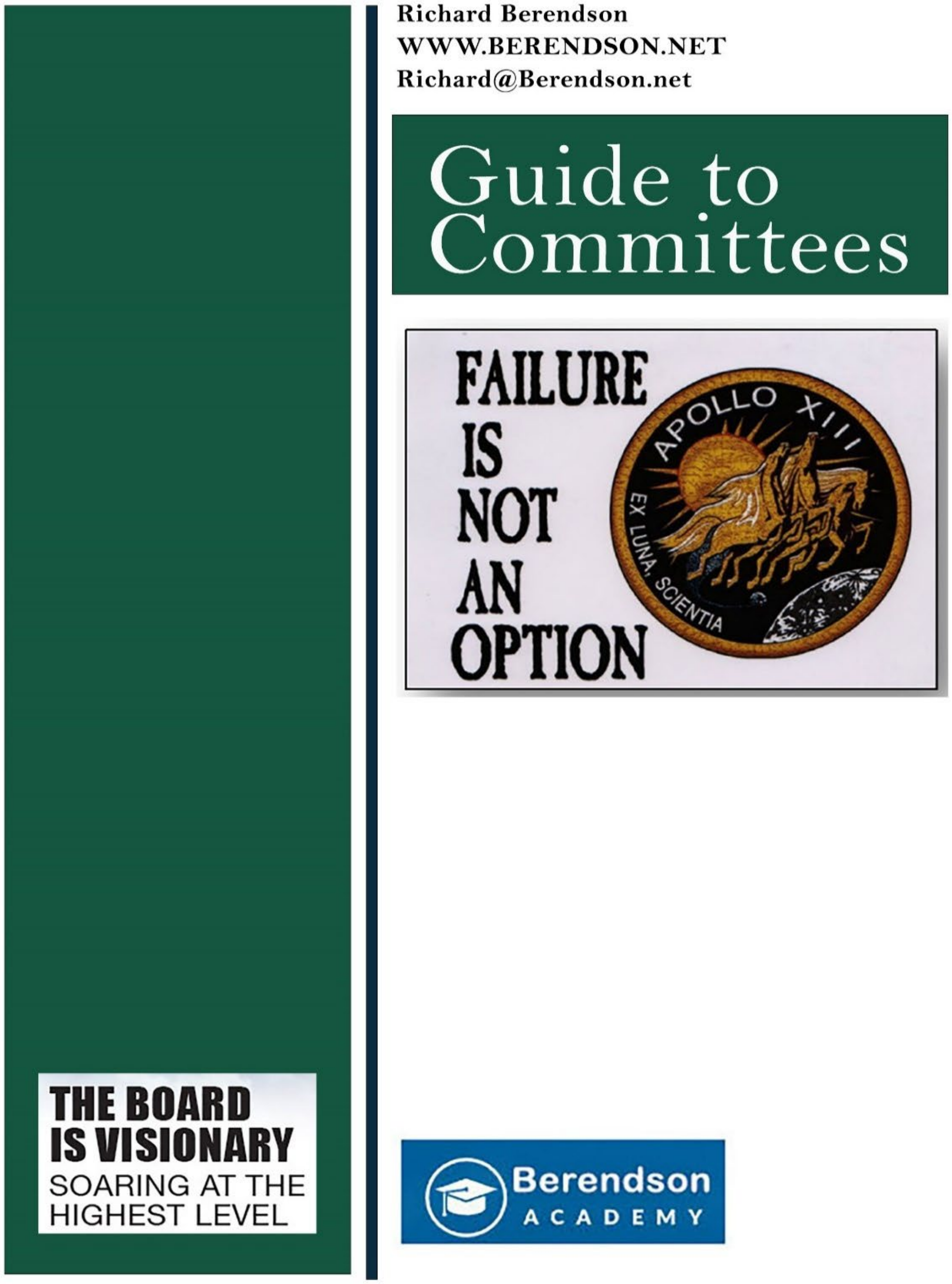


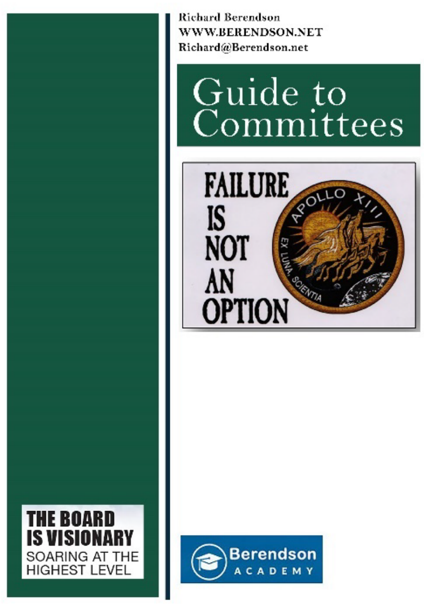
COMMITTEE APPENDICES

Appendices

Glossary of Terms

This glossary provides definitions for common terms associated with committee functioning and governance within the cooperative association:

- **Committee Charter**: A foundational document that outlines a committee's purpose, structure, roles, and responsibilities.
- **Diversity**: The inclusion of individuals from various backgrounds, including but not limited to race, ethnicity, gender, age, sexual orientation, and professional experience.
- **Consensus**: A decision-making process that seeks agreement among all committee members, fostering inclusive dialogue and collaboration.
- **Task Force**: A temporary group formed to address a specific issue or project, which disbands upon completion of its objective.
- **Ex-Officio**: A member of a committee who serves by virtue of their position, typically the organization’s president or other board officers, without voting rights unless specified.
- **Liaison**: An intermediary who assists in communication and coordination between committees and the Board, ensuring alignment and understanding of responsibilities.



Sample Policies and Procedures

This appendix contains sample policies and procedures that can help committees establish their operational framework. Examples to include might be:

- **Meeting Procedures**:
  - Committees should regularly schedule meetings at least once a month and provide agendas + materials 10 days in advance.
  - All members are expected to attend, with a specific attendance policy indicating how absences will be addressed.
- **Conflict of Interest Policy**:
  - All committee members must disclose any potential conflicts of interest and recuse themselves from related decision-making processes.
- **Decision-Making Policies**:
  - Committees should aim for consensus in decision-making but may use majority voting when consensus cannot be reached.

C. Antitrust Compliance Statement To ensure that all committee operations adhere to legal standards, include an antitrust compliance statement that emphasizes:

- Committees must refrain from discussing or engaging in activities that could violate antitrust laws, including price-fixing or exclusive agreements with vendors.
- Avoid discussions centered around competitive practices that might lead to collusion among committee members from different organizations.

COMMUNITY
BERENDSON ACADEMY

Implementation Plan

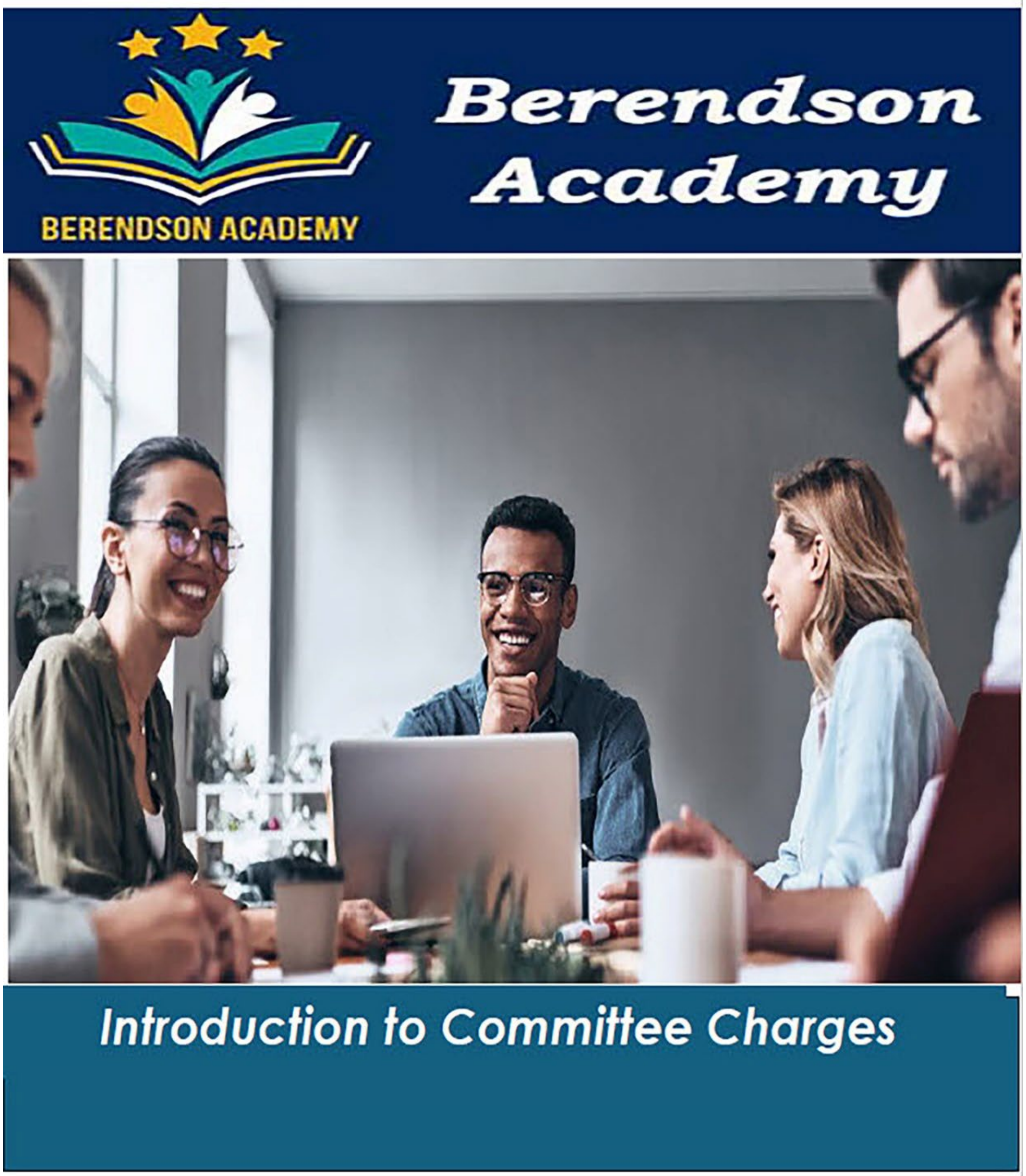
To ensure the successful adoption and effectiveness of the strategies outlined in this training manual, an implementation plan can be beneficial. This plan involves the following steps:

