BYLAWS

OF

[FOUNDATION NAME]

(a Delaware corporation not for profit and without capital stock)

ARTICLE I
Offices

Section 1.01 Location. The principal office of the Corporation within or without the State of Delaware shall be located at such place as the Board of Directors shall from time to time designate. The Corporation may maintain additional offices at such other places as the Board of Directors may designate. The Corporation shall have and maintain within the State of Delaware a registered office at such place as may be designated by the Board of Directors.

ARTICLE II
Members

Section 2.01 Members. The Directors of the Corporation shall be the Members of the Corporation for all purposes. All actions, consents and approvals taken by the Directors shall be and be deemed to be taken by them as the Members and as the Directors of the Corporation for all purposes, whether or not the specific action, consent or approval specifically references them as acting as Members at the time. All meetings of the Board of Directors shall be and be deemed to be meetings of the Directors acting both as the Directors and as the Members of the Corporation. The Corporation shall have no shareholders.

ARTICLE III
Board of Directors

Section 3.01 Power of Board and Qualification of Directors. The business and affairs of the Corporation shall be managed by or under the direction of the Board of Directors. Each director shall be at least eighteen years of age.

Section 3.02 Number of Directors. The number of directors constituting the entire Board shall not be less than one (1) nor more than seven (7). The number of directors may be increased or decreased (but not to less than one (1) nor to more than seven (7)) at any time and from time to time by amendment of the Bylaws or by action of a majority vote of the entire Board, except that in no case may any decrease in the number of directors shorten the term of any incumbent director. Directors need not be residents of the State of Delaware.

Section 3.03 Election and Term of Directors. The initial Board of Directors shall be comprised of those directors named in the Organization Action in Writing of the Incorporator. Directors shall be elected at every third consecutive regular annual meeting of the Board of Directors (each such third annual meeting an “Election Meeting”). If the election of the directors shall not be held at such a meeting, such election shall be held as soon thereafter as is conveniently possible. Each director shall hold office for a term ending no later than the date of the next Election Meeting and until his or her successor has been elected and qualified or until his or her death or until he or she shall resign or be removed.

Section 3.04 Newly-Created Directorships and Vacancies. Newly created directorships resulting from an increase in the number of directors elected may be filled by vote of a majority of the Board of Directors then in office. Vacancies occurring in the Board of Directors for any reason may be filled by vote of a majority of the Board of Directors then in office. A director elected to fill a vacancy shall hold office until the next Election Meeting and until his or her successor shall have been elected and qualified.
The directors may appoint one or more successors by executing a consent designating such successors and the conditions for their appointment and such appointment may be effective immediately or upon the occurrence of some future event. In the event of the death of the last remaining director and in the event that the last remaining director has not designated his successor or such designated successor is unwilling or unable to serve, the executor, administrator or legal representative of the deceased director may appoint one or more successor directors. If the Corporation does not have at least one director, then the Corporation shall dissolve and all of the Corporation’s assets shall be distributed in accordance with the terms of Article EIGHTH of the Corporation’s Certificate of Incorporation.

Section 3.05 Resignation. Any director may resign from office at any time by delivering a resignation in writing to the Board of Directors or to the President or to either Co-President of the Corporation. Such resignation shall take effect at the time specified therein, and unless otherwise specified, no acceptance of such resignation shall be necessary to make it effective.

Section 3.06 Removal of Directors. Any one or more of the directors may be removed with or without cause at any time by vote of a majority of the Board of Directors, provided that written notice of such removal is given to any director so removed.

Section 3.07 Meetings of the Board. An annual meeting of the Board of Directors shall be held each year at such time and place as may be fixed by the President or by the Co-Presidents jointly, as the case may be, for the transaction of such business as may properly come before the meeting, and, in the case of an Election Meeting, for the election of officers and directors. Regular meetings of the Board of Directors may be held at such times as may be fixed by the President or by the Co-Presidents jointly, as the case may be. Special meetings of the Board may be called by or at the direction of the President or at the direction of the Co-Presidents jointly, as the case may be, or by a majority of the directors in office.

No notice need be given of regular meetings of the Board of Directors for which the time and place have been fixed. Written, oral, or any other mode of notice of the time and place shall be given for special meetings in sufficient time for the convenient assembly of the directors thereat. Notice need not be given to any director who submits a written waiver of notice signed by him before or after the time stated therein. Attendance of any such person at a meeting shall constitute a waiver of notice of such meeting, except when he or she attends a meeting for the express purpose of objecting, at the beginning of the meeting, to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the directors need be specified in any written waiver or notice.

