active members by Feb 2020, at the time of the refresh of this Handbook.

As a Committee, we have focused on three key areas that we believe made the biggest impact during our fast growth stage:

1. Strategic planning sessions every 6 months;
2. Processes developed;
3. Governance policies defined.

2.1. Annual Strategic Plan and Key Performance Indicators (KPIs)

Once the community reaches a significant size and scale of engagement, the NAA may find it difficult to be able to engage with the same depth to a very broad alumni community. In order to strategically invest our resources on what delivered the biggest return for the community, we decided on planning enough volume of events. However, we wanted to ensure we had a greater depth of engagement.

Building on the tradition of the previously established annual strategy session, in 2017 we launched our first bi-annual day-long strategy sessions, where we took a day to step back from the daily event planning and think more strategically about our approach. Since that first session, we now do annual strategic planning and team building exercises twice a year. This was also the first time that we talked about measuring and tracking success more broadly and per area of focus, rather than just on the increase of the member numbers at the end of the year.

The journey has been amazing since our first session and the organisation has evolved significantly in terms of strategic planning and team building initiatives, which are key to having very open and honest conversations and feedback.

We would recommend any NAA, big or small, to ensure that they take the time to build the necessary rapport among the Board and ExCo members, as well as to take a step back from the daily operations to think strategically about how they want to engage with their community in the long term.

See Annex 2.1 NAA of Singapore Annual Strategic Plan and KPIs

Executive Committee / Members of the Board INSEAD Alumni Association of Singapore 2020



Office Bearers

President: **Cintia Tavella** MBA'07D
Vice-President - elect: **Ankit Kedia** MBA'14D
Secretary: **Jaz Athenia Chua** TIEMBA'16Jan
Treasurer: **Abel Van Staveren** EMBA'08D
Treasurer - elect: **Amy Xu** MBA'14J

Executive Committee

Social Events & IAF: **Virginia Brumby** MBA'09J
Mentorship Program: **Ilhem Dib** MBA'05D, TIEMBA'20Jan
Clubs & Groups - elect: **Julie He** MBA'13D
Career Development & Lifelong Learning: **Ankit Kedia** MBA'14D & **Jaz Athenia Chua** TIEMBA'16Jan
Marketing & Communications: **Jean-Francois Legourd** MBA'12D
Digital Innovation & FinTech: **Laurent Simon** TGM F/S'14Jul
Professors & Companies Events - elect: **Tan Eng Hwa** TIEMBA'16Jan

Executive Director: **Nathalie De Spiegeleire**

2.2. Processes developed

Executive Directors, Secretaries, and Treasurers of the NAA of Singapore could attest to how the growth journey could be both exciting and daunting.

Without a stable and formal administrative structure and support, NAAs need to find a way to trade

off engagement with administrative tasks (e.g. management of payments, database challenges, member versus non-member treatment, local club support, communications). To further strengthen our process and ways of working, as well as becoming more efficient to deal with the growth, we started developing processes and ways of working that we had initially shared on the Board and ExCo meetings monthly and aligned and documented via different minutes. These processes included, among others:

- **Communications:** timing to add / provide drafts and comments to comms to our admin in order to manage last minute changes and new events additions
- **Organising events procedures:** for Exco and non ExCo members: events organised by non-ExCo members will always require an ExCo lead responsible, it will require the event organiser to own the budget of the event and follow the other common events guidelines (pricing, comms,...). This includes all period after club leads.

See Annex 2.2 Event Organising Procedures for Committee Members for further details

2.3 Governance Policies Defined

In the start up stage, we talked about basics of governance for NAAs, such as recruiting the team and setting up NAA approval processes and legal proceedings). In this section, we move into building core governance policies that enable the NAA, its Board and ExCo and its members to protect themselves from any challenges in the way the

organisation is managed. With this in place, the team can deliver the maximum impact to the community with an organisation that stands for “best in class” governance practices. This will be a key factor to build a strong reputation for the NAA, which will be determinant of the next stage of growth—the mature stage.

Similar to the standard processes referred above and in order to manage the growing numbers of events and interactions we had to be systematic, organised and extremely professional about the rules of engagement within the Board and ExCo and in its internal and external associations. We focused on ensuring that every individual that will become a Board and ExCo member goes through a formal selection process.

Among others, the following are key governance practices that become very relevant for the growth stage:

- **NAA mission and vision:** All ExCo members must understand and be able to convey our mission and vision
- **Code of conduct, constitution & by-Laws:** All Board and ExCo members must understand, acknowledge and commit to abide by the IAA code of conduct, NAA constitution and by-laws
- **Joint responsibility of INSEAD’s reputation in the country**
- **Board and ExCo meetings:** These happen every 4-6 weeks and if more than three sessions are missed without a reasonable justification, the ExCo member may be prompted to leave
- **Pricing differential for members vs non-members:** Standardising the approach for all events
- **Standard selection process for Board members & clubs leads:** The selection processes have evolved to become more scalable and standardised, ensuring independence on the selection.

See Annex 2.3 NAA of Singapore Governance Policies Overview, for further details



Strategy session for NAA Board and ExCo 2019

3. MATURE STAGE



Embedding sustainability & scalability practices for a NAA

Once NAAs have reached the same level of high engagement and high touch as in any of the largest ones (e.g. UK, France, US, Germany, Netherlands, Switzerland, Belgium, Singapore), ensuring that the NAA Board and ExCo is driving governance should now start to become one of its key priority areas for long-term sustainability and scalability of the associations.

To secure these for the future, there are three key factors which are paramount:

1. Processes, policies, ways of working and rules are documented and known;
2. Pipeline of future volunteers are in place;
3. Succession plans in place for Board and ExCo members, clubs leads, expanded group of volunteers are attracting new volunteers continuously.

3.1. Processes & Policies Fully Documented

In the previous stages, we have shared several of the processes and policies. Once the NAA reaches a significant size (e.g. NAA Board and ExCo size of above 10 members), it would be more difficult to meet regularly and ensure that everyone is present at every meeting. The expanded group of volunteers outside of the Board and ExCo will also start to grow.

If we want to sustain the engagement levels, there needs to be rigorous and robust processes and policies fully documented and readily accessible by anyone to ensure:

- There is full integrity and transparency about how the NAA operates and the rules of the game;
- The NAA operates well in relation to other

organisations: INSEAD, IAA, global clubs, etc.;

- Orientation and full on-boarding materials in place for new volunteers would be key, as the face-to face time to onboard them might be reduced.

See Annex 3.1. NAA of Singapore Dropbox – Shareable folder with all relevant documents and policies of the NAA, including all legal filings

3.2. Volunteer Engagement

At this stage of maturity of the NAA, we would expect that there is a Board that is mainly responsible for overseeing the strategy and ensuring that KPIs are delivered, while expanded committees / executive / management team will start to develop to focus more on the execution items. These committees may include members that are not on the Board of the NAA but of what may be called the “expanded team of volunteers”. This group also includes all local clubs leads and potential successors to the Board roles.

In order to ensure this group continues to stay motivated to provide support and volunteer for the community, it is hugely important to recognise and thank them for their efforts, as well as regularly keep them updated on the governance policies and processes of the NAA as these evolve.

To enable this engagement, the Singapore NAA organises two thank you cocktails a year for expanded group of volunteers. In addition, there are also two working sessions with networking cocktail for all club leads in the country (We also invite Global Clubs hosted in Singapore to these sessions).

See Annexes 3.2 Clubs Leads Meeting Presentations- Volunteer Engagement Sessions, for further details

3.3. Succession Plans in Place for every role

Paramount to sustainability—other than integrity of the Board members—is ensuring that there are robust succession plans in place, at least for every core position; most importantly the office bearers that carry most of the legal responsibilities in general (President, Vice President, Secretary and Treasurer)

We recommend the following key actions

• **Build and maintained an “ever-green” list of suitable candidates to fill planned or unplanned vacancies.**

- In Singapore we have a list of alumni that have expressed interest to volunteer for the community. We encourage all the Board members to meet these volunteers and then invite them to start small and steady, so they can learn the processes and ways of working before potentially moving into a Board position.

- Twice a year, we ask for volunteers for specific areas to ensure we maintain the list renewed and updated and ensure succession plans are relevant.

• **Have a plan in place for orderly succession of directors.**

A great experience for Singapore NAA was the succession of Anne-Ev Enzmann, Director for Lifelong Learning and Career Development who had put in place a successor and co-lead for her area for over a year before her exit. It was an extremely smooth transition process for the successor, the Board and also the community, who had grown familiar with the person.

• **Create a board of appropriate size, diversity and backgrounds.**

It is important to review and assess the board composition and dynamics once or twice a year, ensuring that we are representing the community’s interests, INSEAD’s reputation and that we have the adequate size to maintain depth of engagement.

There are many other areas of governance that are key at this stage, but the above are the most critical to ensure future success in our view.

To finalise, the Singapore NAA is now also embarking on developing the risk assessment exercise on the strategy sessions done twice a year. This will ensure we are prepared for unexpected or potentially remote risks with mitigation plans (including potential conflicts or accusations from alumni). Risk assessment is a tool that will also strongly benefit the sustainability of the NAA for the long run.

See Annex 3.3.1 NAA of Singapore Board and ExCo Succession Plans per pillar, for further details and Annex 3.3.2 NAA of Singapore Alumni Association Board & Expanded Group of Volunteers, for further details



Clubs Leaders Meeting

Annexes

Index

We acknowledge the contributions of all Singapore NAA Committees during the life of our Association. Each and everyone of the prior Committees and its members have had a significant impact on how we shape NAA Singapore and in building our processes and ways of working, since its first Constitution to the new KPIs models.

1 - Start-up Stage Annexes

- 1.1.1 NAA of Singapore Office Bearers Selection Process - Example
- 1.1.2 NAA of Singapore Office Bearers Selection Process - President
- 1.1.3 NAA of Singapore Office Bearers Selection Process - Treasurer
- 1.1.4 NAA of Singapore Office Bearers Selection Process - VP
- 1.2.1 NAA of Singapore Office Bearers Role Description & Candidate Profiles - President
- 1.2.2 NAA of Singapore Office Bearers Role Description & Candidate Profiles - Secretary
- 1.2.3 NAA of Singapore Office Bearers Role Description & Candidate Profiles - Treasurer
- 1.2.4 NAA of Singapore Office Bearers Role Description & Candidate Profiles - Vice-President
- 1.3.1 NAA of Singapore Constitution
- 1.3.2 NAA of Singapore By-laws
- 1.3.3 IAA Code of Conduct
- 1.3.4 Board ExCo Members Signature of Code of Conduct

2 - Growth Stage Annexes

- 2.1 Annual Strategic Plan & KPIs
- 2.2 Event Organising Procedures for Committee Members
- 2.3 NAA of Singapore Governance Policies Overview & Summary

3 - Mature Stage Annexes

- 3.1 NAA of Singapore Dropbox
- 3.2 Clubs Leads Meetings Presentation & Volunteer Engagement
- 3.3.1 NAA of Singapore - ExCo Succession Plan per Pillar
- 3.3.2 NAA of Singapore Board - ExCo and Expanded Group of Volunteers

1.1.1 NAA of Singapore Office Bearers Selection Process - Example

Role

Call for Volunteer Published: AGM minus 12 months

Position Open

AGM minus 11 months

Position to Close

AGM minus 9 months

Applications to be sent to nominations committee (=NAA SGP Office Bearers):

NAA President

NAA Vice-President

NAA Treasurer

NAA Secretary

Selection Process signed off by NAA SGP Office Bearers & NAA ExCo:

Reception of interest from candidates by NAA Office Bearers (AGM minus 9~11 months)

Initial Interview of candidates first by current Office Bearer to explain responsibilities (AGM minus 9~11 months)

Interested candidates formally apply for the Office Bearer role (AGM minus 9~11 months)

NAA Office Bearers communicate the formal candidates to the NAA ExCo members and update on status of the process (AGM minus 9 months)

All NAA Office Bearers interview the candidates that have applied for the role and nominate the short-listed candidate for Treasurer, in consultation with INSEAD Director of Alumni Relations, Austin Tomlinson (AGM minus 8~5 months)

The nominated candidate will join the NAA ExCo for 3 months trial period (AGM minus 5~2 month)

After 3-months' probation period voting will be held at NAA ExCo and approval by simple majority required by NAA ExCo members to accept the new Office Bearer and propose this candidate to the next AGM or an earlier EGM could be if required.

