American Association of Community Colleges
Affiliated Council

Council for Resource Development

Annual Report

July 1, 2012 - June 30, 2013
AACC AFFILIATED COUNCIL ANNUAL REPORT

Under the guidelines established by the AACC Board of Directors, each AACC-Affiliated Council is required to submit an annual report by August 15 of each year. The report should cover the period July 1 - June 30, which is the Board approved reporting year. Please provide all information requested. Failure to submit a complete report by the due date may result in withdrawal of affiliation. Information about 2013 - 2014 activities will be posted on the AACC Web site. Reports will be made available to the Board Liaison and Staff Contact for each Council.

Reports are to be submitted electronically by August 15, 2013, to Jennifer Tinch, COAC Liaison at jtinch@aacc.nche.edu

General Information

Affiliated Council Name: Council for Resource Development

Year for which report is submitted: **July 1, 2012 – June 30, 2013**

Person submitting report:
Polly Binns, CFRE
Executive Director
Council for Resource Development
8720 Georgia Ave, Suite 700
Silver Spring, MD 20910
Phone: 202-822-0750
polly.binns@crdnet.org
www.crdnet.org
Founded 1973

Membership Information

1. Current number of members: 1523 Individual 715 Institutional

2. Month/Year when newly elected officers assume positions: November 2013

3. Length of officers’ terms: 1 year

Please include the following:
Roster of current officers for 2012 to 2013

O. Morton Congleton, Wake Technical Community College, President
Shelly Conner, Ed.D., State Center Community College District, President-Elect
John Rainone, Ed.D., CFRE, York County Community College, Immediate Past President
Joseph Sopcich, Ph.D., Johnson County Community College, Treasurer
Directors
Gordon Binek, CFRE, Bismarck State College
Terri Burchell, CCID, Kirkwood Community College
Nancilee Burzachechi, JD, CFRE, Community College of Allegheny College
Rosie Marie Connor, Snow College
Les Fout, Ph.D., Pellissippi State Community College
Leah Goss, Louisiana Community and Technical College System
Perry Hammock, CFRE, Ivy Tech Community College of Indiana
Beth Mathews, CFRE, Ogeechee Technical College
Nancy Smith, The Community College of Baltimore County
Joan Stearns, College of Central Florida
Joseph Stiso, Mount Wachusett Community College
John Sygielski, Ed.D., Harrisburg Area Community College

Roster of next year’s officers for 2013 to 2014 (if known)
Officers:
Shelly Conner, Ed.D., State Center Community College District, President
TBD, President-Elect
O. Morton Congleton, Wake Technical Community College, Immediate Past President
TBD, Treasurer

Directors:
Jacqueline Almquist, Metropolitan Community College
Gordon Binek, CFRE, Bismarck State College
Terri Burchell, CCID, Kirkwood Community College
Nancilee Burzachechi, JD, CFRE, Community College of Allegheny College
Rosie Marie Connor, Snow College
Les Fout, Ph.D., Pellissippi State Community College
Leah Goss, Louisiana Community and Technical College System
Perry Hammock, CFRE, Ivy Tech Community College of Indiana
Beth Mathews, CFRE, Ogeechee Technical College
Nancy Smith, The Community College of Baltimore County
Joan Stearns, College of Central Florida
Joseph Stiso, Mount Wachusett Community College
John Sygielski, Ed.D., Harrisburg Area Community College

2014 AACC Convention Information
A. 2014 AACC Convention meeting/forum contact:

Name of person responsible for submitting the paperwork for the meeting/forum:
Polly Binns, CFRE
Executive Director
Council for Resource Development
8720 Georgia Ave, Suite 700
Silver Spring, MD 20910
Phone: 202-822-0750
polly.binns@crdnet.org

Council for Resource Development
Bylaws
Please list the name of the person from your organization who will read and review proposals for the 2014 AACC Annual Convention.

Readers will receive materials in October 2013.

Shelly Conner, Ed.D.
Director, Grants and External Funding
State Center Community College District
1525 E. Weldon Avenue
Fresno, CA  93704
Phone: 559-324-6476
shelly.conner@scccd.edu

Future Affiliated Council Meeting Dates

AACC will post your Affiliated Council meeting dates on the AACC website Event Calendar with a link to the organization’s website. Please provide us with information on the meetings you wish posted.