A majority of the directors present, whether or not a quorum is present, may adjourn any meeting to another time and place. Notice of any adjournment of a meeting of the Board to another time or place shall be given in the manner described above to the directors who were not present at the time of the adjournment and, unless such time and place are announced at the meeting, to other directors.

The President, a single Co-President if one of the Co-Presidents is absent, or both Co-Presidents, as the case may be, if present and acting, shall preside at all meetings. Otherwise, any other director chosen by the Board shall preside.

Section 3.08 Quorum and Voting. Unless a greater proportion is required by law, by the Certificate of Incorporation, or by the Bylaws adopted by a unanimous vote of the Board of Directors, a majority of the entire Board of Directors shall constitute a quorum for the transaction of business or of a specified item of business. Except as otherwise provided by law by the Certificate of Incorporation or by these Bylaws, the vote of a majority of the directors present at a meeting at the time of the vote shall be the act of the Board.

Section 3.09 Written Consent of Directors; Meeting by Conference Telephone or by Comparable Medium. Any action required or permitted to be taken by the Board of Directors may be taken without a meeting if all members of the Board consent thereto in writing. Each consent so adopted by members of the Board shall be filed with the minutes of the proceedings of the Board.
To the extent permitted by law, any one or more members of the Board of Directors may participate in a meeting of such Board by means of a conference telephone, Internet chat room or similar communications equipment allowing all persons participating in the meeting to hear or to otherwise communicate with each other at the same time. Participation by such means shall constitute presence in person at a meeting.

Section 3.10 Compensation of Directors. Directors shall not receive any stated salaries for their services, providing that nothing herein contained shall be construed to preclude any director from serving the Corporation in any other legally permitted capacity and receiving reasonable compensation therefor. At all times, such compensation shall not exceed what is ordinarily considered to be reasonable compensation for services rendered. For the avoidance of doubt, directors may be reimbursed for reasonable expenses incurred in the performance of their duties to the Corporation.

Section 3.11 Records. Minutes shall be kept of each meeting of the Board of Directors. Copies of the minutes of each meeting shall be filed with the corporate records of the Corporation.

Section 3.12 Non-Voting Affiliates. The directors may identify affiliated individuals to serve as honorary directors, associate directors, junior directors, board advisors, and the like, for such terms and on such conditions as the directors determine, and may assign to such persons such responsibilities, duties, and privileges as the directors determine. Such affiliated individuals shall not be directors of the Corporation for the purposes of these bylaws or for any other purpose and shall have no votes at any meetings of the directors.

ARTICLE IV
Officers, Agents and Employees

Section 4.01 General Provisions. The officers of the Corporation shall be one (1) President or two (2) Co-Presidents, as the case may be, one (1) Secretary, one (1) Treasurer, and may include an unlimited number of Vice-Presidents, and the Board may give any of them further designation or alternate titles as it considers desirable.

Section 4.02 Term of Office of President or Co-Presidents. The President or both Co-Presidents shall be elected by the Board of Directors at each and every Election Meeting. The President or each Co-President, as the case may be, shall hold office for a term ending no later than the date of the next Election Meeting and until his or her successor has been elected or appointed and qualified or until his or her earlier resignation or removal.

Section 4.03 Term of Office of Vice-Presidents. Each Vice-President may be elected by the Board of Directors, in its discretion, at each and every Election Meeting or at any time the Board determines. Each Vice-President shall hold office for a term ending no later than the date of the next Election Meeting and until his or her successor has been elected or appointed and qualified or until his or her earlier resignation or removal.

Section 4.04 Term of Office of Secretary. The Secretary shall be elected by the Board of Directors at each and every Election Meeting or at any time the Board determines. The Secretary shall hold office for a term ending no later than the date of the next Election Meeting and until his or her successor has been elected or appointed and qualified or until his or her earlier resignation or removal.

Section 4.05 Term of Office of Treasurer. The Treasurer shall be elected by the Board of Directors at each and every Election Meeting or at any time the Board determines. The Treasurer shall hold office for a term ending no later than the date of the next Election Meeting and until his or her successor has been elected or appointed and qualified or until his or her earlier resignation or removal.