1.1.2 NAA of Singapore Office Bearers Selection Process - President

Role

Call for Volunteer Published: August 2016

Position Open

August 2016

Position to Close

September 2016

Applications to be sent to Election Committee:

NAA President: Alexandra de Mello

NAA Treasurer: Abel van Staveren

NAA member & former exco member: Christophe Inglin

Selection Process signed off by NAA SGP Office Bearers & NAA ExCo:

Election Committee formed (June 2016)

Reception of interest from candidates by Election Committee (August - September 2016)

Initial Interview of candidates first by election committee (includes current President, Treasurer and NAA member) to explain responsibilities (October 2017)

Interested candidates formally apply for the President role (October 2017)

Treasurer communicates the nominees to the NAA ExCo members and updates on status of the process (October 2016)

Election committee interview the nominees standing that have applied for the role and nominate one candidate for President, in consultation with INSEAD Director of Alumni Relations, Austin Tomlinson (November 2016)

Treasurer to inform the nominees of final decision (November 2016)

Treasurer to inform the NAA Office Bearers and NAA ExCO (November 2016)

Current NAA President to meet with Candidate to discuss presidential transition (January 2017)

Public announcement planned a month before AGM when items to vote are sent to members (February 2017)

Candidate proposed at the next AGM or an earlier EGM could be called if required (March 2017)

1.1.3 NAA of Singapore Office Bearers Selection Process - Treasurer

Role

Call for Volunteer Published: December 2018

Position Open

January 2019

Position to Close

March 2019

Applications to be sent to NAA Office Bearers:

NAA President

NAA Vice-President

NAA Treasurer

NAA Secretary

Selection Process signed off by NAA SGP Office Bearers & NAA ExCo:

Reception of interest from candidates by NAA Office Bearers (Jan-Mar 2019)

Initial Interview of candidates first by current Treasurer to explain responsibilities (Jan-Mar 2019)

Interested candidates formally apply for the Treasurer role (Jan-Mar 2019)

NAA Office Bearers communicate the formal candidates to the NAA ExCo members and update on status of the process (Mar 2019)

All NAA Office Bearers interview the candidates that have applied for the role and nominate the short-listed candidate for Treasurer, in consultation with INSEAD Director of Alumni Relations, Austin Tomlinson (Apr-Jun 2019)

The nominated candidate will join the NAA ExCo for 3 months trial period (Jun-Sep 2019)

After 3-months probation period voting will be held at NAA ExCo and approval by simple majority required by NAA ExCo members to accept the new Treasurer and propose this candidate to the next AGM (Q1 2020) or an earlier EGM could be called (ie. At Global INSEAD Day 2019) if required.

1.1.4 NAA of Singapore Office Bearers Selection Process - Vice-President

Position Open

March 2018

Position to Close

July 2018

Applications to be sent to NAA Office Bearers:

NAA President

NAA Treasurer

NAA Secretary

Selection Process signed off by NAA SGP Office Bearers & NAA ExCo:

Short-list of candidates by NAA Office Bearers in consultation with INSEAD Director of Alumni Relations, Austin Tomlinson.

Recommendation by NAA Office Bearers & INSEAD Director of Alumni Relations for approval by NAA Executive Members (by simple majority) first and subsequently, after 3-months probation period final approval by NAA members at the Annual General Meeting (Q1 2019) will be required to ratify the VP candidate.

1.2.1 NAA of Singapore Office Bearers Role Description & Candidate Profiles - President

Candidate Profile

The main responsibilities of the **President of the INSEAD National Alumni Association (NAA) of Singapore** (in concert with the NAA Vice-President, NAA Treasurer, NAA Secretary and other volunteers) are to:

Inspire alumni to build and further strengthen a life-long relevance of the INSEAD global network for the alumni;

Lead the Association, be an effective partner to INSEAD and the IAA, and have INSEAD interact effectively with its alumni;

Build bridges, between alumni, other NAAs, with the IAA and IAF, with INSEAD and other stakeholders. Have a constructive and collaborative point of view, yet not be afraid to make views known;

Lead and motivate the National Association to strengthen the alumni community through membership, events and lifelong learning and to support INSEAD and other alumni. It is essential to build enthusiasm, commitment and motivation within this very special community of volunteers;

Work with the school to ensure adequate resources and infrastructure are in place to facilitate the alumni network and interactions with the school to the benefit of both alumni and the school;

Participate as a member of the South East Asia INSEAD Advisory Council;

Develop an external profile of the alumni activities and INSEAD in the region; and

Be responsible, and accountable to the IAA General Assembly for leading the overall alumni effort in Singapore. Inspire respect and implementation of the Credo of the IAA, the statutes of the NAA and the Code of Conduct for NAAs, to the benefit of all Alumni and INSEAD.

Competencies

The ideal candidate has the following competencies:

Inspirational, collaborative, compassionate Leadership: leads and inspires alumni creativity and action to strengthen the global alumni community and INSEAD and its relative competitive position;

Action orientation: ensures implementation of agreed initiatives. Defines, communicates and helps implement the best ways to achieve objectives. Contributes to the implementation of necessary changes;

Stature & Credibility: has a proven track-record at executive level, other management or board positions. Is of unquestionable authority and integrity;

Appreciation of cultural differences, and diverse point of views: has a proven track record of effectively operating in a multicultural environment;

Excellent Communicator, builder of bridges: Communicates and deals effectively with the various constituencies (Alumni, IAA, other NAAs, Alumni Relations Office, INSEAD faculty and management, IAF, National Council, external parties etc.).

Personal Characteristics

For the new NAA President, the alumni seek a person who

Shows tangible evidence of a passion for INSEAD;

Is a senior INSEAD Alumnus/Alumna with credibility, based upon successful leadership experience, to chair and motivate a complex international volunteer organisation;

Has sufficient professional freedom and or time and energy to contribute to INSEAD and the alumni effort;

Should be willing to dedicate around 30 hours per month, and have time to travel to the semi-annual IAA presidents meetings in MAY and November;

Has a focus on action and results to continuously strengthen the alumni network;

Ideally, will have had experience and/or exposure within the Alumni Association and/or a similar (volunteer) organisation;

Has the highest aspirations for the alumni but remains modest personally; and

Should not have any business or financial interest in the affairs of the alumni organisation or the school.

1.2.2 NAA of Singapore Office Bearers Role Description & Candidate Profiles - Secretary

Candidate Profile

The main responsibilities of the **Secretary of the INSEAD National Alumni Association (NAA) of Singapore** (in concert with the NAA President, NAA Vice-President, NAA Board and ExCo and other volunteers) are to:

Engage & Inspire alumni to build and further strengthen their relationship with INSEAD, the community and establish a life-long relevance of the INSEAD global network for the alumni;

Co-Lead the Association together with the other office bearers. Be an effective partner to the Singapore NAA President, INSEAD, the IAA and the IAF (INSEAD Alumni Fund);

Build bridges, between alumni, other NAAs, with the IAA and IAF, with INSEAD and other stakeholders.

Have a constructive and collaborative point of view, yet not be afraid to make views and contributions known;

Specific duties for the secretary as laid out in the alumni association's constitution and required by the Singapore registry of societies include:

- Ensuring legal documentation obligations of the society are fulfilled
 - submitting annual returns and annual audited statement of accounts to Registry of Societies
 - submitting change of management committee for change of committee before end of term to Registry of Societies
 - submitting proposed amendment for Constitution or By-laws to Registry of Societies
- AGM planning and organising
- Taking minutes at exco meeting, circulating them for approval and filing them in centralised file management system (Dropbox).
- Ensuring documentation is kept in centralised file management system (Dropbox)
- Ensuring code of conduct is signed by NAA Board and ExCo
- Together with the NAA president and Vice-president, supervise the work of the Association's executive director. The secretary specifically supervises the administrative side of the role

Inspire respect and implement of the Code of Conduct of the IAA, the Singapore NAA Constitution and By-Laws, to the benefit of all Alumni and INSEAD.

Competencies

The ideal candidate has the following competencies:

Inspirational, collaborative, compassionate Leadership: leads and inspires alumni creativity and action to

strengthen the global alumni community and INSEAD and its relative competitive position. It collaborates with all stakeholders to make INSEAD better every day;

Action orientation: ensures implementation of agreed initiatives. Defines, communicates and helps implement the best ways to achieve objectives. Contributes to the implementation of necessary changes;

Strong organisational skills: ability to meet deadlines and produce Minutes in a timely manner for distribution and action by the NAA Board and ExCo.

Excellent note taking, transcription, and computer literacy skills.

Stature & Credibility: has a proven track-record at executive level, other management or board positions. Is of unquestionable authority and integrity and has no identified conflict of interests with the role and responsibilities proposed;

Appreciation of cultural differences, and diverse point of views: has a proven track record of effectively operating in a multicultural environment;

Excellent Communicator, builder of bridges: Communicates and deals effectively with the various constituencies (Alumni, IAA, other NAAs, Alumni Relations Office, INSEAD faculty and management, IAF, National Council, external parties etc.).

Personal Characteristics

For the Secretary position, the INSEAD Alumni Association in Singapore seeks a person who

Shows tangible evidence of a passion for INSEAD;

INSEAD Alumnus/Alumna with credibility, based upon successful leadership experience, to co-lead and motivate a complex international volunteer organisation;

Has sufficient professional freedom and or time and energy to contribute to INSEAD and the alumni effort;

Should be willing to dedicate around 10 hours per month.

Has a focus on action and results to continuously strengthen the alumni network;

Ideally, will have had experience and/or exposure within the Alumni Association and/or a similar (volunteer) organisation;

Has the highest aspirations for the alumni but remains modest and humble personally; and

Should not have any business or financial interest in the affairs of the alumni organisation or the school. Especially the secretary needs to maintain the highest ethical and professional standards.

1.2.3 NAA of Singapore Office Bearers Role Description & Candidate Profiles - Treasurer

Candidate Profile

The main responsibilities of the **Treasurer of the INSEAD National Alumni Association (NAA) of Singapore** (in concert with the NAA President, NAA Vice-President, NAA Board and ExCo and other volunteers) are to:

Engage & Inspire alumni to build and further strengthen their relationship with INSEAD, the community and establish a life-long relevance of the INSEAD global network for the alumni;

Co-Lead the Association together with the other office bearers. Be an effective partner to the Singapore NAA President, INSEAD, the IAA and the IAF (INSEAD Alumni Fund);

Build bridges, between alumni, other NAAs, with the IAA and IAF, with INSEAD and other stakeholders.

Have a constructive and collaborative point of view, yet not be afraid to make views and contributions known;

Specific duties for the treasurer as laid out in the alumni association's constitution and required by the Singapore registry of societies include:

- collecting and disbursing all money on behalf of the Club and accounting for all transactions.
- issuing receipts for all money received by the Club as requested.
- opening such bank accounts as the Executive Committee may direct and depositing therein all money received on behalf of the Club and at a bank recognised by the Monetary Authority of Singapore ("MAS").
- ensuring that renewal notices are sent to all members for expiring subscriptions.
- preparing and presenting statements of accounts as required.
- preparing and presenting a financial report quarterly for Executive Committee meetings and AGM and making such report available for viewing to the general members.
- keeping all accounting and other records as are necessary to explain the transactions and financial position of the company and to ensure a profit and loss account and a balance sheet to be prepared. The accounting records must be kept for 7 years after the completion of the transactions or operations to which they relate.
- keeping all records of financial transactions for each event undertaken by the Club so that an Auditor can validate proper income and expenditure.
- directing and enabling an "Executive Director", who may be engaged for a fee to perform administrative and banking tasks as set out in the By-laws.

Together with the NAA president and Vice-president, supervise the work of the Association's executive director. The treasurer specifically supervises the administrative side of the role and cash collection and membership payments.

Inspire respect and implement of the Code of Conduct of the IAA, the Singapore NAA Constitution and By-Laws, to the benefit of all Alumni and INSEAD.

Competencies

The ideal candidate has the following competencies:

Inspirational, collaborative, compassionate Leadership: leads and inspires alumni creativity and action to strengthen the global alumni community and INSEAD and its relative competitive position. It collaborates with all stakeholders to make INSEAD better every day;

Action orientation: ensures implementation of agreed initiatives. Defines, communicates and helps implement the best ways to achieve objectives. Contributes to the implementation of necessary changes;

Bookkeeping skills: needs enough bookkeeping knowledge and experience to be able to maintain a simple set of accounts and prepare a basic balance sheet and income statement. Experience with SME accounting software is a bonus. The NAA uses Quickbooks.

Stature & Credibility: has a proven track-record at executive level, other management or board positions. Is of unquestionable authority and integrity and has no identified conflict of interests with the role and responsibilities proposed;

Appreciation of cultural differences, and diverse point of views: has a proven track record of effectively operating in a multicultural environment;

Excellent Communicator, builder of bridges: Communicates and deals effectively with the various constituencies (Alumni, IAA, other NAAs, Alumni Relations Office, INSEAD faculty and management, IAF, National Council, external parties etc.).