Annual Meeting(s):

47th Annual National Conference
November 7 -9, 2013
Washington, DC
Hyatt Regency Capitol Hill
Theme: The Multiplier Effect: Advocate and Innovate
Description: Annual Conference
Post of AACC Website:
http://crdnet.org/index.php?option=com_content&view=article&id=75&Itemid=72

B.
Executive Institute for Fundraising Leadership
November 6 – 7, 2013
Washington, DC
Hyatt Regency Capitol Hill
Description: The Executive Institute for Fundraising Leadership provides an opportunity for teams of community college presidents, trustees, volunteers, and development professionals to build a common vision for successful resource development at their institutions. Your team will leave with a set of strategies, adapted to your institution, to increase your capacity, effectiveness and efficiency.
Post on AACC Website:
http://crdnet.org/index.php?option=com_content&view=article&id=504&Itemid=161

C.
Federal Funding Task Force
November 4 – 7, 2013
Washington, DC
Hyatt Regency Capitol Hill
Description: 65-65 volunteers from community colleges visit every Federal department and agency to gather information about Federal funding to two-year colleges. Findings published annually in CRD online wiki.
Post on AACC Website:
D.
**Presidents Fundraising Academy**
September 15 – 17, 2013
Cleveland, OH
The Curtis DoubleTree
Description: The 12th annual CRD Presidents Fundraising Academy is of, by and for community college CEO’s and aspiring community college CEO’s. This academy gives you the chance to learn from people who share and understand the pressures you face. They will help you build, enhance and refine a fundraising program that bolsters your community college. This is an excellent introductory opportunity for relatively new presidents or aspiring presidents, or an excellent opportunity to refine your institutional advancement program.

E.
**Community College Resource Development Boot Camp**
June 15 – 27, 2014
Washtenaw Community College, Ann Arbor, MI and Washington, DC
This two-week program immerses participants in rigorous experience in resource development operations, organization, and issues at a model campus, as well as exploration of funding opportunities for two-year colleges from public and private sources. Interns will increase knowledge and expertise in private funding vehicles, acquire expertise in proposal writing and grants management, and identify funding sources appropriate to their colleges. The program focuses on the value of a comprehensive resource development program which integrates and leverages public, private and partnership funding opportunities.

**Leadership Programs**

AACC is interested in partnering with the Affiliated Councils on various leadership programs. Please list the title, date, and location of leadership programs your affiliated council will host between June 2013 - June 2014.

**Publications**

- Dispatch Professional Journal; published completely online four times a year
- New Century Resource Papers; published online and print; 3 – 4 papers a year
- CRD NewsScan; distributed by email weekly
- CRD Federal Funding to Two-Year Colleges Report; wiki published annually and updated as needed.

**Statement of Affiliated Council’s Purpose and Goals**

Please include a statement of the overall purpose and goals of this Council/Organization. The guidelines for affiliation require that a Council’s bylaws support the purposes and objectives of AACC.

The Council for Resource Development (CRD) is the essential education and networking choice for all community college development professionals. CRD connects, educates, supports, strengthens, and celebrates community college development professionals. An affiliate of the American Association of Community Colleges, CRD serves over 1750 members at more than 750 institutions.

CRD is a member-driven organization. Our programs are developed and delivered by professionals currently employed in the field of resource development at two-year colleges. Drawing on the expertise and experience of our peers ensures that programming is current, relevant, and applicable.
Membership is open to anyone interested in the welfare of community colleges, and includes donor development officers, grant development and management officers, foundation directors, alumni development officers, graduate students, college presidents, administrators, faculty, and staff.

**Affiliated Council Program Activities for the Current Year**

**July 1, 2012 - June 30, 2013**

Please tell us about pertinent Council/Organization Activities, including annual and regional meetings, seminars and workshops; information on new and on-going publications; and any other information that may be of interest to your colleagues and the AACC. This information will be photocopied and shared with all AACC Councils, and Board and Staff Contacts.

