



# CONSTITUTION AND BYLAWS

ADOPTED BY THE OPERATING BOARD ON NOVEMBER 1, 2007

By Joshua Tan, 10/25/2007  
Executive Director, Maya

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## ARTICLE I: NAME

The name of the organization shall be referred to as “Maya”.

## ARTICLE II: MISSION

The mission of Maya is to nurture future leaders in both business and nonprofit while providing professional and cost-effective business services to local organizations on-campus and in the community.

### SECTION 1: THE MAYA PROMISE

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As an organization, Maya promises its members three things:

1. **Experience:** As part of the Maya team, you will have the opportunity to work with real clients on substantial problems and projects. Learn from experience, learn from clients, and learn from each other.
2. **Support:** Maya resources go directly towards providing you with training workshops, guest lectures, and material costs. We're here to help you succeed in your work.
3. **Recognition:** We believe that good work deserves recognition. This means getting your work presented to Maya community and published to the campus. Dedication and execution will open doors to positions of leadership.

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# ARTICLE III: MEMBERSHIP

## SECTION 1: CODE OF CONDUCT

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All members of Maya shall adhere to a professional code of conduct at all times. The Code of Conduct is as follows:

1. **Professionalism:** Professionalism means punctuality, responsibility, and keeping your word. It is the foundation of Maya and what we expect from you, from ourselves, and from each other.
2. **Teamwork:** Help each other and seek help from others. You are never alone in any project, so work together; learn from each other. Treat your teammates with respect.
3. **Passion:** Love your work and it will show in the quality of the final product. Demonstrate a passion for learning—seek new challenges, learn new skills, and expand your horizons.

In addition to the Code of Conduct, Maya staff shall adhere to additional guidelines of objectivity, disclosure, and confidentiality when working with a client.

1. **Objectivity:** Members shall advise the client of any significant reservations they may have about the client's expectation of benefits from an engagement.
2. **Disclosure:** Members will disclose at the earliest opportunity any special relationships, circumstances, or interests that may influence or impair their judgment or objectivity in a particular assignment. A member shall not serve a client in any case where a member's circumstances are inconsistent with their professional obligations or in any way which might be seen to impair that member's integrity.
3. **Confidentiality:** Members shall not use any confidential information about a client's affairs elicited during the course of an assignment for personal benefit or for the benefit of others outside the client's organization.

## SECTION 2: SELECTION OF NEW MEMBERS

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- A. All currently enrolled students of Yale College are eligible for membership in Maya.

- B. All new members shall be selected by application and interview at the beginning of every semester of Yale College through a confidential review process. Applications will be reviewed by a Selection Committee composed of the Executive Director, the Director of Human Resources, and the Managing Directors. Where applicable, the Selection Committee shall consult other members of the Operating Board for additional input on new members.
- C. In selecting new members, Maya does not discriminate on the basis of race, political or religious creed, gender, sexual orientation, physical disability, or socioeconomic class.

### SECTION 3: MEMBER DEPARTURE

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- A. Members may resign by submitting a letter of resignation to the Operating Board no less than two (2) weeks in advance. All recognition of participation in Maya (ex: using Maya membership in a résumé) will be disavowed should a member not comply with the above procedure for membership departure.
- B. Members may be immediately dismissed for criminal charges or failure to comply with Yale University regulations. Dismissal on such grounds shall require a closed, two-thirds majority decision of the Operating Board.

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# ARTICLE IV: GOVERNANCE & STRUCTURE

## SECTION 1: BOARD OF ADVISORS

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The Board of Advisors shall consist of professionals, academics, and other persons of interest to Maya and its members. The aim of the Board of Advisors is to provide a support structure for teams in Maya, whether through public lectures, specially-arranged workshops, or one-on-one coaching. Additionally, the Board of Advisors shall receive and review every year an annual report by the outgoing and incoming Operating Boards, and provide recommendations and approval for the continuing strategy of the organization.

## SECTION 2: DIRECTORS

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Directors shall form the primary leadership of Maya and be responsible for conducting its regular operations. Directors shall have two main roles: as leaders of projects teams under a specific division, and as managers in specific administrative roles.