Personal Characteristics

For the Treasurer position, the INSEAD Alumni Association in Singapore seeks a person who

Shows tangible evidence of a passion for INSEAD;

INSEAD Alumnus/Alumna with credibility, based upon successful leadership experience, to co-lead and motivate a complex international volunteer organisation;

Has sufficient professional freedom and or time and energy to contribute to INSEAD and the alumni effort;

Should be willing to dedicate around 20-25 hours per month.

Has a focus on action and results to continuously strengthen the alumni network;

Ideally, will have had experience and/or exposure within the Alumni Association and/or a similar (volunteer) organisation;

Has the highest aspirations for the alumni but remains modest and humble personally; and

Should not have any business or financial interest in the affairs of the alumni organisation or the school. Especially the treasurer needs to maintain the highest ethical and professional standards.

1.2.4 NAA of Singapore Office Bearers Role Description & Candidate Profiles - Vice-President

Candidate Profile

The main responsibilities of the **Vice-President of the INSEAD National Alumni Association (NAA) of Singapore** (in concert with the NAA President, NAA Board and ExCo and other volunteers) are to:

Engage & Inspire alumni to build and further strengthen their relationship with INSEAD, the community and establish a life-long relevance of the INSEAD global network for the alumni;

Lead the Association in concert with the NAA President, being an effective partner to the Singapore NAA President, INSEAD, the IAA and the IAF (INSEAD Alumni Fund);

Build bridges, between alumni, other NAAs, with the IAA and IAF, with INSEAD and other stakeholders.

Have a constructive and collaborative point of view, yet not be afraid to make views and contributions known;

Lead and motivate the NAA and its members to strengthen the alumni community through membership, events and lifelong learning and to support INSEAD and other alumni. It is essential to build enthusiasm, commitment and motivation within this very special community of volunteers;

Work with the school to ensure adequate resources and infrastructure are in place to facilitate the alumni network and interactions with the school to the benefit of both alumni and the school;

Develop an external profile of the alumni activities and INSEAD in the region; and

In concert with the NAA President, be responsible and accountable to the IAA General Assembly for leading the overall alumni effort in Singapore;

Inspire respect and implementation of the Code of Conduct of the IAA, the Singapore NAA Constitution and By-Laws, to the benefit of all Alumni and INSEAD.

Competencies

The ideal candidate has the following competencies:

Inspirational, collaborative, compassionate Leadership: leads and inspires alumni creativity and action to strengthen the global alumni community and INSEAD and its relative competitive position. It collaborates with all stakeholders to make INSEAD better every day;

Action orientation: ensures implementation of agreed initiatives. Defines, communicates and helps implement the best ways to achieve objectives. Contributes to the implementation of necessary changes;

Stature & Credibility: has a proven track-record at executive level, other management or board positions. Is of unquestionable authority and integrity and has

no identified conflict of interests with the role and responsibilities proposed;

Appreciation of cultural differences, and diverse point of views: has a proven track record of effectively operating in a multicultural environment;

Excellent Communicator, builder of bridges: Communicates and deals effectively with the various constituencies (Alumni, IAA, other NAAs, Alumni Relations Office, INSEAD faculty and management, IAF, National Council, external parties etc.)..

Personal Characteristics

For the new NAA Vice-President, the INSEAD alumni in Singapore seek a person who:

Shows tangible evidence of a passion for INSEAD;

INSEAD Alumnus/Alumna with credibility, based upon successful leadership experience, to chair and motivate a complex international volunteer organisation;

Has sufficient professional freedom and or time and energy to contribute to INSEAD and the alumni effort;

Should be willing to dedicate around 30 hours per month, and have time to travel to the semi-annual IAA Presidents meetings (AVMs);

Has a focus on action and results to continuously strengthen the alumni network;

Ideally, will have had experience and/or exposure within the Alumni Association and/or a similar (volunteer) organisation;

Has the highest aspirations for the alumni but remains modest and humble personally; and

Should not have any business or financial interest in the affairs of the alumni organisation or the school.

1.3.1 The constitution of INSEAD Club of Singapore

Article I: Name and Place of Business

1. This society shall be known as “The INSEAD Club of Singapore”, hereinafter referred to as “the Club”.

2. Its place of business shall be, 1 Ayer Rajah Avenue, Singapore 138676 or such other address as may be decided by the Executive Committee and approved by the Registrar of Societies, Singapore. The Club shall carry out its activities only in places and premises which have the prior written approval from the relevant authorities, where necessary.

Article II: Objectives

The Club’s Objectives are:

to strengthen the bonds within the INSEAD Alumni community in Singapore through activities that offer mutual support and opportunities for networking, provide continued learning & development and to stimulate dialogue between students, alumni and faculty of INSEAD.

to support the name, brand and reputation of INSEAD.

to promote the creation of a positive social impact on the community in Singapore.

Article III: Membership

A. Types of Membership

General membership:

Alumni recognised as such by INSEAD shall be eligible for membership in the Club, upon payment of the requisite membership fees as determined by the Club from time to time, shall be deemed to be general members of the Club and their names shall be entered into an electronic register of members kept by the Secretary. General members may hold office in the Club. Only General members who are above 21 years of age shall have voting rights in the Club. The Executive Committee will determine the different types of general membership.

Honorary Membership

Any person who has rendered special services to INSEAD or to the Club, as recognised by the majority vote of the membership at a General Meeting can become an Honorary Member. Honorary Members may not hold office in the Club and shall have no voting rights.

Membership of the Club shall be conferred by the administrators of the Club recording the valid membership details in the designated electronic database of INSEAD and of the Club after the payment of membership dues by the means set out in By-Laws.

A copy of the Constitution and By-Laws of the Club shall be available for inspection upon reasonable notice

by any general member who has fully paid up their membership fees. A copy is also available on the Club’s electronic channel such as a blog and on the INSEAD website.

B. Termination of Membership

Any general member who wishes to opt out or resign from the Club may do so by giving written notification to the Secretary. No request for repayment of the membership fees on a pro rata basis shall be entertained.

C. Office Bearers

Only a general member of the Club may hold office in the Club with such office bearers to be elected in accordance with Article VI A. An Executive Committee of the Club shall be elected in accordance with Article VI A.

No existing INSEAD employees nor their respective spouses shall be eligible for election to any office of the Club.

Article IV: General Meetings

The supreme authority of the Club is vested in a General Meeting of the members.

A. Voting Rights

A general meeting shall be called by the President or Executive Committee at such times and in such manner as the President or Executive Committee deems necessary or desirable and in accordance with Article IV C.

Each general member of the Club is entitled to one vote at a general meeting.

A general member may be represented at any general meeting of the Club by a proxy who may speak or vote on behalf of the general member.

The proxy must be authorised in writing or by electronic means of notification by the general member to vote on his/her behalf at any general meeting of the Club. Such authorisation must be received by the Secretary of the Club not later than twenty-four (24) hours before the time of holding the meeting at which the person named in such authorisation is proposing to vote.

B. Proceedings at General Meetings

1. At least fourteen (14) days written notice of any general meeting must be given to the general members whose names appear in the register as members of the Club, together with the agenda setting forth the business to be transacted.

2. Any general member who wishes to place an item on the agenda of a general meeting may do so by giving notice in writing to the Secretary seven (7) days before the time of holding the meeting.

3. General meetings shall be presided over by the President of the Club, or in his/her absence by the Vice President of the Club.

4. At any general meeting, the President shall be responsible for deciding in such manner as he/she shall consider appropriate whether any resolution has been carried or not and the result of his/her decision shall be announced to the general meeting and recorded in the minutes. If the President shall have any doubt as to the outcome of any resolution put to the vote, he/she shall cause a poll to be taken of all votes cast upon such resolution. If a poll is taken, the results of such poll shall be duly recorded in the meeting's minutes.

5. The quorum of a general meeting shall be not less than 25% of the total voting membership or thirty (30) general members present, whichever is lesser, in person or by proxy. In the event of there being no quorum present at any such meeting, the meeting shall be adjourned for 30 minutes, after which those present shall be considered a quorum but they shall have no power to amend any part of the existing Constitution.

6. The inadvertent failure to give notice of a meeting to an ordinary member, or the fact that an ordinary member has not received notice, does not invalidate that meeting.

7. The President or in his/her absence the Vice-President shall have a second or casting vote at any general meeting.

C. Annual General Meeting

1. The fiscal year of the Club shall run from each 1 January to 31 December of the same year, and an Annual General Meeting ("AGM") shall be held not later than the end of April in each year upon a date and at a time to be fixed by the Executive Committee.

2. The following business shall be transacted at the AGM:

(a) The presentation and approval of the accounts of the preceding financial year.

(b) The presentation of the President and Executive Committee's report.

(c) The election of office bearers.

(d) The election of other members of the Executive Committee.

(e) To consider any other matter that may be properly brought before it including matters properly raised according to Article IV B above.

3. The office bearers of the Club shall be elected by simple majority vote of the general members present in person or by proxy.

4. Nominations for the election of office bearers shall be submitted to the Secretary at least seven (7) days before the holding of the meeting.

5. The Executive Committee shall be elected by simple majority vote of the general members present in person or by proxy.

6. Nominations for the election of the ordinary members of the Executive Committee shall be submitted to the secretary at least seven (7) days before the holding of the meeting.

D. Extraordinary General Meeting

An Extraordinary General Meeting ("EGM") is a special general meeting which may be called by the President or the Executive Committee, must be called on the request in writing of at least five percent (5%) of the general members. Such a meeting must be held within two (2) months from the date of such request or order.

The quorum of the EGM shall be 25% of voting members or 30 voting members present in person or by proxy. In the event of there being no quorum present at any such meeting, the meeting shall be adjourned for 30 minutes, after which those present shall be considered a quorum but they shall have no power to amend any part of the existing Constitution.

If the President or Executive Committee does not within two (2) months after the date of the receipt of the written request proceed to convene an Extraordinary General Meeting, the members who requested for the Extraordinary General Meeting shall convene the Extraordinary General Meeting by giving ten (10) days' notice to voting members setting forth the business to be transacted and simultaneously posting the agenda on the Club's notice board and via electronic means.

Article V: Fees

Membership fees shall be determined by the Executive Committee in line with the constitution. The current membership fees will be included in the By-Laws.

Membership fees are payable within 30 days of written notification. If a member's fee is in arrears by more than one (1) month from the beginning of their renewal period he/she shall be deemed to have opted out of membership of the Club.

The income and property of the Club whensoever derived shall be applied towards the promotion of the objects of the Club as set forth in this Constitution and no portion thereof shall be paid or transferred directly or indirectly by way of dividend or bonus or otherwise howsoever by way of profit to the persons who at any time are or have been members of the Club or to any of them or to any person claiming through any of them.

Article VI: Executive Committee

A: Formation of Executive Committee

1. The Executive Committee shall consist of four (4) office-bearers and a maximum of eight (8) ordinary Executive Committee members who shall be elected at each AGM as required in accordance with Article IV C above.

2. The office bearers shall consist of:

A President who shall preside at meetings of the Club and represent the Club in all matters. She/He shall ensure that there are sufficient financial and human resources for it to achieve the objectives. She/He shall also represent the Club in its dealings with outside persons.

A Vice-President who shall deputise for the President and shall represent the Club in all matters in his/her absence.

A Secretary who shall keep all records, except financial, of the Club and be responsible for correspondence as directed by the Executive Committee and shall keep minutes of all Annual, General and Executive Committee meetings.

A Treasurer who shall be responsible for:

- (a) collecting and disbursing all money on behalf of the Club and accounting for all monetary transactions.
- (b) issuing receipts for all money received by the Club as requested.
- (c) opening such bank accounts as the Executive Committee may direct and depositing therein all money received on behalf of the Club and at a bank recognised by the Monetary Authority of Singapore ("MAS").
- (d) ensuring that renewal notices are sent to all members for expiring subscriptions.
- (e) preparing and presenting statements of accounts as required.
- (f) preparing and presenting a financial report quarterly for Executive Committee meetings and AGM and making such report available for viewing to the general members.
- (g) keeping all accounting and other records as are necessary to explain the transactions and financial position of the company and to allow a profit and loss account and a balance sheet to be prepared. The accounting records must be kept for 5 years after the completion of the transactions or operations to which they relate.
- (h) keeping all records of financial transactions for each event undertaken by the Club so that an Auditor can validate proper income and expenditure for each event.
- (i) directing and enabling an "Executive Director", who may be engaged for a fee to perform administrative and banking tasks as set out in the By-Laws.

3. Each term of the Executive Committee is for a period of two (2) years. All executive Committee members may be re-elected twice (total: 6 years) except for the office bearers who may be re-elected to the same or related post for one consecutive term of office (total: 4 years).