**Programs:**

**June 2012 Presidents Fundraising Academy, Richmond, VA**
Total registrations: 29

**June 2012 Community College Resource Development Boot Camp, Indian River State College, FL and Washington, DC**
Total registrations: 25

**July 2012 Summer Programs, Portland, OR**
- Executive Institute for Fundraising Leadership
- Boomers to Bloggers
- Grantwriting Boot Camp
- Alumni Development Workshop
Total registrations: 110

**November 2012 Federal Funding Task Force, Washington, DC**
Total registrations: 58

**November 2012 Executive Institute for Fundraising Leadership, Washington, DC**
Total registrations: 35

**November 2012 CFRE Content Review Course, Washington, DC**
Total registrations: 17

**November 2012 National Conference, Washington, DC**
- Preconference registrations: 190
- Conference registrations: 513

All year 2012: Webinars
Total registrations: 835

**Publications:**

Dispatch professional journal: three issues

New Century Resource Papers:
- The X-Factor: Does Your Foundation Board Have It?, 2012
- Beyond the Sandbox: Building Effective and Meaningful Grant Consortia, 2012

NewsScan: weekly

**Affiliated Council Program Activities for Next Year**

**July 1, 2013 - June 30, 2014**

Please tell us about pertinent future Council/Organization Activities, including annual and regional meetings, seminars and workshops; information on new and on-going publications; and
any other information that may be of interest to your colleagues and the AACC. This information will be photocopied and shared with all AACC Councils, and Board and Staff Contacts.

**Programs:**
July 28 – 30, 2013 Pathway to Lifelong Giving, Denver, CO
    Alumni Development Workshop
    Major Gifts/Planned Giving Workshop

November 4 - 9, 2013: Annual National Conference Week, Washington, DC
    Federal Funding Task Force
    Executive Institute for Fundraising Leadership
    Pre-conference Workshops
    Annual Conference

September 15 – 17, 2013: Presidents Fundraising Academy, Cleveland, OH


Webinars all year on variety of current topics.

**Additional Supporting Materials**

Please complete your report by also remitting electronically with your report:

- A copy of your audit report with the balance sheet for the period FY 2012 (January 1 – December 30) ATTACHED
- Your Affiliated Council’s constitution and by-laws, if there have been changes.ATTACHED
- Any and all other supporting materials that you wish to send (brochures, publications, etc.)

All materials are due to AACC by **August 15, 2013**.

Jennifer Tinch  
Affiliated Council Annual Report American Association of Community Colleges One Dupont Circle, NW
        Suite 410
        Washington, DC 20036
BY-LAWS

COUNCIL FOR RESOURCE DEVELOPMENT
ARTICLE I
ORGANIZATION

Section 1. Name and Legal Status

The name of the organization is Council for Resource Development, Inc. It may also from time to time be referred to as "The Corporation" or "CRD." The Corporation is an IRS approved 501(c)(3) non-profit corporation chartered in the State of Maryland. The location of its "corporate" principal offices shall be in Silver Spring, MD.

ARTICLE II
MEMBERSHIP

(Annual membership shall be for the period of January 1 - December 31 of each calendar year.)

Section 1. Membership Categories

a. Institutional Membership
Institutional Membership is open to community, junior, and technical colleges and similar postsecondary institutions that offer an associate degree and are accredited by a regional accrediting association recognized by the Council for Higher Education Accreditation (CHEA); to the colleges and campuses of multi college and multi campus institutions eligible for institutional membership; and to district offices and state administrative offices of state systems of community, technical, and junior colleges. Each institutional member is entitled to one vote. Institutions outside the United States will be considered eligible if they are accredited by their state or national government. Membership shall consist of two categories: Institutional and Premium. Membership benefits for each category will be established by the Board of Directors. Annual dues and professional standards for Institutional Members will be established by the Board of Directors. Membership dues shall be paid in full in order for an institution to participate as a member institution.

b. Partner Membership
Partner Membership is open to individuals, consultants, associations, businesses, organizations, and companies who provide services or products to CRD members. While they will not have any rights in the governance of the organization, they shall be entitled to access membership benefits as established by the Board of Directors. Partner Members shall not be permitted to use the listserv or directory information to promote their products or services. Membership benefits will be established by the Board of Directors. Annual dues and professional standards for Partner Members will be established by the Board of Directors. Membership dues shall be paid in full in order for an affiliate to participate as a member.

C. Individual Membership
Individual Membership is open to individuals which include students, CRD lifetime honorees, retirees, honorary members, associate members and other individuals with interest in resource development in two-year degree granting institutions. While they will not have any rights in the governance of the organization, they shall be entitled to access membership benefits as established by the Board of Directors. Individual Members shall not be permitted to use the listserv or directory information to promote their products or services.
services. Annual dues and professional standards for Individual Members will be established by the Board of Directors. Membership dues shall be paid in full in order for an individual to participate as a member.

Section 2. Rights

Each member with voting rights has the right to vote on all matters that arise at the annual meeting of the Corporation.