1. **Facilitating Orientation Sessions**:
    - Conduct orientation sessions for committee members and Board members to review the training manual. This will provide context for the material and allow for discussion on how to implement the recommendations effectively.
    - Distribute copies of the manual in both digital and physical formats to make it accessible to all members.
2. **Setting a Timeline for Adoption**:
    - Establish a timeline for introducing training sessions, workshops, and meetings around specific chapters of the manual. This approach allows for organized implementation and ensures that committee members can digest the material in manageable segments.
    - Encourage committees to schedule times to review sections of the manual together, fostering discussion and collaborative learning.
3. **Creating an Ongoing Feedback Loop**:
    - Set up regular check-ins or follow-up meetings to gather feedback from committee members on the manual and its effectiveness in real-world application. Collecting feedback can help refine and improve future editions of the manual.
    - Use surveys to assess the impact of the training manual on committee operations and gather suggestions for additional topics to include in future training.
4. **Monitoring and Assessing Impact**:
    - Evaluate the effectiveness of implemented strategies at regular intervals. Consider assessing committee performance metrics such as participation rates, project completion timelines, and overall committee engagement.
    - This evaluation should be an ongoing process that helps guide necessary adjustments to strategies or training materials.

Engaging Committees Effectively

To ensure that committees leverage the training manual to improve their functionalities, consider the following engagement strategies:

1. **Establishing Accountability**:
    - Encourage committees to assign individual members responsibility for implementing specific practices outlined in the manual. This disperses ownership and keeps members engaged in personal and collective accountability.
    - Regularly report on accountability measures during meetings to ensure follow-through.
2. **Promoting Continuous Learning**:
    - Stress the importance of ongoing education and improvement. Encourage committees to create "lunch and learn" sessions or workshops focusing on specific topics from the training manual, enhancing understanding and skills over time.
    - Facilitate mentorship relationships that promote continued learning and sharing of best practices among committee members, fostering a culture of growth.
3. **Hosting Inter-Committee Collaborations**:
    - Organize collaborative workshops or events that bring together different committees to share their projects, successes, and challenges. This promotes knowledge-sharing and partnership across areas of focus.
    - Use these events to highlight how various committees contributed to the goals of the organization and recount joint efforts or initiatives that had an impact.


BERENDSON ACADEMY
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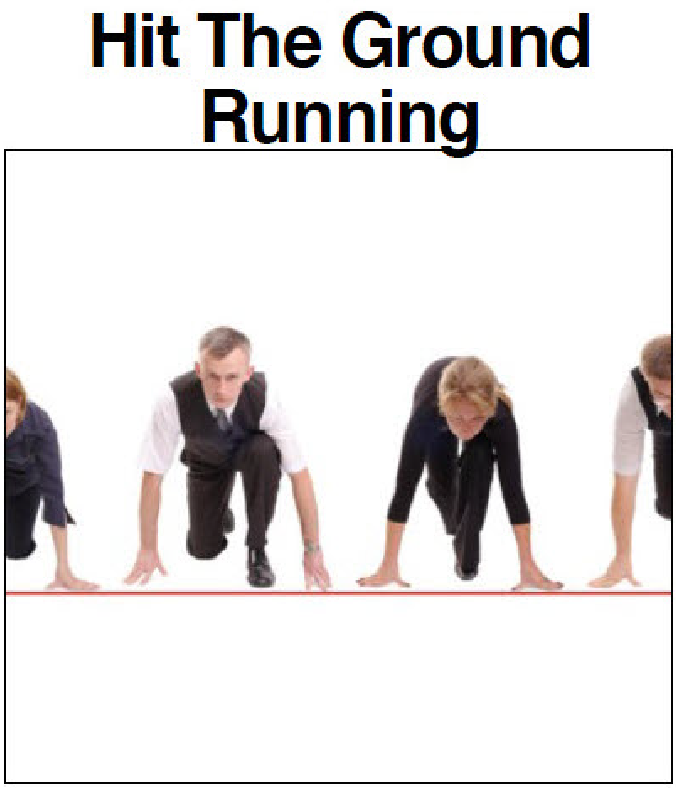
Introduction to Committee Charges



INTRODUCTION TO COMMITTEE CHARGES

Committees

Introduction to Committee Charges

Committees and task forces are essential functional units within our organization, each tasked with specific responsibilities aimed at achieving our larger mission and strategic goals. To ensure the effectiveness of these committees, it is crucial that each one has a clearly defined charge that articulates its purpose, scope of authority, and specific responsibilities. This clarity not only helps guide the committee's activities but also fosters accountability, collaboration, and engagement among committee members.

Each committee is instrumental in addressing specific areas of need, whether it be governance, professional development, community engagement, fundraising, or compliance. By delineating the functions and expectations of each committee, we empower members to focus their efforts effectively, utilize their expertise, and contribute meaningfully to the organization's objectives.

The charges assigned to committees provide a framework for decision-making and action, ensuring that tasks align with the overarching goals of our organization. Through this structured approach, we aim to enhance our operational efficiency, promote transparency, and foster a culture of inclusion and shared responsibility.

As we navigate the challenges and opportunities presented by our environment, our committees play a pivotal role in assessing needs, developing programs, and implementing policies that uphold our values and serve our members. This document outlines the charges for each committee, emphasizing the importance of their work and the contributions they make to our ongoing mission.

Committees

Common Committees for Cooperatives

Board Governance Committee:
Focuses on board recruitment, development, and evaluation. It handles the nominating process and ensures the board operates effectively and adheres to best practices.

Membership Committee:
Responsible for recruiting new members, retaining existing members, and addressing member needs and concerns.

Finance Committee:
Oversees financial planning, budget preparation, and monitoring financial performance. It ensures fiscal responsibility and reports to the board.

Audit Committee:
Reviews financial reports and audits, ensures compliance with regulations, and monitors internal controls to ensure financial integrity.

Education and Training Committee:
Plans and implements educational programs, training sessions, and workshops for members and staff to enhance skills and knowledge.

Marketing and Communications Committee:
Develops and oversees marketing strategies, public relations, and member communications to promote the cooperative and its offerings.

Policy and Bylaws Committee:
Reviews and recommends changes to the cooperative’s bylaws and policies to ensure relevance and compliance with legal standards.

Grievance and Complaints Committee:
Addresses member complaints and disputes, facilitating resolutions and ensuring fair treatment and compliance with cooperative rules.

Social and Community Engagement Committee:
Promotes community involvement, organizes events, and develops programs that enhance the cooperative's relationship with the surrounding community.

Committees

Strategic Planning Committee:
Facilitates the development of the cooperative’s long-term strategic plan, including setting goals and assessing market conditions.