### A. Project Leaders

- i. Project Leaders direct teams through the duration and completion of work on specific projects. They act as the primary representatives of Maya to clients, as well as the liaisons of their teams to the Operating Board (discussed in Article V).
- ii. Project Leaders shall:
  - a. Define the objective(s) and strategies of the projects assigned to their teams;
  - b. Ensure that the project schedule is being kept to and that the team has a constant flow of work during the project;
  - c. Report updates on their team's progress to their Managing Director;
  - d. Provide direction, coaching, and support for the team they lead;
  - e. Ensure that assigned teams have all the resources necessary to complete their work;

- f. Facilitate communication between the team and the client;
    - g. Process and file all project-specific forms;
    - h. Arrange for team-specific events.
- B. Director of Human Resources
  - i. The Director of Human Resources is responsible for Maya's internal development, including its Code of Conduct, training programs, special events, and performance management policies.
  - ii. The Director of Human Resources shall:
    - a. Advocate on behalf of the members for changes as needed to Maya's internal organization and policies;
    - b. Manage and foster Maya's internal communications, including collaboration between divisions;
    - c. Counsel and mediate all conflicts between members or between a member and Maya;
    - d. Ensure continuous organizational growth and learning within Maya and in each of its divisions;
    - e. Ensure that all members of Maya abide by the Code of Conduct;
    - f. Track, measure, and record the performance of all members of Maya;
    - g. With other Directors, recommend the dismissal of members;
    - h. Organize general Maya social events;
    - i. Write and distribute an internal newsletter every two weeks to all Maya members;
    - j. With the Executive Director and Managing Directors, select new members of Maya (see Article III);
    - k. With the Managing Directors, organize division or project-specific team building activities.
- C. Financial Director
  - i. The Financial Director determines the financial strategy of Maya, as well as managing the accounting, fundraising, and sponsorship activities of the organization.
  - ii. The Financial Director shall:
    - a. Budget, track, and account for all expenses and receipts in the organization;

- b. Ensure the proper accounting of charges and cost schedules to clients;
  - c. In consultation with the Operating Board, determine at the end of every semester a budget allocation for each division and administrative unit;
  - d. Develop forecasts and financial growth projections each semester for the following semester and year;
  - e. Present a financial report to the Operating Board every semester;
  - f. Work with the Operating Board in soliciting donations, sponsorships, and grants for Maya's operations.
- D. Director(s) of Business Development
- i. The Director(s) of Business Development ensure Maya's sustainability and growth by pursuing, closing, and cultivating clients and client projects.
  - ii. The Director(s) of Business Development shall:
    - a. Pursue and maintain relationships with existing and potential clients;
    - b. Determine, in conjunction with the Managing Directors, the strategic development of Maya in terms of which projects it takes on;
    - c. Assess the viability of projects in regards to the client's expectations and Maya's ability to deliver;
    - d. With other Directors, draft, negotiate, and sign contracts with clients;
    - e. Maintain a comprehensive calendar of all project start dates, deadlines, and conclusion dates;
    - f. Engage in quality assurance and ensure client satisfaction through regular meetings with the client;
    - g. Ensure that a pipeline of projects exists for each division in case any one project ends unexpectedly.
- E. Director of Public Relations
- i. The Director of Public Relations determines, maintains, and strengthens Maya's brand across all spectrums of its communications and ensures that its operations reflect this brand consistently.
  - ii. The Director of Public Relations shall:

- a. Determine, as necessary, changes to the organizational brand strategy at the beginning of each semester.
- b. Communicate Maya's core message to potential clients and recruits;
- c. Manage relationships to persons of interest in the media and related organizations;
- d. With the Executive Director, handle all PR crises as they arise;
- e. Manage Maya-specific marketing campaigns and the distribution and use of promotional materials;
- f. With the Director of Human Resources, manage the recruiting efforts of the organization every semester;
- g. Tracks the perception of Maya among its major markets;
- h. Write and distribute a monthly newsletter to Maya's interest-list as well as the campus at-large;
- i. Maintain the strength of the brand by ensuring that Maya's operations remain consistent with its brand focus.