Section 3. Meetings of Members

a. Annual Meeting

Notice of the annual meeting of the CRD Corporation shall be given as stated in The Corporation's Charter/Constitution. Members are welcome to attend the annual meeting of the Corporation. Members with voting rights are entitled to vote on all matters which arise at the annual meeting.

b. Quorum

A quorum will be declared present for the annual meeting of the Corporation if at least 50% of the voting members of the Board of Directors are in attendance. The Treasurer will serve as the “Secretary and Treasurer” for the CRD Corporation and is responsible for taking the minutes. The Executive Director will serve as "Clerk" of the Corporation to receive legal documents and to notify the membership of the Annual Corporation Meeting date, time, and location.

ARTICLE III

BOARD OF DIRECTORS

Section 1. Meetings

a. Regular

The Board of Directors will meet face to face at least three times in a fiscal year.

b. Special

Special meetings of the Board of Directors may be called by the President. These meetings can be conducted in person, via teleconference or electronically.

c. Quorum

A quorum shall be declared present when at least 50 percent of the Directors respond to the roll call either face to face or electronically for meetings. Directors may be present at meetings through a speaker phone or other technological devices approved by the Board of Directors if the device allows them to participate in discussions and record their vote. Each action or decision made by a majority of Directors present at the meeting duly held at which a quorum is present shall be regarded as the act of the Board of Directors. If a quorum is present when a duly called or held meeting is convened, the directors present may continue to transact business until adjournment, even though the withdrawal of a number of directors originally
present leaves less than the proportion or number otherwise required for a quorum.

1) Voting

All questions shall be determined by a majority vote of the voting Board members who are present according to the definition in section iii.c.

2) A majority of the total number of voting members on the Board is required for the following:

(i) Election or removal for cause of Officers.

(ii) Amending the By-Laws

d. Meeting Notification

Each Director shall be notified not less than 10 days preceding any meeting of the Board. Notices may be given electronically, via U.S. mail or by special delivery services. In the event the notice is of a special meeting, notice shall include briefly the subjects thereof. Attendance of a Director at a meeting constitutes waiver of notice of the meeting unless the purpose of their attendance is to protest the absence of notice. Board action may be taken without a meeting if consent in writing setting forth the action taken is signed by all Directors entitled to vote with respect to the subject matter.

e. Lack of Quorum

If a quorum is not present at any meeting of the Board, a majority of the Directors present has authority to postpone the meeting without further notice. At the subsequent meeting (to which the earlier meeting was adjourned) at which a quorum is present, any business may be transacted which might have been transacted at the meeting as originally notified.

Section 2. Substitute Chair

In the absence of both the President and the President-Elect from any meeting, the Board may appoint, by a majority vote of voting members in attendance, any member to act as Chairperson. The Chairperson may appoint any person to act as Secretary of the meeting.

Section 3. Makeup of Board

a. Number

The number of Board of Directors shall be limited as follows: Four elected officers (President, President-Elect, Treasurer, and Past President); up to eleven at-large directors; and up to 5 non-voting members. Up to 2 additional board members can be appointed at the discretion of the President to take on or complete special assignments.

b. Qualifications

All voting members of the Board of Directors must be full-time employees of a fully-accredited two-year degree granting institution or community college system, technical college/institute, junior college, or a foundation whose primary mission is resource development for one or more two-year degree granting institutions. Non-voting members may be representatives from affiliated associations, vendors, agencies, members with special assignments or Emeritus members.

c. Tenure
The tenure of each voting Director shall be no more than two three-year terms, notwithstanding partial terms, beginning with the meeting following the Annual Conference and continuing until his or her successor is elected and assumes office, or until he or she resigns, dies, or is removed. A year of service shall be counted from the end of the Annual Conference through the next Annual Conference. After serving two three-year terms, a Director may be re-elected for one additional three-year term on the board following a break in service of at least one year.

- **Officers (Voting)**
  - All Officers shall serve from the end of an Annual Conference through the next Annual Conference.
  - The Treasurer may serve in that office more than one term but not more than three terms.
  - If an officer is elected as president-elect during a final three-year term on the board, his or her tenure may be extended to accommodate the required service.
  - Unless otherwise excused, Officers are expected to attend all meetings of the Board of Directors.

- **At-Large Directors (Voting)**
  - All At-Large Directors may serve two three-year terms, notwithstanding partial terms.
  - At-Large Directors are expected to attend two in-person board meetings and a minimum of half of the teleconference board meetings annually.