Building and Grounds Committee:
Responsible for the maintenance and improvement of physical facilities, grounds, and any infrastructure related to the cooperative.

Technical Advisory Committee:
Provides expertise on specific technical issues relevant to the cooperative’s industry (e.g., renewable energy, sustainable practices, etc.).

Ethics and Compliance Committee:
Promotes ethical conduct, oversees compliance with laws and regulations, and ensures the cooperative's activities align with its values.

Sustainability and Environmental Committee:
Focuses on implementing sustainable practices, monitoring environmental impacts, and promoting ecological responsibility within the cooperative.

Additional Task Forces (if necessary):

Ad Hoc Committees: Formed to address specific temporary issues or projects (e.g., capital campaigns, special events) that may not fit within the regular committee structure.

These committees contribute to the efficient functioning of cooperatives, help in decision-making processes, and ensure that the cooperative remains aligned with its mission and values. The specific committees and their functions may vary depending on the size, type, and goals of the cooperative.

GOVERNANCE COMMITTEE CHARTER

Purpose: The Governance Committee is established to enhance the quality, effectiveness, and overall governance of the Board of Directors. The committee is responsible for overseeing board development, performance assessment, and policy formulation to ensure the organization adheres to good governance practices.

Composition:

- The Governance Committee shall consist of 5 board members, including the Board legal advisor and the President-Elect.
- It is recommended that the committee be chaired by an at-large board member.
- Members should possess knowledge of governance principles and nonprofit board functions.

Responsibilities:

Board Roles and Responsibilities:

- Lead the board in regularly reviewing and updating its description of roles, areas of responsibility, and expectations for individual board members.
- Assist in clarifying the primary areas of focus for the board and shape the board's agenda for the upcoming years based on the strategic plan.

Board Composition and Leadership:

- Assess current and anticipated needs regarding board composition, including knowledge, attributes, skills, and access to resources needed for effective governance.
- Develop a profile of the ideal board composition over time to ensure diversity and representation.
- Identify and present potential candidates for board membership, emphasizing board diversity as a priority.
- Manage the nomination process for board members and officers.

Board Development:

- Provide information to candidates prior to board elections to ensure informed decisions.
- Design and oversee a comprehensive onboarding process for new board members, including orientation sessions.

- Implement ongoing education and team-building programs for the board to enhance effectiveness and collaboration.

Board Effectiveness Assessment:

- Initiate periodic assessments of the board's performance and propose changes to improve structure and operations.
- Provide ongoing counsel to the board chair and other leaders on enhancing board effectiveness and responsiveness.
- Regularly review board practices related to member participation, conflict of interest, and confidentiality, suggesting improvements as needed.
- Periodically review and update board policies and practices to reflect best governance practices.

Oversight of Governance Policies:

- Develop, recommend, and review governance policies, including conflict-of-interest policies, to maintain ethical standards in board practices.
- Ensure compliance with relevant laws and regulations applicable to board governance.

Meetings:

- The committee shall meet at least annually or as necessary to fulfill its responsibilities.
- Meetings can be conducted in person or virtually, with an agenda prepared in advance.
- A majority of committee members present shall constitute a quorum.
- Written minutes shall be produced after each meeting, including attendance, discussions, recommendations, and decisions.

Reporting Responsibilities:

- The Governance Committee shall report regularly to the Board of Directors on its activities, findings, and recommendations regarding board governance and effectiveness.

Resources and Authority:

- The Governance Committee has the authority to engage consultants or experts to assist in governance issues and will receive appropriate funding for these activities.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive information discussed during meetings and adhere to ethical standards in governance practices.

Evaluation of the Committee:

- The committee shall conduct periodic performance evaluations to assess its effectiveness in fulfilling this charter and its contribution to the overall governance of the organization.

MEMBERSHIP COMMITTEE CHARTER

Purpose: The Membership Committee is established to oversee membership recruitment, retention, and support programs that enhance the value of membership. The committee actively monitors member needs and ensures that the organization adapts its services and benefits accordingly.

Composition:

- The Membership Committee shall consist of a chair and at least ___ and no more than ___ additional members.
- The board chair shall appoint the chair and members of the committee, ensuring representation from various demographics within the membership.

Objectives:

- To retain existing members and recruit new members into the association.
- To increase membership engagement and satisfaction by responding to member needs.

Responsibilities:

Recruitment and Retention:

- Develop a sustainable growth plan for membership recruitment and retention.
- Create and implement strategies to target audiences for membership and track enrollment progress.

Member Needs Assessment:

- Conduct surveys and assessments to identify member needs and expectations.
- Present conclusions and actionable recommendations to the Board of Directors.

Member Services and Benefits:

- Coordinate the development and management of tangible and intangible benefits provided to members.
- Ensure that services offered are unique, valuable, and aligned with member needs.

Communication:

- Maintain accurate and up-to-date lists of members and ensure that membership directories are periodically updated and distributed.

- Develop and disseminate communication materials to enhance member engagement.

Orientation and Training:

- Develop and conduct an orientation process for newly appointed members.
- Create ongoing training and development programs to support member engagement and skill-building.

Grievance Handling:

- Hear grievances about participation requirements and provide recommendations to the Board for resolution.

Annual Reporting:

- Present a written report at the annual meeting that includes a list of current members by category, the purge list, and a new member list as of December 31 of the previous year.

Evaluation of Membership Programs:

- Regularly review the effectiveness of membership programs and make recommendations for improvements or changes as necessary.

Meetings:

- The committee shall meet at least ___ times per year, with additional meetings scheduled as necessary.
- The chair will prepare an agenda in advance, and minutes of the meetings will be recorded and shared with the Board.

Reporting Responsibilities:

- The committee shall report to the Board of Directors on membership initiatives, outcomes, and recommendations for future strategies.

Resources and Authority:

- The committee has the authority to engage outside experts or consultants to assist in developing and executing membership programs.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive member information and adhere to ethical standards in all committee activities.

Committee Evaluation:

- The committee shall conduct periodic evaluations to assess its performance and effectiveness in fulfilling its charter, reporting results to the Board.

FINANCE COMMITTEE CHARTER

Purpose: The Finance Committee is established to assist the Board of Directors in ensuring the financial viability of the organization and fulfilling its fiduciary compliance responsibilities. The committee oversees budgeting, financial planning, and the organization's overall financial health.

Membership:

- Composed of 3-5 members, including the Treasurer, who serves as chair.
- Members should possess knowledge and experience in finance, accounting, or business operations.
- Appointment of committee members is done by the cooperative's president and approved by the Board. External experts may be invited as needed.

Responsibilities:

Financial Oversight:

- Ensure accurate and complete financial records are maintained.
- Monitor income and expenditures against projections.
- Review and recommend financial policies and internal controls.

Financial Reporting:

- Ensure timely preparation of annual budgets and financial statements.
- Present quarterly or monthly financial reports to the Board.

Budget Preparation:

- Propose a budget reflecting the organization’s goals and policies for board approval.
- Monitor budget implementation and fiscal performance.

Asset Safeguarding:

- Review financial implications of proposed new funding and recommend actions.
- Ensure risk management provisions and adequate insurance coverage are in place.

Board Education:

- Help the Board understand the organization’s financial affairs and educate on financial matters.

Committees

Compliance:

- Ensure compliance with federal, state, and local requirements related to finances.
- Confirm that necessary tax forms, including IRS Form 990, are filed correctly and on time.

Meeting Structure:

- The committee shall meet at least annually or as necessary.
- Meetings can be conducted in person or virtually.
- A majority of committee members present constitutes a quorum.
- Written minutes should be produced after each meeting, including attendance, discussions, recommendations, and decisions.

Committee Authority:

- The Finance Committee operates as an advisory body to the Board of Directors, without decision-making authority on behalf of the Board.

Reporting Responsibilities:

- Regularly report on committee activities and findings to the Board at least once a year.

Confidentiality and Ethical Conduct:

- Committee members must maintain confidentiality regarding sensitive financial information and adhere to ethical standards.

Collaboration and Teamwork:

- Foster collaboration among committee members, staff, and the Board to achieve common financial goals and ensure the financial stability of the organization.

AUDIT COMMITTEE CHARTER

Purpose: The Audit Committee is established to assist the Board of Directors in overseeing the integrity of the organization's financial reporting, compliance with legal and regulatory requirements, and the qualifications and performance of the independent auditor.

Membership:

- The Audit Committee shall consist of at least three members of the Board of Directors.
- None of the members shall be employees of the organization or receive any consulting, advisory, or compensatory fees.
- The chair of the committee shall not serve concurrently on the organization's investment or finance committee.
- Members are expected to have the ability to read and understand financial statements.
- The Board may invite non-voting advisors to attend meetings as needed.