4. Casual vacancies of office-bearers of the Executive Committee shall be temporarily filled by the members of the Executive Committee. In the event that vacancies are not filled by the members of the Executive Committee, a call for nominations shall occur no longer than 21 days after the vacancy occurs. A general meeting shall be held to elect new office bearers of the Executive Committee.

5. Casual vacancies of non office-bearers of the Executive Committee shall be temporarily filled by current members of the Executive Committee. In the event that these vacancies are not filled, the Executive Committee shall advertise the positions to the general members. In the event that the vacancies are not filled after advertising, the Executive Committee shall fill the vacancies at its discretion from the general members. Such positions shall become vacant at the next AGM and new committee members may be elected.

6. All office bearers shall serve until the end of the AGM unless otherwise provided in the Constitution.

7. Conflict of interest

A member of the Executive Committee shall ensure that he/she does not enter into any contract or arrangement that directly or indirectly creates a conflict of interest with their duties as a member of the Executive Committee.

Any member who is a party to any contract and/or arrangement that may result in a conflict of interest must declare such contracts or arrangements to the other members of the Executive Committee.

Activities shall not be private or related to own personal or business purposes.

8. Any changes in the Executive Committee should be notified to the Registrar of Societies within two (2) weeks of the change.

B: Powers and Duties of the Executive Committee

1. To promote the objectives of the Club.
2. To oversee and make policy decisions with respect to the programmes sponsored by the Club.
3. To fill casual vacancies in the Executive Committee until the next AGM.
4. To accept the resignation of general members.
5. To invite any member of the Club to serve on any sub-committee set up to administer the programmes of the Executive Committee. Members of these sub-committees

who are not members of the Executive Committee shall not have a vote of the Executive Committee.

6. The duty of the Committee is to organise and supervise the daily activities of the Club. The Committee may not act contrary to the expressed wishes of the General Meeting without prior reference to it and shall always remain subordinate to the General Meetings.

7. The Executive Committee is the authority for the interpretation of this Constitution and the decisions of the Executive Committee shall be final and binding on all general members, provided that any general member or group of general members shall have the right to appeal to the general meeting by the normal procedures by including the item on the agenda. The Executive Committee agrees to abide by the Articles and By-Laws in this constitution.

C. Meetings of the Executive Committee

An Executive Committee meeting shall be held ordinarily once every six weeks but at least once every three (3) months. Usually, five (5) days notice in writing shall be given to committee members, but the President may call an Executive Committee meeting at any time in an emergency by giving at least three (3) days' notice.

Any member of the Executive Committee may call a committee meeting provided half the Executive Committee members, of which two (2) office bearers are included, agree.

The quorum of an Executive Committee meeting shall be not less than 50% of the total of the committee members, in person or by proxy. In the event of there being no quorum present at any such meeting, the meeting shall be adjourned for 30 minutes, after which those present shall be considered a quorum and shall proceed with full powers.

D: Termination of Membership of Executive Committee

Any member of the Executive Committee absenting himself from three (3) meetings consecutively without satisfactory explanations shall be deemed to have withdrawn from the Executive Committee and a successor may be co-opted by the Executive Committee to serve until the next Annual General Meeting. Any changes in the Executive Committee shall be notified to the Registrar of Societies within two (2) weeks of the change.

Article VII: Finance

A: Funds and Accounts

1. All funds of the Club shall be held, and any debts due to the Club shall be collected by the Treasurer. He/she shall keep all funds in the name of the Club at a bank recognised by the Monetary Authority of Singapore ("MAS") unless they are invested on the order of the Executive Committee.

2. The Treasurer shall bank all funds of the Club as soon as possible after receiving the same.

3. The Treasurer shall cause proper accounts to be kept electronically at the place of business of the Club.

4. The "Executive Director" of the Club will be authorised jointly by the President and Treasurer to perform electronic banking duties as directed by the President and Treasurer and will be furnished with the appropriate banking paraphernalia and passwords to perform such duties as set out in the By-Laws.

B. Report and Audit

At the AGM, the Treasurer shall present a Report on Income and Expenditure Account and a Balance Sheet containing a summary of the assets and liabilities of the Club for the preceding financial year. The Balance Sheet, Accounts and Report shall be signed by the President or Vice-President, by the Treasurer and one (1) other member of the Executive Committee.

Two (2) voting members, not being members of the Committee, shall be elected as Auditors at every alternate Annual General Meeting and will hold office for a term of two years only and shall not be re-elected for a consecutive term. The accounts of the Club shall be audited by a firm of Public Accountants and Chartered Accountants if the gross income or expenditure of the Club exceeds SGD\$500,000 in that financial year, in accordance with Section 4 of the Societies Regulations.

Article VIII: Trustees

If the Club at any time acquires any immovable property, such property shall be vested in trustees subject to a declaration of trust.

The trustees of the Club shall:

1. Not be more than four (4) and not less than two (2) in number.
2. Be elected by a General Meeting of members.
3. Not effect any sale or mortgage of property without the prior approval of the General Meeting of members.

C. The office of the trustee shall be vacated:

If the trustee dies or becomes a lunatic or of unsound mind.

If he is absent from the Republic of Singapore for a period of more than one (1) year.

If he is guilty of misconduct of such a kind as to render it undesirable that he continues as a trustee.

If he submits notice of resignation from his trusteeship.

D. Notice of any proposal to remove a trustee from his trusteeship or to appoint a new trustee to fill a vacancy must be given by posting it on the notice board in the Club's premises at least two (2) weeks before the General Meeting at which the proposal is to be discussed. The result of such General Meeting shall then be notified to the Registrar of Societies.

E. The address of each immovable property, name of each trustee and any subsequent change must be notified to the Registrar of Societies.

Article IX: Prohibitions

Gambling of any kind, excluding the promotion or conduct of a private lottery which has been permitted under the Private Lotteries Act Cap 250, is forbidden on the Club's premises. The introduction of materials for gambling or drug taking and of bad characters into the premises is prohibited.

The funds of the Club shall not be used to pay the fines of members who have been convicted in court of law.

The Club shall not engage in any trade union activity as defined in any written law relating to trade unions for the time being in force in Singapore.

The Club shall not indulge in any political activity or allow its funds and/or premises to be used for political purposes.

The Club shall not hold any lottery, whether confined to its members or not, in the name of the Club or its office bearers, Committee or members unless with the prior approval of the relevant authorities.

The Club shall not raise funds from the public for whatever purposes without the prior approval in writing of the Assistant Director Operations, Licensing Division, Singapore Police Force and other relevant authorities, where necessary.

Article X: Dissolution

1. The Club shall not be dissolved, except with the consent of not less than three-fifths (3/5) of the general members of the Club expressed, either, in person or by proxy at a general meeting convened for the purposes of dissolving the Club.

2. In the event the Club is dissolved as provided above, all debts and liabilities legally incurred on behalf of the Club shall be fully discharged, and the remaining funds will be devoted to such local charitable organisations as the general members shall decide.

3. Notice of dissolution shall be given within seven (7) days of the dissolution to the Registrar of Societies, Singapore.

Article XI: By-laws

General members of the Club at a General Meeting or the Executive Committee may make, alter, add to and repeal the By-Laws of the Club, as long as they do not conflict with the Constitution of the Club and provided that in the case of the Executive Committee's decision such new alteration, addition or repeal of the By-Laws is laid before the next Annual General Meeting.

Article XII: Amendment of the Constitution

The Club shall not amend its Constitution without the prior approval in writing of the Registrar of Societies. No alteration or additions/deletion to this Constitution shall be passed made except at a general meeting and with the consent of two-thirds (2/3) of the voting members present at the General Meeting.

Article XIII: Interpretation

In the event of any question or matter pertaining to day-to-day administration which is not expressly provided for in this Constitution, the Committee shall have power to use their own discretion. The decision of the Committee shall be final unless it is reversed at a General Meeting of members.

Article XIV: Disputes

In the event of any dispute arising amongst members, they shall attempt to resolve the matter at an Extraordinary General Meeting in accordance with this Constitution. Should the members fail to resolve the matter, they may bring the matter to a court of law for settlement.

1.3.2 By-laws of the INSEAD Club of Singapore

A. Committee Powers

The Executive Committee may appoint any person(s) as needed to assist in achieving the objects of the Club.

B. Election of President and Executive Committee.

1. The President shall be recommended for election by a "Nomination Committee" which shall be noted by the Executive Committee and will convene and advertise to the general membership the vacancy and nomination process.

2. The Nomination Committee will proceed to interview and select a candidate and put that candidate forward to be noted by the Executive Committee in the Club's records. The nominated President shall be proposed and seconded at the Annual General Meeting and shall be elected by a simple majority vote of the general members present and voting, including proxies. Presidents are elected for a period of 2 years.

3. The Vice-President and office bearers shall be proposed and seconded at the Annual General Meeting, and shall be elected by a simple majority vote of the general members present and voting, including proxies.

4. The other members of the Executive Committee may be elected 'en bloc'.

5. Nominations for election in any positions except that of the President may be proposed and seconded by any general member and shall be submitted to the Secretary at least seven (7) days before the holding of the AGM.

C. Membership Fees

Membership fees are payable within thirty (30) days of notification of them being due. If a member's fees are in arrears for more than three (1) month, he/she will be deemed to have opted out of membership and at a later date would have to pay the requisite fee for their membership to be reinstated.

Fees shall be set as per Membership Type:

1. **Basic Membership** (grants access to member-only events, discount to all NAA events and AGM dinner, and any benefits negotiated by NAA for its members): SGD\$150 per year

2. **Advanced Membership** (grants access to member-only event, discount to all NAA events and AGM dinner, free access to five (5) NAA events, and any benefits negotiated by NAA for its members): SGD\$180 per year

3. **All-in Membership** (grants access to member-only events, free access to all NAA events and AGM dinner, and any benefits negotiated by NAA for its members): SGD\$250 per year

4. **Three-year Basic Membership** (grants the Basic membership benefits for 3 years): SGD\$400 every 3-year

5. **Three-year Advanced Membership** (grants the Advanced membership benefits for 3 years): SGD\$500 every 3-year

6. **Three-year All-in Membership** (grants the All-in membership benefits for 3 years): SGD\$700 every 3-year

7. The Executive Committee may from time to time alter and discount the fee to facilitate membership drives, however this must be approved by the Executive Committee and must be minuted at the Executive Committee meeting.

8. **Honorary Membership** - Nil (SGD\$0 per year)

D. Finance

The Treasurer is authorised to expend up to SGD\$10,000 per month for expenses on behalf of the Society.

The Treasurer may sign cheques up to five hundred dollars (SGD\$500.00), but cheques for a greater amount shall be signed by the Treasurer and countersigned

by one of the other office bearers of the Club and in the absence of the Treasurer by any two of the office bearers of the Club.

The Treasurer may keep a maximum of two hundred dollars (SGD\$200.00) cash in hand to meet the cash requirements of the Club.

The "Executive Director" may use electronic banking facilities to collect and make GIRO payments, enquire on transactions, enquire on balances and enquire on any matters as authorised by the Treasurer. All electronic transactions performed by the Executive Director must be authorised by an office bearer in accordance with the electronic banking procedures set out by the relevant banking institution.

1.3.3 IAA Code of Conduct

Introduction

The NAAs, NCs and GCs, National Clubs and Global Clubs provide a network for alumni for mutual support, education, friendship, socialising and supporting the name and interests of INSEAD.

The objective of NAAs, NCs and GCs (NAAs), National Alumni Clubs (NACs) and Global Clubs (GCs) is to

- Develop network activities for Alumni
- Offer required services to Alumni
- Promote INSEAD's name and reputation and act as an ambassador
- Increase membership rates
- Support School activities

The NAAs, NCs and GCs are staffed almost entirely by volunteers, on whose goodwill and commitment the system is wholly dependent. Ensuring that those volunteers are motivated, able to achieve their aspirations for alumni and recognised for their contributions to the INSEAD community is fundamental to success.

The NAAs, NCs and GCs carry the INSEAD name. They are the constituent members of the IAA, which represents the interests of alumni globally. They also have responsibilities to alumni (particularly recent graduates) who rightly expect that there will be an active community into which they can be received when they leave INSEAD. They are capable of realising enormous value for the community. It is important for all alumni that the NAAs, NCs and GCs are responsibly governed and are as active and as effective a resource as local circumstances permit.

This document sets out a Code of Conduct for the NAAs, NCs and GCs. The term NAAs, NCs and GCs includes, in this Code, Associations for a region and, where this is so, references to a country are to be taken to be to the region.

This Code of Conduct is in three parts. The first (A) represents the minimum standards that a NAAs, NCs and GCs must achieve to be entitled to use the INSEAD name and the Salamander logo and to participate as a member of the IAA. The second (B) are objectives for NAAs, NCs and GCs to be adopted in the light of local demand and resources. The third (C) represents the enforcement and arbitration provisions for the IAA to enforce this Code of Conduct, recognising the IAA's commitment to collaboration and consensus in the first instance in its role as the guardian of the Code of Conduct.