- **Non-Voting Directors**
  - All Non-Voting Directors shall serve a one-year term from the end of an Annual Conference through the next Annual Conference.
  - Non-Voting Directors may serve three consecutive one-year terms.

d. **Vacancies**

If a vacancy occurs on the Board, the Board is authorized to fill the vacancy for the remainder of the vacated term, at any regular or special meeting of the Board.

e. **Resignations**

Any Director may resign at any time by submitting his or her resignation, in writing, to the President of CRD. The resignation is effective immediately upon acceptance by the Board. If the Board has not acted thereon within twenty days from the date of such submission, the resignation is deemed to be accepted.

**Section 4. Elections and Appointments**

The Leadership Development Committee shall seek nominations from the membership for potential Officers and At-Large Directors to serve during his or her one-year term. The President-Elect shall seek nominations for Non-Voting Board members from the Executive Director and Board members.

The Board shall elect a slate of Officers for the next year at its regular summer Board meeting. All Board candidates shall secure a commitment from their institutions or organizations for their participation on the Board prior to having their names placed in nomination. This commitment includes the agreement for the Board candidate to attend three meetings in person, a commitment from the institution or organization to be responsible for travel and hotel costs, and the full support from the Board candidate’s President/CEO and supervisor.
ARTICLE IV
OFFICERS

Section 1. General Provisions Regarding Officers
a. Officers
The Council shall have the following Officers: President, President-Elect, Treasurer and Immediate Past President.

b. Election of Officers
In the event of failure to elect officers at the summer Board meeting, the Board is authorized to elect Officers at any regular or special meeting. One person may hold only one office at a time.

c. Officer Resignation
Any Officer may resign at any time by delivering a written resignation to the President. The resignation is effective immediately upon acceptance by the Board. If the Board has not acted within twenty days, the resignation is deemed to be accepted.

Section 2. President
The term of the President shall be one year or until a successor is elected, whichever comes last. The President shall preside at all meetings of the Board of Directors shall perform such other duties as from time to time may be assigned by the Board of Directors.

Section 3. President-Elect
The term of the President-Elect shall be one year or until the President vacates the office, whichever comes first. The President-Elect succeeds to the office of President at the end of the Annual Conference.

The President-Elect shall preside at all meetings of the Board of Directors in the absence of the President and shall perform such other duties as from time to time may be assigned by the Board of Directors or requested by the President.

If the President does not serve a full term, the President-Elect shall complete that term and then serve his or her own term. In the event the President-Elect is unable to complete his or her term, then the President, in consultation with the Immediate Past President and Directors, shall nominate a member to complete the President-Elect term as scheduled.

Section 4. Treasurer
The term of office of the Treasurer shall be one year. The Treasurer shall keep the financial records of the Council and shall attend to other duties and responsibilities as assigned by the Board of Directors or incident to the Office of Treasurer including: signing checks; monitoring the receipt and deposit of funds; signing or approving payments, contracts, and other liabilities of the Council; overseeing the investment of the Council's funds and the relationships established with any accounting or financial firms engaged by CRD; creating a budget for the coming year and monitoring the budget for the current year; providing the Board with a full record and account of all monies received and paid out of the account of the Council, and rendering to the Board of Directors a written statement of said record and account at each meeting of the Board and at
such other times as said Board may designate; and serving as Chairperson of the Finance Committee.

Section 5. Immediate Past President
The Immediate Past President shall remain an Officer of the Council without election for one year following his or her tenure as President. The Immediate Past President shall serve as the liaison with the National Office monitoring staff activity and general operations and shall conduct the annual evaluation of the Executive Director. If the Immediate Past President is unable to serve, the most recent Past President will serve in this position.

Section 6. Executive Director
The Executive Director of CRD shall fulfill the job description listed in the Procedures Manual and other duties assigned by the Board. The Executive Director shall serve as the Secretary of the CRD Corporation, shall take the Minutes of all regular and special Board meetings, and shall submit a final document to the President for his or her signature within three weeks of each meeting. This is a non-voting position.