Responsibilities:

Internal Controls:

- Review the adequacy of the organization’s internal control structure.

Internal Audit Function:

- Monitor the qualifications and organizational structure of the internal audit function, if applicable.

Audit Scope:

- Review the scope and approach of the audit proposed by the independent auditor.

Post-Audit Review:

- Conduct post-audit reviews of financial statements and audit findings, including significant suggestions for management improvements.

Independent Auditor Performance:

- Evaluate the independent auditor’s performance and review their fee arrangements.

Appointments:

- Recommend the appointment or reappointment of the independent auditor to the Board.

Compliance Monitoring:

- Monitor compliance with the organization’s code of conduct and conflict-of-interest policies.

Legal Matters:

- Review significant legal matters affecting the organization’s financial statements with counsel.

Regulatory Examinations:

- Review findings from examinations performed by regulatory agencies.

Executive Compensation Review:

- Examine policies and procedures regarding executive compensation and benefits.

Special Investigations:

- Institute special investigations as necessary and hire outside counsel or experts as appropriate.

Other Oversight Functions:

- Perform additional oversight functions as requested by the full Board.

Reporting Responsibilities:

- The Audit Committee shall report regularly to the Board of Directors and maintain open communication with management, the independent auditor, and the internal auditor.

Meetings:

- The Audit Committee shall meet at least twice a year, at times and locations determined by the committee.
- Meetings may include executive sessions with management and independent auditors.

Outside Advisors:

- The Audit Committee has the authority to retain separate legal counsel or other advisors at the organization's expense as needed.

Annual Review:

- The Audit Committee will review its charter annually and recommend modifications to the Board as necessary.

Checklist and Compliance:

- The Audit Committee will maintain documentation to ensure compliance with the Sarbanes-Oxley Act, including reviewing financial statements and internal controls and confirming the independence of the auditor.

Amendments:

- This charter may be amended or repealed by the Board of Directors as deemed appropriate.

EDUCATION AND TRAINING COMMITTEE CHARTER

Purpose:

The Education and Training Committee is established to enhance the skills and knowledge of members and staff through targeted educational programs, workshops, and training opportunities. The committee aims to ensure that the cooperative's members are well-informed and equipped to contribute effectively to the organization and its goals.

Composition:

- The committee shall consist of at least ___ members, including board members, staff, and possibly subject matter experts and volunteers with experience in education and training.
- Members should possess a strong commitment to professional development and have relevant expertise in educational programming.

Responsibilities:

Needs Assessment:

- Assess the educational and training needs of cooperative members and staff through surveys, focus groups, and feedback mechanisms.
- Identify gaps in knowledge and skills that need to be addressed through training initiatives.

Program Development:

- Design and implement a diverse range of educational programs, workshops, and training sessions that address the identified needs.
- Ensure that programs align with the cooperative's mission and strategic goals.

Resource Allocation:

- Develop a budget for educational activities, ensuring resources are allocated effectively to maximize impact.
- Identify and recommend external resources, trainers, or partners that may enhance training programs.

Member Engagement:

- Promote educational opportunities to members and encourage their active participation in training sessions and workshops.
- Create incentives or recognition programs to encourage continuous learning and participation.

Committees

Evaluation and Improvement:

- Monitor the effectiveness of educational programs through participant feedback and evaluation metrics.
- Regularly review and improve training programs to ensure they remain relevant and effective in meeting member needs.

Collaboration with Other Committees:

- Collaborate with other committees, such as the Governance Committee and the Professional Development Committee, to align educational initiatives with broader organizational goals.

Reporting to the Board:

- Provide regular updates and reports to the Board of Directors on the committee’s activities, program outcomes, and recommendations for future training efforts.

Meetings:

- The committee shall meet at least ___ times per year or as necessary to fulfill its responsibilities.
- Meetings can be conducted in person or virtually, with agendas prepared in advance.
- A majority of committee members present constitutes a quorum, and minutes will be recorded and shared.

Committee Evaluation:

- Conduct periodic evaluations of the committee’s effectiveness and report findings to the Board annually.

Resources and Authority:

- The committee has the authority to engage consultants, trainers, or experts in education to assist in program development and implementation.
- The cooperative will provide necessary resources to support the committee's activities.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive information and adhere to ethical standards in all activities.

Collaboration and Teamwork:

- Encourage cooperation and communication among committee members, staff, and the Board to achieve shared goals and enhance the educational experience for members.

MARKETING AND COMMUNICATIONS COMMITTEE CHARTER

Purpose:
The Marketing and Communications Committee is established to enhance the visibility and reputation of the cooperative through strategic marketing efforts and effective communication initiatives. The committee is responsible for promoting the cooperative's mission, programs, and services to current and prospective members and the wider community.

Composition:

- The committee shall consist of at least ___ members, including a mix of board members, staff, and individuals with expertise in marketing, communications, or public relations.
- Members should be committed to advancing the cooperative's objectives through effective communication strategies.

Responsibilities:
Strategic Marketing Planning:

- Develop and implement a comprehensive marketing plan that outlines strategies to promote the cooperative's mission, programs, and services.
- Identify target audiences and tailor marketing strategies to engage them effectively.

Communication Strategies:

- Create and oversee communication strategies that enhance member engagement and promote transparency within the organization.
- Ensure consistent messaging across all platforms, including newsletters, social media, press releases, and marketing materials.

Content Development:

- Coordinate the production of high-quality content for various communication channels, including newsletters, brochures, and online platforms.
- Solicit and curate articles, success stories, and testimonials from members to highlight the positive impact of the cooperative.

Committees

Public Relations:

- Manage the cooperative’s public relations efforts, including relationships with media outlets and stakeholders.
- Develop and distribute press releases and communicate significant announcements to appropriate audiences.

Event Promotion:

- Collaborate with other committees, such as the Conference and Events Committees, to promote upcoming events and initiatives.
- Develop promotional materials and strategies to maximize attendance and participation in events.

Monitoring and Evaluation:

- Monitor the effectiveness of marketing and communication strategies through metrics such as engagement rates, feedback, and membership growth.
- Regularly review and assess strategies to ensure they meet organizational objectives and align with member needs.

Reporting to the Board:

- Provide regular updates and reports to the Board of Directors on committee activities, marketing initiatives, and communications efforts.

Meetings:

- The committee shall meet at least ___ times per year or as necessary to carry out its responsibilities.
- Meetings can be conducted in person or virtually, with agendas prepared in advance.
- A majority of committee members present constitutes a quorum, and minutes will be recorded and shared with the Board.

Committee Evaluation:

- Conduct periodic evaluations of the committee’s performance to assess its effectiveness in achieving its goals, reporting findings to the Board annually.

Resources and Authority:

- The committee has the authority to engage consultants or experts as needed to enhance marketing and communication efforts.
- The cooperative will provide necessary resources to support the committee's activities.

Committees

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive information and adhere to ethical standards in all marketing and communication activities.

Collaboration and Teamwork:

- Foster an environment of collaboration with committee members, staff, and the Board to achieve shared goals and enhance the cooperative’s visibility.

POLICY AND BYLAWS COMMITTEE CHARTER

Purpose:

The Policy and Bylaws Committee is established to review, maintain, and recommend changes to the governing documents of the organization, including bylaws and policies. The committee ensures that these documents are up to date and reflective of the organization's practices, goals, and legal requirements.

Composition:

- The committee shall consist of ___ to ___ members, including a majority of board members and possibly key staff who can provide insights into operational practices.
- The chair shall be appointed by the Board and should ideally have expertise in governance or legal affairs.

Responsibilities:

Review of Governing Documents:

- Regularly review the organization's bylaws, policies, and procedures to ensure they remain relevant and compliant with applicable laws and regulations.

Recommendations for Changes:

- Propose amendments to the bylaws or policies when necessary, ensuring proper processes are followed for member review and approval.
- Prepare reports summarizing proposed changes for the Board's consideration.

Policy Development:

- Develop, review, and recommend policies on organizational governance, member conduct, operational procedures, and any other areas needing formalization.

Compliance Monitoring:

- Ensure the organization operates in accordance with its bylaws and established policies, identifying areas of non-compliance and recommending corrective measures.

Member Education:

- Educate board and staff members regarding changes to policies and bylaws, ensuring clarity of expectations and responsibilities.

Committees

Guidance on Governance Practices:

- Provide recommendations to the Board concerning best practices in nonprofit governance and organizational management.
- Assist in the development of governance training resources for board members.

Meetings:

- The committee shall meet at least ___ times per year or as necessary to carry out its responsibilities.
- Meetings can be conducted in person or virtually, with agendas prepared in advance.
- A majority of committee members present constitutes a quorum; minutes will be recorded and shared with the Board.