The INSEAD International Alumni Association (IAA), founded in 1961, is the licensing body for new NAAs, NCs and GCs and guardian of this Code of Conduct.

The IAA is the formal, global representation of Alumni interests at INSEAD- IAA is a non-profit organisation à la loi 1901 and owner of the "INSEAD Alumni Association" and "Salamander" logo and brand. The IAA is the decision-making body with regards to who qualifies as an alumnus or not.

The IAA and INSEAD foster the formation of new NAAs, NCs and GCs, as demand and capacity develop. This Code of Conducts is consistent with the Statutes and Credo of the IAA and, with them, forms the IAA's administrative and constitutional structure.

A. MINIMUM STANDARDS AND REQUIREMENTS OF NATIONAL ASSOCIATIONS

1. Roles and Responsibilities

1.1 Activities shall not be private or related to own personal or business purposes and shall be of high quality.

1.2 NAAs, NCs and GCs agree with the IAA about the activities and service commitments in the following year (Yearly planning/budgeting).

1.3 Implementation success is checked by all parties involved, performance indicators are used to monitor delivery every semester or year.

1.4 IAA communicates performance of NAAs, NCs and GCs and best-practice service examples to NAAs, NCs and GCs.

1.5 In case of continued non- fulfilment of the agreement the president of the IAA intervenes, e.g. by redefining roles and responsibilities.

1.6 Voluntary Alumni resources (e.g. in IT, Conventions, HR/Career Services) can be integrated in the work of NAAs, NACs and Global Clubs on a project basis,

supported and coached by an ExCo member (IAA)/or President (NAAs, NCs AND GCs).

1.7 Strong, established NAAs, NCs AND GCs, coach new NAAs, NCs AND GCs, in their first infant, operational steps.

2. Governance Issues

2.1 There must be an identified President.

2.1.1 The President must be visible and contactable, listed in INSEAD's directory and with the IAA.

2.1.2 The President should have standing in local business community commensurate with his/her role and the image of INSEAD and its alumni.

2.1.3 The President must take responsibility for the affairs of the NAAs, NCs and GCs, including ensuring that there are sufficient financial and human resources for it to function properly and for a smooth transition as roles, and those fulfilling them, including the President, change over time.

2.1.4 The President is responsible, in particular, for ensuring that the NAAs, NCs and GCs meets the requirements of this Code.

2.1.5 The President is responsible for developing a programme of activities, suitably adapted for the NAAs,

NCs and GCs, incorporating, as far as appropriate, the Objectives.

2.1.6 A President will not serve more than 6 years in office.

2.1.7 The President must be elected in an objective and transparent process. President candidates are proposed by a president selection group at country/regional level. This should be done in agreement with the IAA President.

2.2 There must be an identified Committee.

2.2.1 Together with the President, the Committee has responsibility for the activities of the NAAs, NCs and GCs.

2.2.2 The precise constitution of the committee is for the President to determine and will reflect local conditions.

2.2.3 There must, however, be a Treasurer who is given responsibility for all accounting and financial matters and who is accountable to the President, the Committee and the alumni for such matters.

2.2.4 The Committee members should be assigned specific responsibilities, where appropriate.

2.2.5 So far as possible, the Committee should be representative of the diverse sections of the alumni community, including both the MBA and the EDP communities.

2.2.6 Provided that there are people available to fill the places, there should be a steady rotation of participation of members on the Committee to ensure fresh ideas and energy.

2.2.7 Whilst the membership of the Committee is for the President to determine, he/she shall appoint people in the overall interests of best serving the members as a whole and shall ensure that the Committee does not become a self-perpetuating group, excluding any communities who ought fairly to be represented.

2.2.8 Committee members will not serve more than 6 years in office.

2.3 The President and all Committee members must be members of the respective NAAs, NCs and GCs

2.4 INSEAD professionals/employees should not take over voluntary activities in NAAs, NCs and GCs to avoid conflicts of interests.

2.5 There is no need for national supervisory boards (this function is carried out by the IAA)

2.6 There must be at least one General Meeting per annum, which is appropriately publicised, at which Members can express views on the affairs of the NAAs, NCs and GCs.

2.6.1 At that meeting:

2.6.1.1 the Accounts for the last year shall be tabled;

2.6.1.2 there shall be a report on progress over the year; and

2.6.1.3 there shall be an indication given of future activities and any associated financial implications.

2.6.2 A suitable number of Committee members should attend that meeting and it should be held at a time and place to make it possible for a representative number of alumni (whether or not members) to attend.

2.7 A short written summary of the year's activities and the proposed future activities should be sent to the IAA president shortly after the General Meeting.

2.8 The President and the Committee shall be volunteers and neither they nor any person associated with them shall take any fees or profit from their activities for the NAAs, NCs and GCs, other than the reimbursement of reasonable necessary expenses, save that a person associated with the President or a member of the Committee may provide services on a paid basis to the NAAs, NCs and GCs (e.g. of a secretarial or accounting nature), in which case:

2.8.1 the rate for such services shall not exceed a market rate;

2.8.2 the services shall be properly invoiced and accounted for; and 2.8.3 negotiations with the person concerned for those services shall be conducted by an independent member of the Committee.

3. Financial Affairs

3.1 NAAs, NCs and GCs funds must be kept separate with proper financial controls and documentation of their application.

3.2 There must be regular (although not necessarily annual) audits of NAAs, NCs and GCs funds and the uses to which they have been put.

3.3 There must be regular reports to the Committee by the Treasurer on financial affairs.

3.4 The Accounts of the NAAs, NCs and GCs must be made public to Members on a yearly P/L and Balance Sheet basis and sent to the IAA Vice-President Finance.

3.5 The NAAs, NCs and GCs will be nonprofit making (although it may run a surplus, and maintain reserves, for the proper management of its affairs).

4. Standards of Behaviour

4.1 The NAAs, NCs and GCs must operate with integrity and quality so as to enhance the reputation of the IAA, INSEAD and its alumni.

4.2 The NAAs, NCs and GCs must uphold the values of the School and the Credo of IAA.

4.3 The NAAs, NCs and GCs shall apply good business practices to its operations.

4.4 The NAAs, NCs and GCs shall make opportunities arising from its activities available on a non-discriminatory

and transparent basis in the interests of members as a whole.

5. Alumni and Membership

5.1 The NAAs, NCs and GCs must have an identified membership amongst alumni, as defined by the IAA.

5.2 The NAAs, NCs and GCs must develop an offering to alumni that offers real value for, and incentivises fee-paying, membership amongst alumni.

5.3 The NAAs, NCs and GCs must structure itself to encourage membership.

5.4 The NAAs, NCs and GCs must offer reciprocal membership benefits to members of other NAAs, NCs and GCs.

5.5 The NAAs, NCs and GCs must encourage all alumni in its country or region to give, and up-date, accurate address book data so that the records of INSEAD and the IAA are as accurate as possible.

6. IAA Dues

6.1 The NAAs, NCs and GCs must promptly pay its dues to the IAA.

6.2 The NAAs, NCs and GCs must use reasonable endeavours to send a duly authorised representative to IAA general assembly meetings.

6.3 The NAAs, NCs and GCs must respect and implement IAA policy.

6.4 The NAAs, NCs and GCs must respond promptly to all reasonable IAA enquiries and communications including supplying updated information about members.

6.5 The NAAs, NCs and GCs must encourage members in responding to IAA enquiries and surveys.

6.6 Subject to its capabilities, the NAAs, NCs and GCs must help the IAA and INSEAD in building on line communities and support efforts to foster the network between alumni globally.

7. Activities and Services

7.1 The NAAs, NCs and GCs must have a clear and public mission statement that is consistent with the IAA Credo.

7.2 The NAAs, NCs and GCs will seek to fulfill that mission statement, thereby creating an active community for alumni, to their mutual benefit.

7.3 For this purpose, the NAAs, NCs and GCs will provide such range of activities and services to alumni, including a programme of events and activities, at a high standard of quality for the type of event concerned, as is consistent with the NAAs, NCs and GCs's resources and the local

needs of alumni.

7.4 The NAAs, NCs and GCs shall ensure that such events are publicised through either INSEAD or IAA web-based calendars and other promotional tools and will generally conduct their affairs in such a way as to encourage the acceptance, use and development of on-line communication tools and, where possible, those offered by the IAA or the Partnership.

7.5 The NAAs, NCs and GCs will ensure that there is, and will operate, a channel of communication with members, whether by e-mail or otherwise so that it can contact and inform the alumni community in its area and seek to obtain responses from them. Code of Conduct, as of November 2006 8

7.6 The NAAs, NCs and GCs will use INSEAD and IAA logos and house styles and will adopt an INSEAD look and feel for its communications so that its branding is consistent with that of the IAA and INSEAD, as appropriate. The NAAs, NCs and GCs is licenced by the IAA on a non-exclusive basis to use certain intellectual property, as designated by the IAA from time to time, such licence being determinable at will, for purposes of fulfilling its activities under this Code only. It will give all reasonable cooperation to the IAA and INSEAD in maintaining the integrity and reputation of those trade-marks and logos, in particular in the case on any infringement of INSEAD's or the IAA's intellectual property rights by any party.

7.7 The NAAs, NCs and GCs will have access from time to time, on terms agreed with the IAA, to data maintained by the IAA or INSEAD. In such circumstances, the NAAs, NCs and GCs will respect all data protection legislation and any restrictions imposed by either INSEAD or the IAA on the uses to which such data could be put. Specifically the NAAs, NCs and GCs will abide by the terms of the Agreement governing the downloading of alumni data.

7.8 In seeking sponsorship or other corporate liaisons in connection with its affairs, the NAAs, NCs and GCs will use all reasonable efforts to avoid conflicts with the activities of other NAAs, NCs and GCs or the IAA.

7.9 The NAAs, NCs and GCs will comply with all reasonable requests from the IAA for information about its activities either for the purpose of the IAA reporting on the affairs of alumni or for monitoring and facilitating best practice amongst NAAs, NCs and GCs.

8. Objectives

The NAAs, NCs and GCs provide a network for alumni for mutual support, education, friendship, socialising and supporting the name and interests of INSEAD.

8.1 The objective of NAAs, NCs and GCs is to

- Develop network activities for Alumni;
- Offer required services to Alumni:
- Promote INSEAD's name and reputation and act as an ambassador;
- Increase membership rates; and
- Support School activities.

8.2 Several McKinsey studies on the needs of alumni have shown that the expected services of NAAs, NCs and GCs include:

- Interview/recruit of potential INSEAD candidates;
- Offer personalized career services;
- Support global platform by regularly providing regional/local job offers/postings;
- Provide regular information services, like regional/local newsletters and websites;
- Carry out networking activities; e.g. business, academic or social networking events (business or faculty speakers; sector interest groups/clubs);
- Support INSEAD's financial campaign through continuous IAF support; and
- Integrate new MBA and EDP promotions into the NAAs, NCS AND GCSS, NCS AND GCS network.

8.3 Strong, established NAAs, NCS AND GCSS, NCS AND GCSs coach new NAAs, NCS AND GCSS, NCS AND GCSs in their first infant, operational steps.

9. Events/Alumni

9.1 Although the NAAs, NCs and GCs's programme of events or activities will have a scope which will reflect local needs, it will, ideally, be planned out for a period of the order of months in advance and include a mix of social, networking, educational and high profile business/political speakers.

9.2 Events should enhance bonds between alumni.

9.3 Events should enhance the brand and visibility of INSEAD in the country or region concerned.

9.4 The NAAs, NCs and GCs should welcome and provide hospitality and local assistance to visiting alumni or to alumni moving to its country or region.

9.5 The NAAs, NCs and GCs should seek to provide career services support to

Alumni, in whatever form the local community can support.

9.6 The NAAs, NCs and GCs should take every opportunity to create opportunities for, and a culture within which alumni can start new businesses or participate in entrepreneurship.

9.7 The NAAs, NCs and GCs should find structures to create networks between promotions rather than just within them.

10. Other Issues

Governance

10.1 The assets of the NAAs, NCs and GCs should be held through a limited

company or other suitable vehicle having legal personality.

10.2 No Committee member should serve longer than 6 years and certainly not

in the same executive position.

INSEAD

10.3 So far as INSEAD is concerned, the NAAs, NCs and GCs will:

10.3.1 assist in providing interviewers ;

10.3.2 provide support for School marketing and other business initiatives;

10.3.3 support and liaise with the local INSEAD Council; and

10.3.4 provide assistance to Faculty.