ARTICLE V
COMMITTEES

Section 1. Standing Committees
a. Executive Committee
The Executive Committee of the Board of Directors shall consist of the following members:
   - The President
   - The President-Elect
   - The Immediate Past President
   - The Treasurer

The Executive Committee shall be accountable to the board of directors, the executive committee coordinates the work of the board of directors, recommends actions for approval by the full board and acts on behalf of the board under certain circumstances. Responsibilities include:
   - Ensures effective and clear delegation of responsibilities from the board to the executive director.
   - Determines the board’s agenda.
   - Addresses specific questions and matters referred to it by the board of directors.
   - Addresses issues that require preliminary discussion and refinement prior to board consideration.
   - Acts on behalf of the board on routine matters that arise between regular board meetings and in urgent situations that cannot wait for the next full board meeting.
   - Provides regular, thorough and timely reports of its actions to the board of directors.

The Executive Committee shall meet at the call of the President and shall meet at least four times during the year. Minutes shall be kept and transmitted to the National Office for filing.

b. Finance Committee
The Finance Committee of the Board of Directors shall consist of the following members:
   - The Treasurer (who shall serve as Chairperson)
   - At least four other members recommended by the President and approved by the Board.

The President shall be an Ex-Officio member of the Finance Committee.

A majority of the members shall constitute a quorum of the committee, and the affirmative vote of a majority of those present and eligible to vote shall be necessary for the adoption of any resolution or action.
The Finance Committee shall meet at the call of the Treasurer, and minutes shall be kept and transmitted to the National Office for filing. All action taken shall be reported at the next meeting of the Board of Directors.

The Finance Committee shall have and may exercise all powers of authority for making appropriate investments and reinvestments of the organization's assets and funds; it shall report such investment activity to the Board of Directors.

c. Audit Committee
The Audit Committee of the Board of Directors shall consist of the following members:
- A Director at Large (who shall serve as Chairperson)
- At least four other members recommended by the President and approved by the Board.

The President shall be an Ex-Officio member of the Audit Committee.

A majority of the members shall constitute a quorum of the committee, and the affirmative vote of a majority of those present and eligible to vote shall be necessary for the adoption of any resolution or action.

The Audit shall meet at the call of the Chairperson, and minutes shall be kept and transmitted to the National Office for filing. All action taken shall be reported at the next meeting of the Board of Directors.

The Audit Committee shall plan and support the financial and programmatic audits of CRD including the following activities: assess the financial health of the organization, work with auditors and staff in preparation for the audit, prepare the audit RFP with staff, select the auditor from the RFP process, develop and monitor key performance indicators and assist staff and board, as needed, to respond to audit recommendations.

d. Leadership Development Committee
The Leadership Development Committee of the Board of Directors shall consist of the following members:
- Immediate Past President (who shall serve as Chairperson)
- Up to four other members from the Board of Directors and/or the general membership recommended by the President and approved by the Board.
- The President shall be an Ex-Officio member of the Leadership Development Committee.

A majority of the members shall constitute a quorum of the committee, and the affirmative vote of a majority of those present and eligible to vote shall be necessary for the adoption of any resolution or action.

The Leadership Development Committee shall meet at the call of the Chairperson, and minutes shall be kept and transmitted to the National Office for filing. All action taken shall be reported at the next meeting of the Board of Directors.

The Leadership Development Committee shall identify, cultivate and nurture future leaders, establish and review committee roles and responsibilities and assess leadership needs for the board of directors and key positions with volunteer leadership structure. The Committee is charged with the following activities as appropriate to the implementation of its work: establish and maintain a volunteer management program, create profiles and position descriptions, design board and volunteer application process, conduct a call for volunteers, recruit volunteers as necessary, run election and/or appointment process, orient volunteers and board, nominate slate of governing board and primary function chairs, establish succession plan for leadership roles, and monitor effective board processes (board self-assessment).
e. Personnel Committee
The Personnel Committee of the Board of Directors shall consist of the following members:

- Immediate Past President (who shall serve as Chairperson)
- The President
- The President-Elect.

A majority of the members shall constitute a quorum of the committee, and the affirmative vote of a majority of those present and voting shall be necessary for the adoption of any resolution or action.

The Personnel Committee shall meet at the call of the Chairperson, and minutes shall be kept and transmitted to the National Office for filing. All action taken shall be reported at the next meeting of the Board of Directors.

The Personnel Committee shall conduct periodic and annual evaluations of the Executive Director, make appropriate recommendations for action, and shall also review and recommend approval of the employee handbook by the full board.

f. Visioning and Goals Committee
The Visioning and Goals Committee shall consist of the following members:

- An At-Large Director (who shall serve as Chairperson) appointed by the President
- Up to four other members from the Board of Directors and/or the general membership recommended by the President and approved by the Board.