Section 4.06 Vacancies and Removal of the President or Co-Presidents. If the office of President becomes vacant for any reason, the Board shall promptly fill such vacancy. The President or Co-Presidents so appointed or elected to fill a vacancy shall hold office only until such time as the unexpired term of his, her or their predecessor or predecessors and until his, her or their successor or successors are elected and qualified. The President or any Co-President may be removed by the Board with or without cause at any time.
Section 4.07 Vacancies and Removal of Vice-Presidents. If the office of Vice-President becomes vacant for any reason, the Board, in its discretion, may fill such vacancy. Any Vice-President so appointed or elected to fill a vacancy shall hold office only until such time as the unexpired term of his or her predecessor. A Vice-President may be removed by the Board with or without cause at any time.

Section 4.08 Vacancies and Removal of the Secretary. If the office of Secretary becomes vacant for any reason, the Board shall promptly fill such vacancy. The Secretary so appointed or elected to fill a vacancy shall hold office only until such time as the unexpired term of his or her predecessor and until his or her successor is elected and qualified. The Secretary may be removed by the Board with or without cause at any time.

Section 4.09 Vacancies and Removal of the Treasurer. If the office of Treasurer becomes vacant for any reason, the Board shall promptly fill such vacancy. The Treasurer so appointed or elected to fill a vacancy shall hold office only until such time as the unexpired term of his or her predecessor and until his or her successor is elected and qualified. The Treasurer may be removed by the Board with or without cause at any time.

Section 4.10 Resignation. Any officer may resign from office at any time by delivering a resignation in writing to the Board of Directors. Unless otherwise specified in the written resignation, such resignation shall be effective upon delivery to the Board of Directors.

Section 4.11 Power and Duties of Officers. Subject to the control of the Board of Directors, all officers as between themselves and the Corporation shall have such authority and perform such duties in the management of the property and affairs of the Corporation as may be provided in these Bylaws and, to the extent not so provided, as generally pertain to their respective offices.

A. President and Co-Presidents. Only a director of the Corporation may serve as the President or as a Co-President thereof. If at any time a Co-President shall resign or be removed from the Board of Directors, the remaining Co-President shall continue to serve as the President of the Corporation and the office of President shall not be deemed vacant. If at any time a President alone or the Co-Presidents jointly shall resign or be removed from the Board of Directors, the office of President shall be deemed vacant and the Board shall promptly fill such vacancy pursuant to the terms of Section 4.06 hereof.

The President alone or the Co-Presidents jointly shall serve as chief executive officer of the Corporation. The President alone or the Co-Presidents jointly shall preside at all meetings of the Board of Directors and, subject to the supervision of the Board of Directors, shall perform all duties customary to that office and shall supervise and control all of the affairs of the Corporation in accordance with the policies and directives approved by the Board of Directors.

Moreover, unless otherwise directed by the Board of Directors, the President or each Co-President, as the case may be, shall have the authority to make all decisions regarding charitable contributions made or to be made by the Corporation. Unless otherwise directed, the President or each Co-President may, in his or her sole discretion and at any time and from time to time, delegate (subject to his or her revocation of such delegation) such authority to one or more of the other officers of the Corporation and may limit the amount of charitable contributions that each such authorized officer may make or cause to be made on behalf of the Corporation in a fiscal year. In addition, unless otherwise directed, the President or each Co-President may, in his or her sole discretion at any time and from time to time, authorize (subject to his or her revocation of such authorization) one or more persons to make charitable contributions on behalf of the Corporation in such an amount as prescribed by the President or by each Co-President.

B. Vice-President. The Vice-President shall perform such duties and have such powers as the President or as each Co-President may from time to time provide, subject to the powers and the supervision of the Board of Directors and, in the absence of the President or the Co-Presidents, as the case may be, or in the event of his, her or their inability or refusal to act, as the Board of Directors may prescribe by standing or special resolution.
C. Secretary. The Secretary shall perform such duties and have such powers as the President alone or the Co-Presidents jointly may from time to time provide, subject to the powers and the supervision of the Board of Directors and, in the absence of the President or the Co-Presidents, as the case may be, or in the event of his, her or their inability or refusal to act, as the Board of Directors may prescribe by standing or special resolution.

In addition, the Secretary shall be responsible for the keeping of an accurate record of the proceedings of all meetings of the Board of Directors, shall give or cause to be given all notices in accordance with these Bylaws or as required by law. The Secretary shall have custody of the corporate seal of the Corporation, if any; and he or she shall have authority to affix the same to any instrument requiring it; and, when so affixed, it may be attested by his or her signature. The Board of Directors may give general authority to any officer to affix the seal of the Corporation, if any, and to attest the affixing by his or her signature.