F. Director of Technology

- i. The Director of Technology supports all HR, PR, and BD operations by maintaining and developing Maya's web presence and technology infrastructure.
- ii. The Director of Technology shall:
  - a. Create and maintain a centralized website for Maya.
  - b. With the Executive Director, determine development goals for Maya's web presence and online services.
  - c. With the Director of Human Resources, ensure that Maya's technology infrastructure best supports the organization's internal communications.
  - d. With the Director of Public Relations, ensure that Maya's web communications reflect the overall brand of the organization.
  - e. Support, maintain, and provide instructional assistance for technology employed by the project teams.

G. Operating Director

- i. The Operating Director supports Maya’s operations across all levels and is specifically tasked with managing the day-to-day operations of the organization.
  - ii. The Operating Director is a temporary position for each fall semester, and supports the Executive Director in their responsibilities. Please see Article VI for more details.
- H. As a body, all Directors are charged with representing Maya to clients in its legal and financial capacities.

### SECTION 3: EXECUTIVE DIRECTOR & MANAGING DIRECTORS

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In addition to the Directors, the Executive Director and Managing Directors shall be responsible for maintaining the overall integrity of the organization and its divisions.

#### A. Executive Director

- i. The Executive Director is responsible for setting the strategic plans and policies for Maya and for the overall implementation of the organization’s strategic agenda.
- ii. The Executive Director shall:
  - a. With the Directors, lead Maya in its operations and communicate its vision and mission to its members.
  - b. Ensure the performance of the Operating Board and the organization as a whole;
  - c. In consultation with the Board of Advisors, set a clear strategic agenda for Maya;
  - d. Compose at the beginning and end of their term an annual report to the Board of Advisors and the organization as a whole indicating Maya’s performance, development, and future strategy.
  - e. Represent the organization to clients and sponsors as needed;
  - f. Create, pursue, and delegate new initiatives as dictated by the strategy of the organization;
  - g. Respond to new opportunities for Maya’s growth and development on a continual basis;
  - h. Chair meetings of the Operating Board;
  - i. With the Managing Directors, determine the development goals of the divisions;

- j. With the Director of Human Resources and the Managing Directors, select new members of Maya.
- B. Managing Directors
  - i. The Managing Directors lead Maya core service divisions, including Maya Consulting, Maya Creative, Maya Marketing, and Maya Research. The Managing Directors determine and implement their division's strategy and development goals.
  - ii. The Managing Directors shall:
    - a. With the Executive Director, determine the strategy and development goals of their division;
    - b. Communicate the vision and mission of the division to its members;
    - c. Determine and assign projects to project leaders and teams within the division;
    - d. Ensure the performance of the division and each of the project teams within it;
    - e. With the Director of Human Resources, organize workshops, seminars, and lectures for the development of members in the division;
    - f. Report on the performance of the division to the Operating Board;
    - g. With Project Leaders of the division, approve promotions within the division;
    - h. Represent the division as its top-level director to clients and sponsors as needed;
    - i. Create, pursue, and delegate new initiatives as dictated by the strategy of the division;
    - j. Chair meetings of the division;
    - k. Aid the Director of Public Relations in recruiting for their division each semester;
    - l. With the Director of Human Resources and the Executive Director, select new members of Maya and of their division specifically.

#### SECTION 4: DIVISIONS

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Outside of the Board of Advisors, and the Operating Board, all of Maya shall be organized into several core service divisions. Each service

division will be headed by a Managing Director, who shall sit on the Operating Board.

These divisions are as follows: Maya Consulting, Maya Creative, Maya Marketing, and Maya Research.

**Maya Consulting** helps clients to grow, improve, and overcome the challenges they face in their work. Based on an analytical and data-driven approach, the Consulting division identifies, evaluates, and helps to resolve problems and challenges introduced by the client. Project fields include organizational strategy, fundraising, recruitment practices, cash flow optimization, and other fields as relevant to the client.

**Maya Creative** imagines, describes, and creates the image and imagery of the organization and the client. Through artistic insight, creative expression, and the innovative use of media and mediums of communication, Maya Creative helps Maya and its clients advertise their products, their events, and themselves. Creative projects range across the fields of graphic design, illustration, photography, and copywriting.