The President shall be an Ex-Officio member of the Visioning and Goals Committee.

A majority of the members shall constitute a quorum of the committee, and the affirmative vote of a majority of those present and eligible to vote shall be necessary for the adoption of any resolution or action.

The Visioning and Goals Committee shall meet at the call of the Chairperson, and minutes shall be kept and transmitted to the National Office for filing. All action taken shall be reported at the next meeting of the Board of Directors.

The Visioning and Goals Committee shall facilitate the process for guiding vision and goal setting, lead the board in a strategic planning process so that the mission is always the focus, and continually monitor the process.

g. Strategic Alliances Committee
The Strategic Alliances Committee shall consist of the following members:

- An At-Large Director (who shall serve as Chairperson)
- Up to four other members from the Board of Directors and/or the general membership recommended by the President and approved by the Board.

The President shall be an Ex-Officio member of the Strategic Alliances Committee.

A majority of the members shall constitute a quorum of the committee, and the affirmative vote of a majority of those present and eligible to vote shall be necessary for the adoption of any resolution or action.

The Strategic Alliances Committee shall meet at the call of the Chairperson, and minutes shall be kept and transmitted to the National Office for filing. All action taken shall be reported at the next meeting of the Board of Directors.
The Strategic Alliances Committee shall consider strategic alliances, partnerships and joint ventures that will increase CRD market share and membership potential, complement the CRD brand, provide quality programs and services through third parties, and create mutually beneficial relationships.

h. Evaluation and Effectiveness Committee
The Evaluation and Effectiveness Committee shall consist of the following members:

- An At-large Director (who shall serve as Chairperson)
- Up to four other members from the Board of Directors and/or the general membership recommended by the President and approved by the Board.

A majority of the members shall constitute a quorum of the committee, and the affirmative vote of a majority of those present and eligible to vote shall be necessary for the adoption of any resolution or action.

The Evaluation and Effectiveness Committee shall meet at the call of the Chairperson, and minutes shall be kept and transmitted to the National Office for filing. All action taken shall be reported at the next meeting of the Board of Directors.

The Evaluation and Effectiveness Committee shall oversee the effectiveness of all CRD programs and services. The committee will:
1. Survey assets to conduct programs and services evaluation
2. Identify data the board wants to collect in programs and services evaluation
3. Create model evaluation instrument for different programs and services

Section 2. Leadership Committees
The Board is authorized, from time to time, to establish or dissolve other committees with members, powers, terms, and responsibilities as the Board deems necessary.

Section 3. Resignation and Removal
Any member of a committee may resign at any time by delivering a written resignation to either the President or to the chair of the committee. The Board may at any time remove any member of a committee other than Officers of the Council either for cause, including failure to attend three consecutive meetings, or without cause.

ARTICLE VI
AMENDMENTS

These By-Laws may be altered, amended, rescinded or repealed at any regular or special meeting of the Board of Directors in accordance with Article XII of the Articles of Incorporation. Notice must be given to all Board members that amendments to the By-Laws will be on the agenda of the next regular Board meeting 30 days prior to the meeting date. Copies of the proposed amendments shall be made available by mail or electronically to each Board member 15 days prior to the scheduled Board meeting.

ARTICLE VII
NOTICE

Whenever under the provisions of applicable law or of these By-Laws, notice is required or permitted to be
given to a member, Director, or Officer, that notice may be given by delivery service, mail, e-mail, telephone, or facsimile transmission.

A notice given by mail is delivered when the notice is deposited in the United States mail, properly addressed and certified with postage thereon prepaid.

A notice given by e-mail is delivered when the e-mail has been electronically acknowledged as received.

The proper address for a member, Director, or Officer is either his or her customary business address or the address of his or her last-known residence.
Adopted 1/23/1973
Amended 1/17/1975
Amended 6/18/1975
Amended 12/10/1976
Amended 12/4/1978
Amended 12/4/1981
Amended 6/22/1990
Amended 12/3/1990
Amended 12/11/1991
Amended 7/24/1993
Amended 7/17/1999
Amended 11/28/2000
Amended 7/28/2001
Amended 11/18/2003
Amended 7/24/2004
Amended 11/30/2004
Amended 7/22/2005
Amended 7/14/2006
Amended 11/3/2007
Amended 8/1/2011
Amended 7/29/2012
Amended 11/7/2012
Amended 4/20/2013