D. Treasurer. The Treasurer shall perform such duties and have such powers as the President alone or the Co-Presidents jointly may from time to time provide, subject to the powers and the supervision of the Board of Directors and, in the absence of the President or the Co-Presidents, as the case may be, or in the event of his, her or their inability or refusal to act, as the Board of Directors may prescribe by standing or special resolution.

In addition, the Treasurer shall have the custody of, and shall be responsible for, all funds and securities of the Corporation. He or she shall keep or cause to be kept complete and accurate accounts of receipts and disbursements of the Corporation, and shall deposit all monies and other valuable property of the Corporation in the name and to the credit of the Corporation in such banks or depositories as the Board of Directors may designate. Whenever required by the Board of Directors, the Treasurer shall render a statement of accounts. He or she shall at all reasonable times exhibit the books and accounts to any officer or director of the Corporation, and shall perform all duties incident to the office of Treasurer, subject to the supervision of the Board of Directors, and such other duties as shall from time to time be assigned by the Board of Directors. The Treasurer shall, if required by the Board of Directors, give such bond or security for the faithful performance of his or her duties as the Board of Directors may require, for which he or she shall be reimbursed.

Unless otherwise directed by the Board of Directors, the Treasurer shall have full investment authority and discretion concerning the Corporation’s assets. Unless otherwise directed, the Treasurer may, in his or her sole discretion and at any time and from time to time, delegate his or her investment authority concerning the Corporation’s assets to one and only one other officer of the Corporation at any given time.

Section 4.12 Agents and Employees. The Board of Directors may appoint agents and employees who shall have such authority and perform such duties as may be prescribed by the Board. The Board may remove any agent or employee at any time with or without cause. Removal without cause shall be without prejudice to such person’s contract rights, if any, and the appointment of such person shall not itself create contract rights.

Section 4.13 Compensation of Officers, Agents and Employees. The Corporation may pay compensation in reasonable amounts to agents and employees for services rendered to the Corporation, such amount to be fixed by the Board, or, if the Board delegates power to any officer or officers, then by such officer or officers. The Board may require officers, agents or employees to give security for the faithful performance of their duties.

ARTICLE V
Miscellaneous

Section 5.01 Fiscal Year. The fiscal year of the Corporation shall be the calendar year.

Section 5.02 Corporate Seal. The seal of the Corporation shall be circular in form and contain the name of the Corporation, the words “Corporate Seal” and “Delaware” and the year the Corporation was formed in the center.
The Corporation may use the seal by causing it or a facsimile thereof to be affixed or impressed or reproduced in any manner.

Section 5.03 Checks, Notes, Contracts. The President or each Co-President, as the case may be, shall determine who shall be authorized from time to time on the Corporation’s behalf to sign checks, notes, drafts, acceptances, bills of exchange and other orders or obligations for the payment of money; to enter into contracts; or to execute and deliver other documents and instruments.

Section 5.04 Books and Records. The Corporation shall keep at its office or at any other designated office (1) correct and complete books and records of accounts, (2) minutes of the proceedings of its Board of Directors, and (3) a current list or record containing the names and addresses of all directors and officers of the Corporation. Any of the books, records and minutes of the Corporation may be in written form or in any other form capable of being converted into written form within a reasonable time.

Section 5.05 Amendments of Certificate of Incorporation and Bylaws. The Certificate of Incorporation may be amended in whole or in part by a unanimous vote of the Board of Directors pursuant to the procedure outlined in title 8, section 242(b)(3) of the Delaware General Corporation Law. The Bylaws of the Corporation may be adopted, amended or repealed, in whole or in part by a unanimous vote of the Board of Directors of the Corporation.

Section 5.06 Indemnification and Insurance. The Corporation shall indemnify:

(i) any current or former director or officer of the Corporation and
(ii) any person who may have served, at its request, as a director or officer of another corporation of any type or kind, domestic or foreign, or any partnership, joint venture, trust, or other enterprise, whether for profit or not for profit (each such entity an “Outside Entity”), against expenses (including attorney’s fees), judgments, fines and amounts paid in settlement, actually and reasonably incurred by him or her in connection with any threatened, pending or completed action, suit or proceeding whether civil, criminal, administrative, or investigative (other than an action by or in the right of the Corporation), to which he or she may be or is made a party by reason of being or having been such director or officer if he or she acted in good faith and in a manner he or she reasonably believed to be in or not opposed to the best interests of the Corporation and, with respect to any criminal action or proceeding, had no reasonable cause to believe his or her conduct was unlawful. However, there shall be no indemnification in respect of any claim, issue or matter as to which he or she shall have been adjudged to be liable to the Corporation unless and only to the extent that the court in which such action or suit was brought shall determine upon application that, despite the adjudication of liability, but in view of all the circumstances of the case, such person is fairly and reasonably entitled to be indemnified for such expenses which the court shall deem proper.