**Maya Marketing** specializes in the Yale, Ivy League, and general college markets. By bringing the insights, connections, and creativity of active students to its clients, Maya Marketing helps organizations communicate their vision and products in a brand experience best tailored to their market and constituents. Projects of Maya Marketing include public relations, media planning, and event planning, among other activities involved in brand management.

**Maya Research & Development** is responsible for maintaining open lines of communication between the organization, its clients, and their target population. Through surveys, focus groups, and interviews, Maya Research conducts studies to expand the organization's influence and understanding of public opinion at Yale, as well as to develop products and services for target populations within the university and community. The focuses of the R&D division's projects include market research, operations research, and other inquiries in service of other departments within Maya.

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# ARTICLE V: MEETING PROTOCOL

## SECTION 1: OPERATING BOARD

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Meetings of the Operating Board are intended to facilitate collaboration and accountability within the organization, and to establish a forum for the discussion and development of ideas and issues pertinent to Maya as a whole.

- A. The Operating Board shall meet at least once a week during the regular operations of Yale College.
- B. Meetings of the Operating Board shall be chaired by the Executive Director.
- C. The composition of the Operating Board shall be as follows:
  - i. Executive Director
  - ii. Managing Director, Consulting
  - iii. Managing Director, Creative
  - iv. Managing Director, Marketing
  - v. Managing Director, Research
  - vi. Financial Director
  - vii. Director of Human Resources
  - viii. Director of Public Relations
  - ix. Two Directors of Business Development
  - x. Director of Technology
  - xi. Operating Director
- D. All permanent members, as listed above, are required to be in attendance, or must recommend a substitute if there is an unavoidable absence.
- E. The Operating Board shall consist of no more than twelve permanent members at any one time.
- F. All Directors, including Project Leaders, shall be invited to attend meetings of the Operating Board.

## SECTION 2: DIVISIONS

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Meetings of the divisions are intended to facilitate collaboration and accountability within the division, and to establish a forum for the discussion and development of ideas and issues pertinent to the division.

- A. Meeting requirements of the divisions shall be set by their respective Managing Directors at the beginning of each semester.
- B. Meetings of the divisions shall be chaired by their respective Managing Directors.
- C. Attendance is mandatory for all members of the division.

### SECTION 3: PROJECT TEAMS

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Meetings of specific project teams are determined by the Project Leader at the beginning of each engagement, and shall be conducted at their discretion to no less than one meeting per week through the duration of the project. Attendance is mandatory for members of the project team.

# ARTICLE VI: PROMOTIONS

## SECTION 1: DIRECTORS

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- A. Promotions from Analyst or Creative to the second-tier position (Consultant, Art Director, Researcher, or Marketing Specialist) and then to Director shall be conducted at the discretion of the Managing Director of that division, following a recommendation from that member's immediate superior and a positive review of that member's general performance on previous and current projects. Promotions to Director shall occur at the end of each semester of Yale College.
- B. Promotions to positions on the Operating Board shall be approved by the Managing Directors as well as by the rest of the Operating Board, and shall occur at the beginning of each spring semester of Yale College.

## SECTION 2: EXECUTIVE DIRECTOR AND MANAGING DIRECTORS

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- A. Executive Director
  - i. At the end of every spring semester of Yale College, the Executive Director shall call for applications for the position of Operating Director for the following year.
  - ii. From these applications, the Executive Director shall nominate no less than three candidates for the position of Operating Director based on an evaluation of outstanding commitment and performance.
  - iii. Through a two-thirds majority vote, all Directors of Maya will select the new Operating Director.
  - iv. At the end of every fall semester of Yale College, the incoming Operating Board will confirm the Operating Director as the Executive Director, following a review of that person's performance during that semester.
- B. Managing Directors
  - i. At the end of every fall semester of Yale College, the Managing Directors shall call for applications for the position of Managing Director for their respective divisions.

- ii. From these applications, the Managing Director of each division shall nominate no less than two candidates for the position of Managing Director of their division based on an evaluation of outstanding commitment and performance.
- iii. Through a two-thirds majority vote, all Directors of Maya will select the new Managing Director of that division.

## ARTICLE VII: AMENDMENTS

Amendments to the Maya Constitution and Bylaws may only be submitted a member of the Operating Board. A two-thirds majority vote is required to enact any change.