10.4 The NAAs, NCs and GCs should do all it reasonably can to assist the operations either of the Alumni Relations Office or Director at INSEAD or of the various fund raising or development activities of INSEAD or the INSEAD Alumni Fund.

Wider relationships

10.5 The NAAs, NCs and GCs should foster contacts with geographically adjoining NAAs, NCs and GCs.

10.6 In organising events with the alumni of other business schools, the NAAs, NCs and GCs will seek to support INSEAD policy in terms of the nature and extent of those relationships.

10.7 The NAAs, NCs and GCs should seek to establish sector or interest groups that can then link to equivalents in other countries or regions.

Enforcing the Code of Conduct

In part, the IAA Code of Conduct was established to inspire Members to achieve and maintain the highest level of competence and to behave in ways that would maintain the highest standards of integrity and ethical principles to ensure a supportive network for alumni for mutual support, education, friendship, socializing and supporting the name and interests of INSEAD. This inspirational behaviour is not intended to be discretionary, but is expected of all NAAs, NCs and GCs and office holders. The IAA is committed to the enforcement of its Code of Conduct. It is the Code, and the fact that the IAA can take steps to uphold it, that makes Members accountable for

the standard of their conduct to the IAA, INSEAD and the Alumni body as a whole. This accountability is a valuable asset both to Members, to all alumni and to INSEAD as an institution.

As the NAAs, NCs and GCs are staffed almost entirely by volunteers, on whose goodwill and commitment the system is wholly dependant, the IAA is committed to collaboration and consensus in the first instance in its role as the guardian of the Code of Conduct. However, where a clear breach of the Code has arisen, or where a complaint alleging a breach of the Code has been filed, the IAA has the following powers and procedures to ensure compliance with the Code:

1. Remedial Measures
2. Informal Complaints Procedure
3. Formal Complaints Procedure

1. Remedial Measures

Where the President of the IAA believes that a breach of the Code of Conduct by a member NAAs, NCs and GCs has occurred, and without limiting the powers of the IAA or President of the IAA which may exist, including those articulated in the IAA Statutes, the President of the IAA, in consultation with the IAA ExCo may initiate any of the following remedial measures to ensure a Member's compliance with the Code:

- Where practicable seek to resolve the matter informally with the Member Association against whom the allegation is made;
- In the case of non-payment of IAA dues, issue a show cause letter after 3 attempts at collection;
- In the case of non-payment of IAA dues, to arrange a repayment plan with appropriate conditions, both in terms of performance and ability to exercise the full rights and privileges of a member NAAs, NCs and GCs which does not unduly prejudice compliant Members;
- to write a formal letter of censure;
- to publish and circulate a formal letter of censure amongst the Alumni community;
- to exclude Member NAAs, NCs and GCs either temporarily or permanently from specific IAA-organised or supported events or activities;
- to impose due process on a Member NAAs, NCs and GCs;
- to temporarily suspend membership;
- to suspend membership permanently.

Complaint Procedures

Any INSEAD alumnus/ae can make a complaint to the IAA President if they believe a Member NAAs, NCs and GCs, IAA ExCo member or the IAA President may

have breached the Code. The President of the IAA, in consultation with the IAA ExCo, may also invoke the complaints mechanism, independently of any complaint being filed.

The Procedure for investigating allegations of a breach of the INSEAD Alumni Association Code of Conduct will normally commence with the Informal Procedure outlined under (1) below; however, in exceptional cases if the complainant feels that the informal process is not workable in their situation the formal procedure may be used without exhausting the informal procedure. This would normally.

2. Informal Procedure

a) A complainant who considers that a Member NAAs, NCs and GCs, IAA ExCo member or the IAA President is in breach of the IAA Code of Conduct should, if practicable, seek to resolve the matter informally with the Member Association or individual against whom the allegation is made.

b) If an informal approach under 1(a) is unsuccessful or inappropriate, complainants should raise the matter with the President of the IAA. The President should, within a reasonable time (and recognising that the President is a non-stipendiary post with other obligations),

(i) Discuss with the complainant the complaint (this may be done by e-mail, or by telephone, and a record should be kept);

(ii) In the case of a complaint against Member NAAs, NCs and GCs or IAA ExCo member, contact the Member Association or individual against whom the complaint has been made and outline the nature of the complaint and ascertain their response to the complaint;

(iii) If appropriate, arrange a joint meeting in person, or via telephone with the parties to discuss the case;

(iv) Make recommendations to the parties for resolving the matter (without necessarily attributing blame or responsibility) in a way that seeks to establish and promote a professional and respectful working relationship between the parties;

(v) Keep a brief written record on file in the Alumni Relations Office.

3. Formal Procedure

a) If the informal procedure fails to resolve the matter, or where because of the serious nature of the alleged behaviour, the informal procedure is deemed to be inappropriate, the complainant may bring a formal complaint under this Procedure.

b) A formal complaint should be made in writing to the President of the IAA who will immediately send a copy of the complaint to the Member NAAs, NCs and GCs(s), or IAA ExCo member(s) against which the allegation is made.

c) A written complaint should include the following information:

(I) The name of the Member NAAs, NCs and GCs(s), IAA ExCo member(s), or in the case of the IAA President, the IAA President, against whom the complaint is being made;

(II) The nature of the conduct about which a complaint is made, including where possible dates and times;

(III) The names of any individuals who may have witnessed the conduct complained of;

(IV) Any action that may already have been taken (either under (1) above or otherwise) to resolve the matter.

d) The President of the IAA will initiate an investigation of the complaint.

(I) An investigation shall be undertaken by a committee appointed by the President of the IAA in consultation with the IAA ExCo and the subject of the complaint;

(II) Committee members shall be comprised of current or former NAAs, NCS AND GCSS, NCS AND GCS Presidents and/or current or former IAA ExCo members;

(III) The IAA shall appoint 2 committee members and the subject of the complaint shall appoint 2 committee members. In the event of a tie the President of the IAA shall have a deciding vote. In the case of a complaint against the President of the IAA, the immediate Past President of the IAA shall have a deciding vote.

(IV) The investigating committee may require the parties and any witnesses (whether or not identified by either party) to present evidence within a reasonable time of the request being made. All evidence will be given in writing (including e-mail). Individuals may also be called to present an oral statement from their written statement. Those who provide evidence should be reminded at the outset that it will be used in order to resolve the matter.

e) The investigating committee will prepare a report which will review the evidence and:

(I) recommend that on the basis of the evidence the complaint is dismissed; OR

(II) make recommendations for informally resolving the matter (without necessarily attributing blame or responsibility) in a way that seeks to establish and promote a professional and respectful working relationship using any mediation services that may be available; OR

(III) decide that there is a prima facie case to answer and

recommend that the matter be dealt with by a formal resolution discussed at a meeting of the IAA ExCo. Notice of 21 days will be given to the subject of the complaint so the subject of the complaint can arrange for an appropriate representative to participate in that meeting and make the subject of the complaint's case.

f) Without limiting the powers of the IAA or President of the IAA which may exist, including those articulated in the IAA Statutes, the IAA ExCo has the following disciplinary powers for a Member NAAs, NCs and GCs, IAA ExCo member or IAA President found to be in breach of the Code of Conduct:

(I) to write a formal letter of censure;

(II) to publish and circulate a formal letter of censure amongst the Alumni community;

(III) to require a written letter of apology addressed to the complainant;

(IV) to publish and circulate a written letter of apology addressed to the complainant amongst the Alumni community;

(V) to exclude Member NAAs, NCs and GCs either temporarily or permanently from specific IAA-organised or supported events or activities;

(VI) to temporarily suspend an IAA office holder;

(VII) to require the resignation of an IAA office holder;

(VIII) to impose due process on a Member NAAs, NCs and GCs;

(IX) to temporarily suspend membership;

(X) to suspend membership permanently;

g) An appeal may be made against the outcome of the investigation, either by the complainant or by the subject of the complaint. Any appeal should be made in writing to the President of the IAA, or in the case of a complaint against the President of the IAA, to the immediate Past President of the IAA. An appeal can be made only on grounds of procedural irregularity or where the outcome of the investigation is seen to be manifestly unreasonable.

1.3.4 Board ExCo Members Signature of Code of Conduct

IAA Code of Conduct, Constitution and By Laws Inbox x INSEAD x



Jaz Athenia Chua

to Jean-Francois.LEGOURD, pernille.dahlgard,

Hi JF and Pernille

I have enclosed the Code of Conduct, Constitution and By laws as below.

Via Hellosign, I will send you the Code of conduct so that you can electronically initial on every page and sign on the final page.

Thanks



3 Attachments



2.1 Annual Strategic Plan & KPIs

Annual Strategic focus areas defined at the beginning of the year and all strategic pillars KPIs aligned at Strategy session.

For further details and full template documents, please contact Cintia Tavella (cintia.tavella@insead.edu) or Nathalie De Spiegeleire (nathalie.despiegeleire@insead.edu)

Singapore NAA 2019 Ambition (DRAFT)

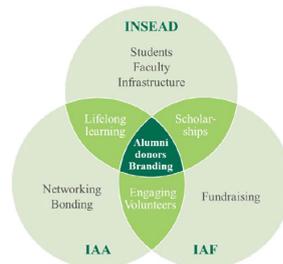
#INSEADForGood

Mission: INSEAD is committed to developing the next generation of global leaders who will change the world.

Values: Championing Business as a Force for Good - INSEAD shapes leaders who are equipped to tackle world-scale challenges and advance business as a force for good.

Vision: Promoting Academic Excellence and Thought Leadership

INSEAD's ambitious fundraising Campaign—with a €250 million goal by 2023—heralds a new era for the school.



Singapore NAA Purpose

1. To strengthen the bonds within the INSEAD Alumni community in Singapore through activities that offer mutual support and opportunities for networking, provide continued learning & development and to stimulate dialogue between students, alumni and faculty of INSEAD.
2. to support the name, brand and reputation of INSEAD.
3. to promote the creation of a positive social impact on the community in Singapore.

2019 Singapore NAA Ambition

1. Step up engagement with Singapore Alumni Community by raising membership penetration (all Alumni) to at least 20% (ie. from 500 to 550+) *
2. To maximize the value of segmentation, clubs and interest groups: differentiated memberships in place, clubs engagement and # of events per year to grow
3. Deliver Singapore Business as a Force for Good Award every March/AGM

* By 31 March 2020 for comparable data

IAA Next 3 Years Strategy

Continue building the global platform where assets and synergies are created for the global INSEAD alumni community to enhance the personal experience of each alum through networking, career development, and lifelong learning by strengthening our volunteer-based model.

Focus areas & Priorities:

- **Networking** – An integrated tool/platform that would allow the community to track alumni engagement better, namely event attendance. The suggested KPI for this initiative is the # of engaged alumni (has attended an event in the past year) divided by the total number of alumni.
- **Career development** – A mentoring toolkit and tool/platform that would enable local NAAs to provide mentoring/advising services to alumni. The KPI for this is the number of NAAs who offer a mentoring programme.
- **Lifelong learning** – Develop a list of alumni who can teach/speak on specific topics. This could be used by the NAAs/GCs to identify speakers as well as by INSEAD to identify speakers. The KPI would be the number of alumni speakers.

Admin & Support (Nathalie)

Goal: streamlining and optimizing administrative, comms & event management support for exco members, alumni volunteers, alumni members and non-members



Goals	Details/Comments	Timeline	Tracking	KPIs
1. Improve payment system for alumni and payment tracking management for exco members	Improve Giro status tracking system	June 2019	Phasing out ●	Optimize Giro Management database
	Go cashless: <ul style="list-style-type: none"> • Improve tracking of EB signups: cap maximum, monitor, re-assign • SGQR PayNow option 	<ul style="list-style-type: none"> • Ongoing • Piloted FFD 07.05.19 	●	<ul style="list-style-type: none"> • No more cash • Full replacement for events, backup for membership
	Multiple year membership Credit Card option	Piloted 08.19	42 (3y)	●
2. Optimize events communication, marketing & organization	Announcement: mailers, social media, blog, Eventbrite – optimized (formatting & sign-up tracking)	Ongoing	●	<ul style="list-style-type: none"> • Increase LinkedIn presence by 06.20 • Detailed event flow per event
	VMS + catering: Sodexo & operations team & security	Ongoing	●	Optimize VMS/incatering use + alumni badges + work with Sodexo on more diverse snack selection
	Post event management: satisfaction survey & profit/loss analysis & record keeping & payments	Weekly tracking	●	Increased attendance at events + set pricing
3. Membership + alumni relations dep engagement	<ul style="list-style-type: none"> • E-mail, whatsapp, telegram, messenger, phone • Optimization of processes for volunteers/alumni 	Daily	●	Continue increasing # members
4. Record keeping	Google drive + Dropbox	Daily	●	Optimize organization of drives by 06.20
5. Prepare Succession planning	Compile "how-to" manual to prepare for worse case scenario or succession	Ongoing	●	Self-explanatory manual, continue optimizing on daily basis.