Reporting Responsibilities:

- The committee shall report to the Board of Directors on its activities, findings, and recommendations regarding bylaws and policy issues.

Committee Evaluation:

- Conduct periodic evaluations of the committee's effectiveness in fulfilling its responsibilities, reporting findings to the Board annually.

Resources and Authority:

- The committee has the authority to engage legal counsel or other experts to assist in the review and development of policies and bylaws.
- The organization will provide necessary resources to support the committee’s activities.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive information and adhere to ethical standards throughout all committee activities.

Collaboration and Teamwork:

- Encourage collaboration and communication with other committees to ensure policy and bylaw changes align with broader organizational goals.
- Foster an inclusive atmosphere where diverse perspectives are valued in the governance process.

GRIEVANCE AND COMPLAINTS COMMITTEE CHARTER

Purpose:

- The Grievance and Complaints Committee is established to effectively address and resolve complaints and grievances raised by members of the cooperative. The committee ensures that all members feel heard and fairly treated while upholding the values and policies of the organization.

Composition:

- The committee shall consist of at least ___ members, including a mix of board members and, when appropriate, members from the wider community.
- The committee shall be chaired by an appointed board member who has experience in conflict resolution or mediation.

Responsibilities:

Complaint Review and Resolution:

- Receive, review, and investigate grievances and complaints from members regarding cooperative practices, policies, or member conduct.
- Facilitate resolution processes aimed at addressing and resolving complaints in a fair and timely manner.

Policy Development:

- Develop and recommend policies related to the grievance process to ensure clarity, fairness, and consistency in handling complaints.

Member Education:

- Educate members about the grievance process, ensuring they understand how to submit complaints and what to expect throughout the resolution process.

Monitoring Trends:

- Monitor and analyze complaints to identify trends or patterns that may indicate broader issues within the cooperative or its practices.
- Provide regular reports to the Board on the nature and outcomes of grievances, suggesting any necessary changes to policies or practices based on findings.

Committees

Support and Guidance:

- Offer support to members throughout the complaint process, ensuring that they feel safe and respected when raising concerns.
- Act as a liaison with the Board and management to ensure that grievances are addressed promptly and effectively.

Meetings:

- The committee shall meet as necessary to address grievances and review policies related to member complaints.
- Meetings can be conducted in person or virtually, with agendas prepared in advance to streamline discussions.
- A majority of committee members present constitutes a quorum, and minutes must be recorded and shared with the Board.

Reporting Responsibilities:

- The committee shall provide regular updates to the Board of Directors regarding its activities, complaint trends, and recommendations for improvements in complaint handling procedures.

Committee Evaluation:

- Conduct periodic evaluations of the committee's performance in effectively addressing grievances and report findings to the Board annually.

Statutory Limitations:

- The committee is restricted from taking disciplinary actions or making decisions that fall outside its advisory role; all recommendations must be presented to the Board for approval.

Responsibilities of Committee Members:

- Actively participate in committee meetings and discussions, ensuring thorough consideration of each grievance.
- Collaborate with other committee members to develop fair and effective resolutions to complaints.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain strict confidentiality regarding the details of complaints and adhere to ethical standards in all deliberations.

Collaboration and Teamwork:

- Foster an atmosphere of respect and cooperation within the committee to effectively address grievances and support the organization’s objectives.

SOCIAL AND COMMUNITY ENGAGEMENT COMMITTEE CHARTER

Purpose:

The Social and Community Engagement Committee is established to enhance the cooperative's relationship with its members and the broader community. The committee is responsible for organizing events, promoting community involvement, and fostering a sense of belonging among members.

Composition:

- The committee shall consist of at least ___ members, including board members, staff, and volunteers who are passionate about community outreach and engagement.
- Members should have experience or interest in planning events or community services.

Responsibilities:

Event Planning:

- Organize social events, community gatherings, and service projects that encourage member participation and enhance community spirit.
- Coordinate logistics for events, including venue selection, catering, and activities to ensure successful engagement.

Community Outreach:

- Develop and implement outreach initiatives that connect the cooperative with local organizations, businesses, and community leaders.
- Identify opportunities for collaboration with other community groups or nonprofits to address local needs.

Member Engagement:

- Promote member involvement in social events and community service initiatives to build strong relationships among members.
- Gather feedback from members on desired events or activities to align offerings with member interests.

Communication:

- Collaborate with the Marketing and Communications Committee to promote events and initiatives through appropriate channels such as newsletters, social media, and local press.
- Ensure clear communication regarding upcoming events and volunteer opportunities to all members.

Committees

Evaluation of Activities:

- Conduct post-event evaluations to assess participation, impact, and member satisfaction, using this information to improve future initiatives.
- Regularly report on the outcomes of community engagement efforts to the Board of Directors.

Promotion of Cooperative Values:

- Foster an understanding of and commitment to the cooperative's mission and values through community engagement and educational events.
- Encourage members to contribute ideas for programs that enhance community welfare and reflect the cooperative's values.

Meetings:

- The committee shall meet regularly, at least ___ times per year, or as necessary to fulfill its responsibilities.
- Meetings can be conducted in person or virtually, with an agenda developed in advance.
- A majority of committee members present constitutes a quorum, and minutes will be recorded and shared with the Board.

Reporting Responsibilities:

- The committee shall provide regular updates to the Board regarding its activities, outcomes, and recommendations for enhancing community engagement and social activities.

Committee Evaluation:

- Conduct periodic evaluations of the committee's effectiveness in engaging members and the community, reporting findings to the Board annually.

Resources and Authority:

- The committee has the authority to seek external expertise, as needed, to support community engagement activities.
- The cooperative will provide necessary resources to support the committee's initiatives.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive information discussed during meetings and adhere to ethical standards in all activities.

Collaboration and Teamwork:

- Foster collaboration with other committees, ensuring cohesive social engagement efforts and maximizing the cooperative's overall impact in the community.

STRATEGIC PLANNING COMMITTEE CHARTER

Purpose:
The purpose of the Strategic Planning Committee is to promote, coordinate, and oversee the organization's strategic planning efforts. The committee aims to ensure that XYZ's programs and services align with its mission, markets, and resources while addressing both external and internal challenges.

Authority:

- The Strategic Planning Committee is a standing committee of XYZ and serves at the pleasure of the Board of Directors. The committee has no authority unto itself and must operate in communication and coordination with the Board and staff.

Composition:

- The committee shall consist of __ to __ members, including both current and former directors of XYZ.
- The chair of the committee shall be appointed by the Executive Committee and ratified by the Board.

Responsibilities:
Vision Development:

- Assist the Chief Executive in formulating, advancing, and communicating a vision for the future of XYZ.

Coordination of Planning Efforts:

- Coordinate the work of other committees involved in planning and ensure their efforts are integrated into a coherent set of action plans.

Strategic Issues Identification:

- Identify strategic issues and options through ongoing analysis of XYZ's internal strengths and weaknesses in relation to external opportunities and threats.

Planning Assumptions:

- Prepare and periodically update planning assumptions that inform the strategic plan.

External Expertise:

- Determine the need for outside planning expertise and retain consultants as appropriate for strategic initiatives.

Committees

Implementation Monitoring:

- Oversee and monitor the implementation of strategic plans to ensure that they are being carried out effectively.

Continuous Assessment:

- Promote and evaluate continuous assessment and benchmarking of planning efforts to measure success and areas for improvement.

Communication with Stakeholders:

- Ensure adequate communication and consultation about planning issues and processes with XYZ’s stakeholders.

Reporting:

- Regularly report to the Board on the committee’s activities, including progress on the strategic plan and any recommended actions.

Meetings:

- The committee shall meet as needed to review and propose updates to the strategic plan, with regular meetings scheduled at least annually.
- Meetings can be conducted in person or virtually, with an agenda prepared in advance.
- A majority of committee members present constitutes a quorum, and minutes will be recorded and shared.

Committee Evaluation:

- Conduct periodic evaluations based on the requirements of this charter to assess the effectiveness of the committee's work in fulfilling its purpose.

Statutory Limitations:

- The committee is restricted from certain actions due to statutory limitations, such as filling vacancies on the Board, amending bylaws, or making major structural decisions.

Responsibilities of Committee Members:

- Actively participate in committee meetings and discussions.
- Review organizational documents and planning materials.
- Provide input and insights based on their expertise and knowledge.
- Collaborate effectively with other committee members and staff.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive organizational information and adhere to ethical standards in all committee activities.