The Corporation may pay expenses (including attorney’s fees) incurred by an officer or director in defending any civil, criminal, administrative or investigative action, suit or proceeding in advance of the final disposition of such action, suit or proceeding upon receipt of an undertaking by or on behalf of such officer or director, to repay such amount if it shall ultimately be determined that he or she is not entitled to be indemnified by the Corporation under this Article. Such expenses (including attorney’s fees) incurred by other employees and agents may be paid upon such terms and conditions, if any, as the Board of Directors deems appropriate.

Any indemnification (unless ordered by a court) shall be made by the Corporation only as authorized in the specific case upon a determination that indemnification of the director, officer, employee or agent is proper in the circumstances because he or she has met the applicable standard of conduct set forth in title 8, section 145 (a) and (b) of the Delaware General Corporation Law. Such determination shall be made (1) by a majority vote of the directors who are no parties to such action, suit or proceeding, even though less than a quorum, or (2) if there are no such directors or if such directors so direct, by independent legal counsel in a written opinion.
The provisions of this Article shall be applicable to claims, actions, suits, or proceedings made or commenced after the adoption hereof, whether arising from acts or omissions occurring before or after adoption hereof.

The indemnification or advancement of expenses provided by this Article shall not be deemed exclusive of any other rights to which such director, officer, employee or agent may be entitled under any statute, Bylaw, agreement, vote of the disinterested directors or otherwise, and shall not restrict the power of the Corporation to make any indemnification permitted by law.

The indemnification or advancement of expenses provided by this Article shall, unless otherwise provided when authorized or ratified, continue as to a person who has ceased to be a director, officer, employee or agent and shall inure to the benefit of the heirs, executors and administrators of such person.

The Board of Directors may authorize the purchase of insurance on behalf of any person who is or was a director, officer, employee or agent of the Corporation, or who is or was serving at the request of the Corporation as a director, officer, employee or agent of an Outside Entity against any liability asserted against or incurred by him or her in any such capacity, or which arises out of such person’s status as a director, officer, employee or agent whether or not the Corporation would have the power to indemnify such person against that liability under law.

Notwithstanding anything herein to the contrary, the Corporation shall not indemnify, reimburse, or insure any person for any taxes imposed on such individual under Chapter 42 of the Internal Revenue Code of 1986, as amended (the “Code”). Further, no payment shall be made under this Article if such payment would constitute an act of self-dealing or a taxable expenditure, as defined in 4941(d) or 4945(d), respectively, of the Code.

The Corporation may, by vote of the Board of Directors, provide indemnification and advancement of expenses to employees and agents of the Corporation or of an Outside Entity with the same scope and effects as the foregoing indemnification of and advancement of expenses to directors and officers.

If any part of this Article shall be found in any action, suit, or proceeding to be invalid or ineffective, the validity and the effectiveness of the remaining parts shall not be affected.

Section 5.07 Electronic Signatures. Wherever a written instrument is required to be executed hereunder, an electronic signature, to the extent permitted by applicable law, shall be deemed to be a written signature.

ARTICLE VI
Charitable Contribution Approval

Section 6.01 Charitable Contribution Approval by Grant Evaluator. The President or each Co-President of the Corporation, officers designated by the President or by each Co-President of the Corporation, committees designated by the President or by each Co-President of the Corporation that are composed exclusivly of members of the Board of Directors, and any other person directed by the President or by each Co-President pursuant to Section 4.11(A) of these By-Laws shall have the power and authority to approve, make and cause to be made charitable contributions by the Corporation. All charitable contributions approved by any of the foregoing (each a “Grant Evaluator”), shall for all purposes be, and be deemed to be, duly authorized by the Board of Directors and the Corporation. The President or each Co-President, as the case may be, or the Board of Directors may at any time appoint or remove, with or without cause, an individual or committee as a Grant Evaluator.