2.2 Event Organising Procedures for Committee Members

1 - Access the IAG Events and Contacts here - <http://inse.ad/SGEventsContacts> and complete with your event details. Always maintain your events dates updated

See Tab called [Events Pipeline 2019](#).

See Tab called [Contacts and Logistics](#)

2 - Select and record address of venue either offsite or at INSEAD campus

3 - If at INSEAD...

Contact Alumni Association alumniassoc.sg@insead.edu or Briony Blohm briony.blohm@insead.edu to book a venue if you require a venue at INSEAD campus.

Contact Letchumi at letchumi.koolu@insead.edu for catering logistics or ask Executive Director via alumniassoc.sg@insead.edu to order for you with the details of the budget, type of food and drinks. See A La Carte Menu for INSEAD catering. Always alumniassoc.sg/letchumi in ordering catering with Sodexo. April EXCO meeting approved \$5 subsidy per paying attendee to be added to the budget for each event. This will be paid until funds depleted or otherwise advised by the Treasurer. Administrative fees for each ticket are:

1. Eventbrite: 2.5% + \$2.50c per transaction
 2. Paypal: 3.9% + .50c per transaction on ticket price.
- Contact the various departments at INSEAD with your requirements - <http://inse.ad/CampusLogisticsRequest>.
 - Naja/Alex at maintenance.sg@insead.edu for facilities set up (chairs, registration, signage etc at INSEAD or ask Executive Director alumniassoc.sg@insead.edu
 - See A La Carte Menu for INSEAD catering. Always cc Aiana/alumniassoc.sg/letchumi in ordering catering with Sodexo
 - Access the Sodexo Order Form at <http://inse.ad/SodexoForm>
 - Please also note that prices DO NOT include GST (+7%)
 - Give alumniassoc.sg and own email address as contact <http://inse.ad/BanquetReservation>
 - For billing use 'INVOICE TO ALUMNI ASSOC - TREASURER'
 - Organise name tags or liaise with alumniassoc.sg@insead.edu to organise the name tags.

4 - If offsite organise the catering and pay. If reimbursement needed please contact Treasurer/ Committee member to discuss expected cost and method of payment etc IN ADVANCE.

5 - Contact Alumni Association at alumniassoc.sg@insead.edu to organise:

The event to be posted in INSEAD Alumni google Calendar
Mailer advertising

Facebook & LinkedIn groups event posting

Yammer event posting and other social media

Alumni Association Blog

6 - If requiring a dedicated Tuesday Mailer go to [googledoc](#) to reserve your date.

If date required is taken please negotiate with other committee members to find compromise - contact whole committee using google group email

insead-naa-singapore@googlegroups.com

Please note:

Tuesday mailer info needed by Friday for Monday proofing

Thursday mailer info needed by Tuesday for Wednesday proofing

Please note: Thursday mailers contain all events coming up.

7 - Information needed for mailer to be sent to alumniassoc.sg@insead.edu

- Event name
- Date
- Time
- Venue
- Blurb or additional info, CV of speaker etc
- Information needed about venue if any.
- Members or non-members and if DUAL will be included. Special group of members ie women, seniors etc
- Price for members and non-members
- Speaker events at INSEAD Campus: \$15/45 members/ non-members
- Social events vary depending on budget and sponsorship.
- RSVP and Eventbrite required: please provide details to alumniassoc.sg@insead.edu
- Any Graphics/Illustrations if required.

8 - Please organise a 'thank you' gift for the speaker.

a. For speakers (non Professors): book from the INSEAD bookshop recommended. Recommended budget SGD40-50. If it is a large event please ask Treasurer if a most costly gift is ok.

b. For Professors: a good bottle of champagne, wine or other nice gourmet gift. Recommended budget SGD40-50

9 - Executive Director will provide a list of attendees with their job title to you if possible 24/48 hours before the event. (Depending on when the ticket sales close)
Please send it to the speaker/Professor in advance so that they can tailor their presentation to the audience. Due to PDPA we don't give any presenters/speakers attendees info unless we have their permission.

10 - On day of event be there at least 30 minutes early to ensure set up is correct, catering in order etc. Usually Executive Director will be there too.

If Executive Director cannot be there:

Have GIRO forms to sign up new members. When completed pass to Alumni Assoc. or process via google doc for GIRO.

Have sticky labels for name tags prepared. Guest list can be obtained from alumnassoc.sg via EVENTBRITE report.

11 - Request feedback via the survey google form

12 - List any expenses for Expense Reimbursement and send to Treasurer attaching the original proof of purchase.

Some things for sub-committees to consider. Please let your sub-committee team members know about these matters:

Speaker events should be self-funding. Unless otherwise agreed with the Treasurer before the event, there are no funds available for the events.

When organising an event with a company, please consider the amount of promotion we are expected to give the company and what we will receive in return. Also consider whether the speaker is promoting themselves, their book or other services and what our members will be subjected to. Please consider whether an event is merely a sales pitch to a captive audience or a genuine opportunity for networking and learning.

We should seek to provide value to the members as the primary aim for holding an event.

We should not promise names, addresses, business cards etc unless a formal sponsorship arrangement is in place. Please show discretion when handing out the names or email address of attendees to the speaker. Name and Job titles are fine; emails, phone numbers etc should not be distributed due to Personal Data Protection Act of Singapore.

We have never paid a speaker to present to the members. Organisers should buy a gift to give to guest speakers to the value of \$50-60.

If in any doubt about the arrangements being made to speakers please ask the EXCO for a consensus of opinion or what the usual standard procedure is.

Notes for Event Organisers not on the committee.

There are usually people on the EXCO who are responsible for certain events. These are the people you should refer to with queries.

They should be your liaison person and should help you with every step to ensure the success of your event. The Executive Director of the NAA (Lydia) is responsible for admin matters for events.

You should:

- brainstorm with that person about the specifics of the event, subject, format, venue, date, size of room needed, price to be charged, food and drinks to be served, gifts to be purchased and budget.

The coordinator will:

- present the event to the Exco and discuss with it if there is anything out of the norm.
- reserve a slot for the Tuesday mailer on the google drive.
- book a room or ask Executive Director to do it (that fits the expected audience) if it is at INSEAD.
- send the text, photos and details to be published in the mailers to the coordinator.
- order the food and drinks or ask Executive Director to do it giving her clear instruction on the food drinks budget and roughly (or precisely) what she should order. Executive Director prepare a table of choices of packages that the coordinator and you can select from Catering at INSEAD. At INSEAD we cannot bring in food from outside caterers.
- discuss with the event organiser the gifts to be bought. Usually we buy an INSEAD book for non-INSEAD speakers. Recommended Budget SGD40-50
- discuss with you the event organiser the sequence of the event. Who introduces, concludes, presents the gift etc.

Executive Director will send a list of the participants to the event organiser and coordinator two days before the event. The event organiser may want to share it with the speakers.

Any alumnus can check the attendance list to an event on Eventbrite by clicking on the sign-up page.

Executive Director is in charge of the sign ups, payments, questions that the alumni have.

She checks that the people who signed up as members are members. She is in charge of the follow ups at INSEAD. If the amphi is too small or too large relative to the sign ups, she organises a change. She will monitor the food and drink orders

She is in charge of the sign ups on the day. If there is any problem she alerts the organiser and the coordinator.

The event organiser and/or the coordinator will send a thank you letter to the speakers and follow-up on billing.

Speakers can invite two guests. For intimate (less than 20 people) usually one guest. To be discussed with the coordinator.

For further full template documents including Event Check-list and Event Guidelines, please contact Cintia Tavella (cintia.tavella@insead.edu) or Nathalie De Spiegeleire (nathalie.despiegeleire@insead.edu)

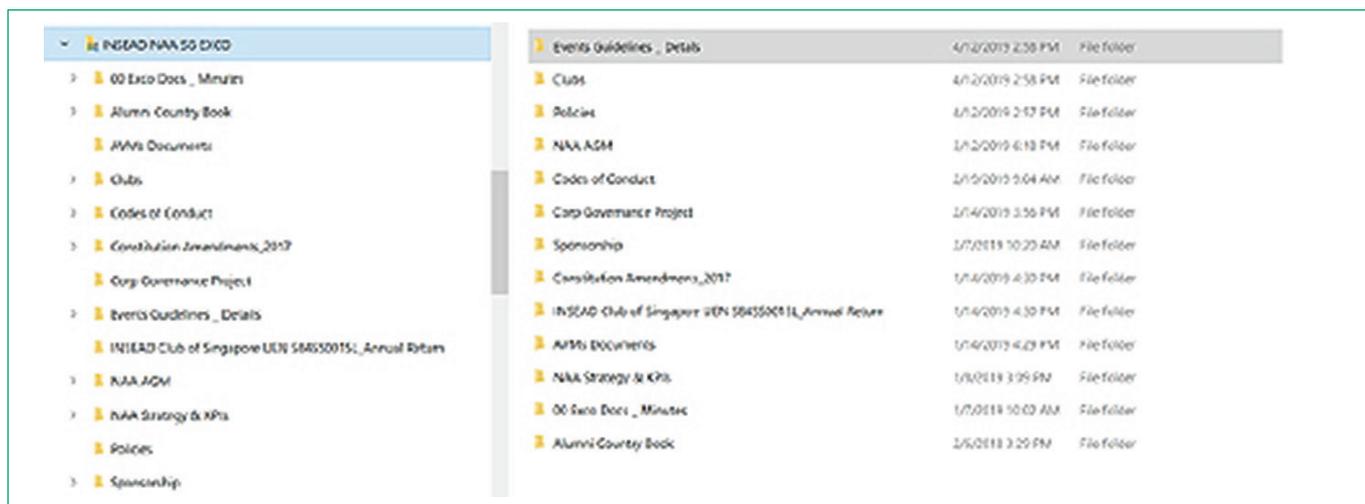
2.3 NAA of Singapore Governance Policies Overview & Summary

Purpose: Establish policies and SOPs agreed by the NAA of Singapore in collaboration with the school and IAA

Area	Focus	Policy	Actions
1. Overall NAA Strategy		<p>The NAA's purpose is to strengthen the bonds between INSEAD Alumni in Singapore through activities that:</p> <ol style="list-style-type: none"> To strengthen the bonds within the INwSEAD Alumni community in Singapore through activities that offer mutual support and opportunities for networking, provide continued learning & development and to stimulate dialogue between students, alumni and faculty of INSEAD. to support the name, brand and reputation of INSEAD. to promote the creation of a positive social impact on the community in Singapore. 	<i>Aligned with Constitution & By-laws</i>
2. Addition & Dismissal of Exco Members	a) Who can be considered	<ul style="list-style-type: none"> Interested parties can be tabled by existing Exco or approach existing Exco to express interest. Mustshow that there is no conflict of interest: their role in NAA should not provide them or their company with a personal or financial benefit. This needs to be agreed by majority of 50/75% of ExCo members, depending on latest approved selection process NAA President and Exco to observe candidate's activity for 3 months. By majority of 50/75% of Exco members (depending on latest approved selection process), the potential candidate will be presented by NAA President and/or another Exco member, to the committee. 	
Addition & Dismissal of Exco Members	b) Confirmation	<ul style="list-style-type: none"> Candidates will attend Exco meetings and volunteer for 3 months on Exco before being finally confirmed as ExCo member-elect and until formal approval at AGM After 3 months probation period, a voting for acceptanc of the candidate to the ExCo will take place. Confirmation by NAA ExCo, will be based on unanimous vote by Committee 	
	c) Dismissal	<ul style="list-style-type: none"> In the event any Exco member is deemed to considered for dismissal, this will be table to the Committee and a vote of 50/75% is required to finalise the dismissal (depending on majority aligned by ExCo on a case by case). 	
3. Communication and Ways of Working	a) Internal communications and workflows	<ul style="list-style-type: none"> Frequency of meeting <ul style="list-style-type: none"> Exco: every 4 to 6 weeks Sub-teams: subject to leader's discretion 	
	b) Communication tools and platforms	<ul style="list-style-type: none"> Newsletter: <ul style="list-style-type: none"> For Tuesday mailer, dedicated mailer based on google doc time sheet. One dedicated mailer per event except if otherwise agreed. Input from Exco to Executive Director: Friday 5pm for Tuesday mailer and Tuesday 5pm for Thursday mailer. Executive Director to send the draft beforehand and ask for feedback by midnight the day before the mailer is sent. 	
Communication and Ways of Working	c) Event planning: Regular	<ul style="list-style-type: none"> Dedicated and consistent use of Shared Google Sheets Event organiser (if Exco member) or Exco member supervising an event should suggest pricing and alumni non-member policy Regular events: <ul style="list-style-type: none"> FF drinks in regular format, quarterly women's lunch, Random Dinners, Speaker Series, Professor Series etc All events being planned should be in the Shared Excel sheet so entire Exco is aware at the stage when the date and venue is finalised, before we send the mailer. Event planner and Executive Director should keep the sheet updated. Executive Director to check with Event Organiser/Exco in-charge 1 month before event if it has not been confirmed, and update status. For events, if possible, the Exco members and Executive Director to sign up as soon as they know they can attend or even if they may attend. 	