BUILDING AND GROUNDS COMMITTEE CHARTER

Purpose:

The House and Grounds Committee is responsible for overseeing the maintenance and improvement of the cooperative's garden and lawn areas, ensuring they align with the organization’s mission and provide a beneficial environment for all members. The committee also collaborates with management and the Board of Directors on policies and procedures related to grounds management.

Composition:

- The committee shall be chaired by __________ and consist of a minimum of three members.
- Members may include board members, cooperative staff, and other individuals with relevant expertise.
- Appointments to the committee are made by the cooperative's president and approved by the Board.

Responsibilities:

Grounds Oversight:

- Monitor the maintenance requirements of the cooperative's grounds and initiate improvements as necessary.
- Ensure compliance with any agreements affecting grounds management.

Policy Development:

- Develop, implement, and monitor policies and procedures for grounds maintenance, including:
- Designating member responsibilities for specific areas.
- Overseeing lawn upkeep and fertilization.
- Coordinating the purchasing of plants, soil, and gardening equipment.

Planning and Improvements:

- Coordinate long-range planning and improvements for the grounds in conjunction with the Board and management.
- Organize cleanups, plantings, and other community improvement activities.

Committees

Sustainability and Budgeting:

- Ensure system continuity and adherence to the allotted budget for grounds management.
- Recommend future improvements and necessary equipment for park management.

Recognition and Awards:

- Oversee any awards or recognition programs for well-maintained properties within the cooperative.

Meetings:

- The committee should meet at least annually or as necessary to fulfill its responsibilities.
- Meetings can be conducted in person or virtually, with an agenda developed in advance.
- A majority of committee members present constitutes a quorum, and minutes must be recorded after each meeting.

Reporting Responsibilities:

- The committee shall report regularly to the Board of Directors on its activities, actions, and any significant issues related to grounds management.

Evaluation of the Committee:

- Conduct periodic performance evaluations based on the charter's requirements to assess the effectiveness of the committee.

Statutory Limitations:

- The committee is restricted from certain actions due to statutory limitations, such as filling vacancies on the Board, amending bylaws, or making major structural decisions.

Responsibilities of Committee Members:

- Actively participate in committee meetings and discussions.
- Provide input based on expertise and knowledge of grounds management.
- Stay informed about best practices in grounds upkeep and community landscaping.

Committees

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive information related to the cooperative and to follow ethical practices in all committee dealings.

Communication and Reporting:

- Regularly report to the committee chair and provide updates on tasks or initiatives.
- Collaborate with management to prepare reports for the Board of Directors regarding grounds management issues.

Collaboration and Teamwork:

- Work collaboratively with other committee members, staff, and the Board to achieve common goals and enhance the cooperative environment.
- Respect diverse perspectives and foster an inclusive environment within the committee.

TECHNICAL ADVISORY COMMITTEE CHARTER

Purpose:
The Technical Advisory Committee is established to provide expert guidance and recommendations on technical matters relevant to the cooperative's operations, services, and strategic initiatives. The committee aims to ensure that the cooperative remains informed about industry standards, innovations, and best practices.

Composition:
- The committee shall consist of at least ___ members, including individuals with technical expertise pertinent to the cooperative's functions (e.g., IT, engineering, agriculture, etc.).
- Members may include both board members and subject matter experts from within the community or industry.

Responsibilities:
Technical Guidance:
- Provide expert advice on technical issues that affect the cooperative's operations and strategic direction.
- Stay current with industry trends, technologies, and standards that may impact the cooperative's mission and objectives.

Project Oversight:
- Review and provide recommendations on specific projects involving technical implementations, ensuring alignment with the cooperative's goals and resources.
- Assist in evaluating proposals for new technologies or services that the cooperative might adopt.

Policy Recommendations:
- Assist in the development and revision of technical policies and procedures that govern the cooperative's operations.
- Ensure that policies reflect best practices and comply with relevant regulations and standards.

Committees

Training and Education:

- Identify training and educational needs for staff and members regarding new technologies and practices.
- Develop workshops or informational sessions to promote understanding and adoption of relevant technical advancements.

Collaboration with Other Committees:

- Work closely with other committees, such as the Governance Committee and the Professional Development Committee, to align technical initiatives with broader organizational strategies.

Reporting to the Board:

- Provide regular updates to the Board of Directors regarding the committee's activities, recommendations, and evaluations of technical projects and proposals.

Meetings:

- The committee shall meet at least ___ times per year or as necessary to fulfill its responsibilities.
- Meetings can be conducted in person or virtually, with agendas prepared in advance.
- A majority of committee members present constitutes a quorum, and minutes will be recorded and shared with the Board.

Committee Evaluation:

- Conduct periodic evaluations of the committee's effectiveness in providing technical guidance and report findings to the Board annually.

Resources and Authority:

- The committee has the authority to engage external technical experts or consultants as needed to enhance its guidance and recommendations.
- The cooperative will provide necessary resources to support the committee's activities.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive information discussed during meetings and follow ethical standards in their advisory activities.

Collaboration and Teamwork:

- Encourage collaboration among committee members and with staff to facilitate the successful implementation of technical initiatives and support the cooperative’s mission.

ETHICS AND COMPLIANCE COMMITTEE CHARTER

Purpose:
The Ethics and Compliance Committee is established to promote and uphold ethical standards within the organization and ensure compliance with relevant laws, regulations, and best practices. The committee is responsible for monitoring conduct, handling complaints, developing policies, and fostering an ethical culture.

Composition:

- The committee shall consist of at least ___ members, including board members, staff, and individuals with expertise in ethics, compliance, or legal matters.
- The committee chair shall be appointed by the Board and should have relevant experience in ethical governance and compliance.

Responsibilities:
Ethics Oversight:

- Establish and oversee a framework for ethical conduct and compliance within the organization.
- Monitor organizational practices and member actions to ensure adherence to ethical standards.

Policy Development:

- Develop, review, and recommend policies related to ethics and compliance, including a code of conduct and conflict-of-interest policies.
- Ensure that policies reflect best practices and compliance with applicable laws and regulations.

Complaint Handling:

- Receive and investigate complaints related to ethical violations or breaches of compliance.
- Facilitate fair and transparent processes for addressing and resolving complaints from members and other stakeholders.

Training and Education:

- Design and implement training programs on ethical conduct and compliance for all members and staff to promote awareness and understanding.
- Provide resources and information on ethics-related topics to encourage proactive compliance.

Committees

Assessment and Evaluation:

- Conduct regular assessments of the organization's ethical climate and compliance with relevant regulations, reporting findings and recommendations to the Board.
- Review and evaluate the effectiveness of existing ethics and compliance policies and recommend enhancements as necessary.

Reporting to the Board:

- Provide regular updates to the Board of Directors on the committee's activities, compliance evaluations, and any significant ethical issues that arise.

Meetings:

- The committee shall meet at least ___ times a year or as necessary to fulfill its responsibilities.
- Meetings can be held in person or virtually, with an agenda prepared in advance.
- A majority of committee members present constitutes a quorum, and minutes will be recorded and shared with the Board.

Committee Evaluation:

- Conduct periodic evaluations of the committee's effectiveness in upholding ethical standards and adherence to compliance, reporting findings to the Board annually.

Resources and Authority:

- The committee has the authority to engage external consultants or experts to assist in the evaluation of ethical practices and compliance matters.
- The organization will provide necessary resources to support the committee's activities.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive information discussed during meetings and adhere to high ethical standards in all activities.

Collaboration and Teamwork:

- Foster collaboration among committee members and with staff to enhance the organization's ethical culture and compliance efforts.

- Encourage open dialogue to facilitate the sharing of best practices and experiences related to ethics and compliance.

SUSTAINABILITY AND ENVIRONMENTAL COMMITTEE CHARTER

Purpose:

The Sustainability and Environmental Committee is established to promote and implement strategies that enhance the cooperative's sustainability practices and minimize its environmental impact. The committee is responsible for identifying initiatives that promote environmental stewardship and sustainable practices within the organization and its community.

Composition:

- The committee shall consist of at least ___ members, including board members, staff with expertise in sustainability and environmental issues, and community representatives interested in promoting sustainability.
- The committee chair shall be appointed by the Board and should have relevant experience in environmental science, sustainability practices, or a related field.

Responsibilities:

Sustainability Strategy Development:

- Develop and recommend sustainability strategies and initiatives that align with the cooperative’s mission and objectives.
- Identify best practices and innovative approaches for minimizing environmental impacts in the organization’s operations.

Environmental Awareness:

- Raise awareness among members and staff about sustainability issues, environmental stewardship, and practices that can be adopted to reduce the organization’s carbon footprint.
- Organize educational programs, workshops, and events focused on sustainability and environmental conservation.