Area	Focus	Policy	Actions
	d) Event planning: one-offs	<ul style="list-style-type: none"> If a non-standard event is being planned or it includes an outside sponsor, provider or in association with another entity except INSEAD, the organiser should ask the team for opinions via the Google Group email before the event is finalised. In the event objections are raised, a vote will be taken (simple majority). If it is a big event, it will need 75% vote 	
	e) External communication and workflows (outside of Exco, including INSEAD)	<ul style="list-style-type: none"> Ensure a coherent message towards the outside. We may disagree within the Exco but we cannot commit to any actions of the NAA unilaterally. All communication on behalf of the NAA should come from our NAA email address or our personal INSEAD email address. On no occasion should we use a private company logo or include a private company link. In the following situations, Committee members should confer with Exco before responding to external communication: <ul style="list-style-type: none"> Potential or actual allegations against the NAA Alleged misbehaviour Breach of code of conduct Sensitive issues Conflict of interest 	
	f) Ways of working: Code of Conduct	<ul style="list-style-type: none"> Workflow for code of conduct: <ul style="list-style-type: none"> Signing (who, when, how often) Clarification process (in case of doubts and/or suspected breaches) Actions in event of non-compliance 	
	g) Record Retention	<ul style="list-style-type: none"> Dropbox and Google Drive 	
4. Events	a) Event strategy	<p>In line with the NAA Objectives and Membership strategy:</p> <p>Our events should:</p> <ul style="list-style-type: none"> Be led by our mission to strengthen bonds between the INSEAD alumni in Singapore Add value to Members Motivate alumni to become Members (price differentiation and Members only) Be exclusive to our alumni and their guests where suitable Neither profit nor loss-generating (break-even) Protect the reputation of INSEAD and NAA 	
	b) Pricing and pricing differentiation	<ul style="list-style-type: none"> Event organiser (if Exco member) or Exco member supervising an event should suggest pricing. \$30 differentiation in pricing between Members and Non-Members/DUAL/Students. Potentially a higher differential for flagship events This is the standard differentiation unless otherwise agreed (case-by-case) 	
	c) Sponsorship of NAA events	<ul style="list-style-type: none"> Budget confirmed at start of FY by Treasurer with input from Committee \$5 per head for Members as a standard sponsorship 	<i>To implement</i>
	d) Sponsorship of school events	<ul style="list-style-type: none"> Budget to be confirmed at start of FY by Treasurer with input from Committee To be tabled with Committee before confirmation 	<i>To implement</i>
	e) Sponsorship of 3rd party events	<ul style="list-style-type: none"> To be tabled with Committee before commitment 	
	f) External events	<ul style="list-style-type: none"> Not to include in NAA mailers Can include in NAA blog (with or without special benefits to INSEAD Alumni) 	
	e) Opening up NAA events to DUAL	<ul style="list-style-type: none"> To be tabled with Committee before confirmation. To be discussed on an event by event basis 	<i>To discuss and confirm cap if any</i>

3.1. NAA of Singapore Dropbox – Shareable folder with all relevant documents and policies of the NAA, including all legal filings



3.2 Clubs Leads Meetings Presentation & Volunteer Engagement

Twice a year we ensure that we onboard and update all clubs' leads and expanded group of volunteers on policies and processes. We also review annual plans for local clubs.

For further details and full template documents, please contact Cintia Tavella (cintia.tavella@insead.edu) or Nathalie De Spiegeleire (nathalie.despiegeleire@insead.edu)

Principles for setting up a *Local Club*

INSEAD
Alumni Association

- Typical cumulative principles for setting up and maintaining a Local Club:
 1. Interested volunteer(s) to drive the activity
 2. Credible plan and internal organisation
 3. Organisation of regular activities (at least 2-3 per year)
 4. Demonstrated on a consistent basis
 5. Adhering to the code of conduct of the NAA / IAA
- The local community proposes their leadership for a local club and the leader is typically endorsed by the NAA
- The processes are simple and easy
- When there is no Global Club, at the sole discretion of the local community / NAA. When a Global Club exists, in cooperation with it.

RCLG Retail, Consumer
& Luxury Goods
Club



Mission & Vision

Our mission is to bring together professionals working in or interested in the retail, luxury and consumer goods sectors in Asia

We want to provide a platform where alumni or current students can exchange ideas on trends and challenges facing the business today and network with industry professionals. RCLG is open to and interested in collaborating with other like-minded INSEAD clubs to run joint events that will benefit a bigger cross-section of INSEADers.

Past events organized include:

- 2/7/18: The brilliance of Swarovski with MD SEA
- 9/10/18: The future of the shopping mall – insights shared by Capitaland MD
- 3/4-3/6/18: RCLG Week: Consumer Trends by Forrester Research Analyst; Panel discussion with tech and data entrepreneurs – Shoffr Founder/CEO (now Affle) and Ekimetrics MD Asia; Navigating your career in the new retail landscape by MD of Kerry Consulting; Career path talk with Head of Puma Retail, SEA

2019 Event Pipeline

Q3: Alibaba

Q4: TBC

Succession Plan

- Michelle Sohn – to take over as President
- Sophie Marcque – to take over as Vice President
- Looking for other active volunteers

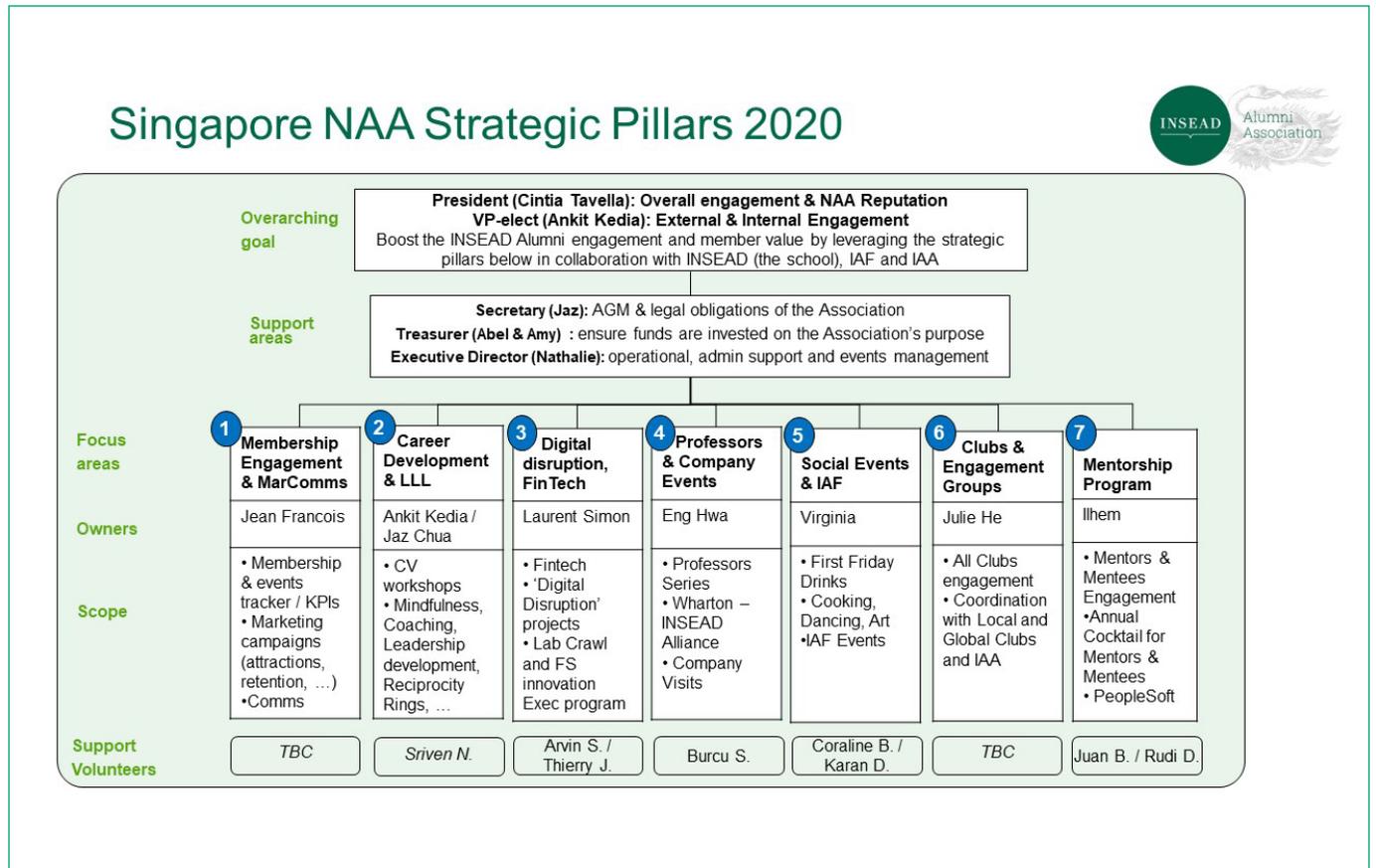
Success Criteria (KPI)

- >= 2 events in 2019
- Break even on events

3.3.1 NAA of Singapore Board - ExCo Succession Plan per Pillar

Continuously updated succession plans per pillar are reviewed at the Board and ExCo meetings monthly.

For further details and full template documents, please contact Cintia Tavella (cintia.tavella@insead.edu) or Nathalie De Spiegeleire (nathalie.despiegeleire@insead.edu)



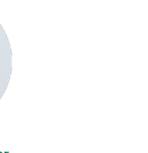
3.3.2 NAA of Singapore Alumni Association Board & Expanded Group of Volunteers

Full details of Board and ExCo members and clubs leads available to all the community and regularly updated.

For further details and full template documents, please contact Cintia Tavella (cintia.tavella@insead.edu) or Nathalie De Spiegeleire (nathalie.despiegeleire@insead.edu)

2020 Executive Committee of SGP INSEAD Alumni Association



						
President Cintia Tavella MBA '07D	VP- elect Ankit Kedia MBA'14D	Treasurer Abel Van Staveren EMBA'08D	Secretary Jaz Athenia Chua TIEMBA'16Jan	Treasurer - elect Amy Xu MBA'14J		
						
Social Events & IAF Virginia Brumby MBA'09J	Mentorship Program Ilhem Dib MBA'05D, TIEMBA'20Jan	Clubs & Groups Julie He MBA'13D	Marketing & Comms Jean-Francois Legourd MBA'12D	Digital & FinTech Laurent Simon TGM F/S'14Jul	Professors & Company Visits Tan Eng Hwa TIEMBA'16Jan	Executive Director Nathalie De Spiegeleire

Clubs & Groups in Singapore

<https://blogs.insead.edu/singapore-iaa/clubs-groups/>



We have a number of clubs that provide special learning, networking opportunities & discounts to NAA Members:

Alumni Clubs & Interest Groups

Alumni Clubs & Interest Groups bring together alumni who share a common interest in various industries and activities. Our Club heads and their committees organise events that will contribute to your knowledge and professional development.

If you are interested in creating or establishing a Club or Interest group in Singapore, please contact:



Julie He MBA'13D

- INSEAD Directors Network (IDN)
- INSEAD Energy Club
- INSEAD Entrepreneurship Club – Singapore
- INSEAD FinTech & Digital Innovation
- INSEAD Golf Club
- INSEAD Healthcare Club – Singapore
- INSEAD Organisation for Social Impact (INDEVOR)
- INSEAD Private Equity Club (IPEC)
- INSEAD Real Estate Alumni Club of Singapore (IREACS)
- INSEAD Retail, Consumer and Luxury Goods Club (RCLG)
- INSEAD TMT Network
- INSEAD United Runners Club of Singapore
- INSEAD Wine Club – Singapore
- INSEAD Women in Business

Acknowledgements

INSEAD National Alumni Association of Singapore would like to thank INSEAD, the IAA ExCo leadership and all the past Executive Committees that have contributed to the success and build-up of the Singapore Alumni Association over the years. We would also like to thank every INSEAD Alumni who has supported and sponsored the production of this handbook for the benefit of the NAAs worldwide.

INSEAD Singapore Alumni Association 2020

Website: <https://blogs.insead.edu/singapore-iaa/>

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