Policy Review:

- Review and recommend policies related to sustainability practices and environmental responsibility, ensuring alignment with industry standards and regulations.
- Propose updates to existing policies as needed to integrate sustainability principles into the cooperative’s strategic planning and operations.

Committees

Community Engagement:

- Engage with community stakeholders, local organizations, and government entities to promote environmental initiatives and community sustainability efforts.
- Collaborate with other organizations to share knowledge and resources in pursuing sustainability goals.

Monitoring and Reporting:

- Monitor the implementation of sustainability initiatives and assess their performance against established goals and benchmarks.
- Report regularly to the Board of Directors on the committee's activities, initiatives, outcomes, and recommendations for further improvements.

Collaboration with Other Committees:

- Work closely with other committees, such as the Education and Training Committee and the Events Committee, to ensure sustainability practices are integrated across all organizational functions and activities.

Meetings:

- The committee shall meet at least ___ times a year or as necessary to carry out its responsibilities.
- Meetings can be conducted in person or virtually, with an agenda prepared in advance.
- A majority of committee members present constitutes a quorum, with minutes recorded and shared with the Board after each meeting.

Committee Evaluation:

- Conduct periodic evaluations of the committee's effectiveness in promoting and implementing sustainability initiatives and report findings to the Board annually.

Resources and Authority:

- The committee has the authority to engage external experts or consultants to assist in sustainability initiatives and provide necessary training for staff and members.
- The cooperative will provide necessary resources to support the committee's activities.

Committees

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive information discussed during meetings and adhere to ethical standards in all committee activities.

Collaboration and Teamwork:

- Encourage collaboration among committee members and engage with staff and the Board to enhance the cooperative's sustainability practices.
- Foster an inclusive environment that allows for diverse perspectives and innovative ideas regarding sustainability.

ACTIVITIES COMMITTEE CHARTER

Purpose of the Committee:

The Activities Committee serves as a committee of the Board of Directors focused on planning and hosting scheduled community activities. The goal is to create enjoyable events that foster a sense of community and bring residents together. Activities may include but are not limited to:

- Easter Egg Hunt
- Annual Cooperative Festive
- Halloween Party
- Christmas with Santa

Membership Expectations:

- Must be in good standing with the association.
- Commit time to complete committee work.
- Act in the best interests of the association.
- Discharge responsibilities diligently, without delegation.
- Publicly disclose conflicts of interest and abstain from related voting.
- Avoid discussions or activities that may violate antitrust laws.

Meeting Structure:

- Collaborate with a staff liaison to prepare an agenda.
- Include meeting details, committee members, and agenda topics.
- Provide written background information for each agenda item.
- Specify whether items are for discussion or action.
- Identify the person responsible for presenting each item.

Committee Membership:

- Chaired by the Vice President, with a minimum of three members.
- Appointments made by the cooperative's President and approved by the Board.
- External experts may be invited, staff members serve in advisory roles.
- Vacancies can be filled by the Board, and members may be removed by the Board at any time.

Committees

Committee Authority and Responsibilities:

- Review and recommend activities for members.
- Schedule and organize committee meetings.
- Communicate activity details to the on-site property managers.
- Provide monthly updates to the Board of Directors.
- Appoint and remove committee volunteers as needed.
- Complete additional tasks assigned by the Board President.
- Operate under this charter and review it annually.
- Report committee activities and findings to the Board at least once a year.

Committee Meetings:

- Meet at least annually or as necessary.
- Meetings may be held in person or virtually.
- Develop an agenda in advance with the committee chair and management team leader.
- A quorum is constituted by a majority of present members.
- The President may attend committee meetings.
- Written minutes must be produced after each meeting, including attendance, agenda, discussions, recommendations, and decisions.

Committee Evaluation:

- Conduct periodic performance evaluations based on charter requirements.

Statutory Limitations:

- The committee cannot perform actions restricted by statute, such as filling Board or committee vacancies or amending bylaws and articles of incorporation.

Responsibilities of Committee Members:

- Actively participate in meetings and discussions.
- Review relevant documents, reports, and data.
- Provide insights and recommendations based on expertise.
- Collaborate to analyze information and identify areas for improvement.
- Assist in developing and monitoring financial goals and strategies.
- Stay informed about current trends and best practices.
- Engage in ongoing professional development.

Confidentiality and Ethical Conduct:

- Maintain strict confidentiality regarding sensitive information.
- Adhere to ethical standards and avoid conflicts of interest.
- Comply with all applicable laws and regulations.

Communication and Reporting:

- Regularly report to the committee chair with task updates.
- Collaborate with the committee chair and staff liaison on reports for the Board.
- Communicate clearly and effectively with committee members and stakeholders.

Collaboration and Teamwork:

- Work collaboratively with committee members, staff, and the Board to achieve common goals.
- Respect diverse perspectives and foster an inclusive environment.
- Engage actively to enhance the committee's effectiveness and success.

AD HOC COMMITTEES CHARTER

Purpose:
Ad Hoc Committees are established to respond to specific, time-sensitive issues or projects that require focused attention beyond the standing committees' normal responsibilities. These committees will disband once their objectives have been achieved and their work is completed.

Composition:

- The composition of each Ad Hoc Committee will vary based on the specific issue or project being addressed, but it shall consist of at least ___ members.
- Members may include board members, staff, and other appointed individuals with relevant expertise.
- The chair of each Ad Hoc Committee will be appointed by the Board or designated at the time of creation.

Responsibilities:
Task Definition:

- Clearly define the specific tasks and objectives the committee is established to accomplish, ensuring alignment with the organization's goals.

Timeline and Reporting:

- Establish a timeline for completing the assigned tasks and provide regular updates to the Board of Directors on progress and challenges.
- Present findings, recommendations, and completed tasks to the Board and/or relevant stakeholders at the end of the project.

Research and Analysis:

- Conduct any necessary research, analysis, or consultations to inform the committee's work, and compile relevant data to support recommendations.

Collaboration:

- Collaborate with other committees, stakeholders, and experts as needed to ensure thorough consideration of the issue at hand.

Final Report:

- Prepare a final report summarizing the committee's activities, findings, and recommendations, which will be presented to the Board upon completion.

Committees

Meetings:

- The committee shall meet as often as necessary to fulfill its responsibilities, with meetings being conducted in person or virtually.
- Agendas will be prepared in advance and minutes will be recorded and shared with the Board.

Committee Evaluation:

- Ad Hoc Committees will evaluate their workings based on the set objectives once their mandate is fulfilled, and any feedback will be recorded for future reference by the Board.

Statutory Limitations:

- Ad Hoc Committees do not have the authority to make binding decisions on behalf of the Board; all recommendations must be presented to and approved by the Board.

Responsibilities of Committee Members:

- Actively participate in discussions and contribute to the achievement of the committee's objectives.
- Review all relevant documentation and provide insights based on their expertise and experience.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality concerning sensitive information discussed during meetings and adhere to ethical standards in all activities.

Collaboration and Teamwork:

- Encourage a collaborative atmosphere within the committee, respecting diverse perspectives and fostering teamwork to achieve desired outcomes.

BUDGET COMMITTEE CHARTER

Purpose:
The purpose of the Budget Committee is to oversee the budgetary process of the organization. The committee is responsible for preparing an annual budget for approval by the Board of Directors and monitoring income and expenses throughout the year to ensure financial stability and compliance with the organization's goals.

Composition:

- The committee shall consist of ___ members, including an elected chair and at least two additional board members with finance or accounting expertise.
- The committee may also include staff representatives to provide insights into operational needs and constraints.

Responsibilities:
Annual Budget Preparation:

- Develop an annual budget that aligns with the strategic goals and priorities of the organization.
- Ensure that budget proposals are based on realistic revenue forecasts and expenditure estimates.

Monitoring Financial Performance:

- Regularly review actual income and expenses against the approved budget throughout the fiscal year.
- Identify discrepancies and recommend adjustments to the Board when necessary.

Reporting to the Board:

- Present the proposed annual budget to the Board of Directors for approval before the start of the fiscal year.
- Provide regular financial reports to the Board, detailing the status of income, expenses, and any significant budgetary concerns.

Policy Development:

- Develop and recommend financial policies related to budgeting processes to ensure transparency and accountability within the organization.

Evaluation of Financial Strategies:

- Evaluate financial strategies and make recommendations for future budget cycles based on the performance of current budgets and changing circumstances.

Collaboration with Other Committees:

- Work closely with other committees, such as the Finance and Audit Committees, to ensure budgetary integration with overall organizational financial strategies.

Meetings:

- The committee shall meet at least ___ times per year, with additional meetings scheduled as necessary to prepare the budget and monitor financial performance.
- Meetings can be held in person or virtually, and meeting agendas will be developed in advance.
- A majority of committee members present constitutes a quorum, and minutes will be recorded and shared with the Board.

Committee Evaluation:

- Conduct periodic evaluations of the committee's performance to assess its effectiveness in fulfilling its responsibilities and report results to the Board annually.

Statutory Limitations:

- The committee does not have decision-making authority on behalf of the Board but provides recommendations; it is restricted from actions such as amending bylaws or making substantial financial commitments without Board approval.

Responsibilities of Committee Members:

- Actively participate in committee meetings and budget discussions.
- Review relevant financial documents and provide informed input based on expertise.
- Collaborate effectively with committee members and staff to ensure comprehensive budget oversight.

Confidentiality and Ethical Conduct:

Committee members are expected to maintain confidentiality regarding sensitive financial information and adhere to ethical standards in all committee activities.

MENTORING TASK FORCE CHARTER

Purpose:

The Mentoring Task Force is established to study, evaluate, and make recommendations regarding the desirability and cost-effectiveness of a mentoring program for members. The task force will assess member needs, potential liabilities, and the use of technology in supporting mentoring initiatives.

Composition:

- The task force shall consist of ___ members, including both board members and at least one member with expertise in mentoring or professional development.
- Members should be committed to the principles of mentoring and willing to actively participate in discussions and evaluations.

Responsibilities:

Needs Assessment:

- Conduct assessments to identify member needs and interest in a mentoring program.
- Gather data through surveys or focus groups to better understand the preferences and expectations of potential participants.

Evaluation of Mentoring Models:

- Research and analyze existing mentoring programs within similar organizations.
- Evaluate the strengths and weaknesses of various mentoring approaches, including peer-to-peer, formal mentoring, and technology-assisted mentoring.

Cost-Effectiveness Analysis:

- Analyze the financial implications of implementing a mentoring program, including costs associated with training, resources, and management.
- Prepare a budget proposal outlining necessary investments and potential funding sources.

Recommendations Development:

- Develop clear recommendations based on the findings related to the feasibility and potential structure of a mentoring program.
- Present recommendations to the Board of Directors for approval, including timelines for implementation and evaluation metrics.

Committees

Monitoring and Evaluation:

- Propose methods for monitoring the success and impact of a mentoring program if established.
- Recommend ongoing evaluation processes to ensure the program meets the needs of members effectively.

Reporting:

- Provide regular updates to the Board regarding progress, findings, and recommendations related to the mentoring initiative.

Meetings:

- The task force shall meet at least ___ times per year or more frequently as necessary to fulfill its responsibilities.
- Meetings can be conducted in person or virtually, with prepared agendas distributed in advance.
- A majority of task force members present constitutes a quorum, and minutes will be recorded and shared after each meeting.

Committee Evaluation:

- Conduct periodic evaluations of the task force's effectiveness in fulfilling its responsibilities and report findings to the Board annually.

Resources and Authority:

- The task force has the authority to engage consultants or experts to assist in research and evaluation efforts related to mentoring.

Confidentiality and Ethical Conduct:

- Task force members are expected to maintain confidentiality regarding sensitive information discussed during meetings and adhere to ethical standards in all activities.

Collaboration and Teamwork:

- Encourage collaboration with other committees to integrate mentoring initiatives with broader organizational development efforts.
- Foster an inclusive environment where all members are encouraged to contribute their perspectives and ideas.

COMMUNICATIONS COMMITTEE CHARTER

Purpose: The Communications Committee is established to engage the Board of Directors in developing and disseminating the organization’s messages. The committee supports the staff in implementing effective communications strategies and monitors the organization’s public reputation.

Membership:

- The Communications Committee shall consist of no fewer than ___ board members and, at the discretion of the board, up to ___ non-board members.
- The committee shall be staffed by the Director of Communications.
- Members should possess experience or expertise in communications, public relations, or related fields.

Responsibilities:

Resource Allocation:

- Ensure adequate resources (staff, budget) are available to implement the organization’s communications plan.

Support Staff Implementation:

- Assist staff in executing the communication plans by using approved materials and identifying potential contacts in target audiences.

Monitoring and Evaluation:

- Monitor and evaluate the quality and effectiveness of the organization’s communication vehicles.
- Review reports prepared by staff regarding the impact of communications activities.

Public Relations Strategies:

- Develop, implement, and oversee public relations strategies that enhance the organization’s outreach efforts.

Board Involvement:

- Recommend strategies for involving individual board members in communication efforts to leverage their personal and professional networks.

Reputation Management:

- Help the board monitor and manage the organization's reputation in the community and media.

Committees

Meetings:

- The committee shall meet regularly, at least ___ times per year, to discuss ongoing communication initiatives and strategies.
- Minutes of each meeting should be recorded and shared with the Board.

Reporting Responsibilities:

- The Communications Committee shall report to the Board of Directors on the effectiveness of communication strategies and activities, providing updates on initiatives and metrics.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive information discussed during meetings and adhere to ethical standards in communications.

Collaboration and Teamwork:

- Work collaboratively with staff and other committees to ensure cohesive messaging across all organizational communications.

COMPENSATION COMMITTEE CHARTER

Purpose: The Compensation Committee assists the Board of Directors in fulfilling its oversight responsibilities related to the compensation and benefits of the Chief Executive Officer (CEO) and other executive officers. The committee also provides recommendations regarding management succession.

Membership:

- The Compensation Committee shall consist of ___ or more independent board members appointed annually by the Board.
- The Board shall designate the committee chair.

Meetings:

- The committee shall meet at least twice annually, or more frequently as necessary to fulfill its responsibilities.
- The chair may schedule additional meetings at the request of __ or more members, the CEO, or the Board chair.

Duties and Responsibilities:

Develop Compensation Policies:

- Create a compensation philosophy and policies for Board approval.

Evaluate Executive Performance:

- Review and recommend goals and objectives relevant to executive compensation for approval by the Board.
- Annually evaluate the CEO's performance against these goals and make compensation recommendations to the Board.

Review Senior Management Salaries:

- Annually review performance goals for all executive officers and recommend their salaries to the Board.
- Review staff salaries with the CEO to ensure appropriateness and alignment with market data.

Employment Contracts:

- Review proposed employment contracts and severance agreements for the CEO and other senior managers and recommend approval to the Board.

Committees

Compensation Program Oversight:

- Oversee the administration of the organization’s compensation and benefits programs, including deferred compensation for current and former senior managers.

Succession Planning:

- In consultation with the Governance Committee, develop succession plans for the CEO and other executive officers, submitting them for Board approval.

Reporting:

- Regularly report to the Board on the committee's activities, maintaining minutes of meetings and results from discussions.

Self-Evaluation:

- Annually review the committee's performance and report findings to the Board.

Charter Review:

- Annually assess the adequacy of this charter and recommend any proposed changes to the Board for approval.

Legal and Regulatory Compliance:

- Perform all other duties required by law or as directed by the Board.

Resources and Authority:

- The committee has the authority to select, retain, and terminate outside consultants or advisors without Board approval, including compensation consultants as needed.

Confidentiality and Ethical Conduct:

- Members are expected to maintain confidentiality regarding sensitive matters and adhere to ethical standards.

CONFERENCE COMMITTEE CHARTER

Purpose: The Conference Committee is responsible for planning, organizing, and conducting the annual conference. The committee evaluates previous conferences to identify strengths and weaknesses, makes educational program recommendations, and selects speakers. It does not handle site selection or logistics.

Composition:

- The General Conference Committee shall recruit 35-40 members.
- The Planning Committee shall be composed of:
- Chairs of the Conference Committee, Professional Development Committee, and Editorial Committee.
- An additional three members.
- The Executive Director.

Responsibilities:
Planning Subcommittee:

- Review evaluations of previous conferences.
- Provide feedback on the conference theme and format.
- Generate recommendations for speakers and special conference activities.

Program Subcommittee:

- Review conference proposals.
- Make recommendations for conference sessions to ensure quality and relevance.

Sponsorship Subcommittee:

- Assist the Secretariat in identifying and contacting potential sponsors for the conference.

Media Subcommittee:

- Support the Secretariat with promoting the conference.
- Coordinate media presence during the event.
- Assist presenters, speakers, and panelists with media interactions.

Meetings:

- The committee shall meet regularly to address planning and coordination needs for the upcoming conference.
- Minutes of each meeting shall be recorded and shared with the Board.

Committees

Reporting Responsibilities:

- The committee shall report to the Board of Directors on conference planning activities, including outcomes and feedback.

Subcommittees:

- Establish additional subcommittees as necessary to manage specific aspects of the conference, such as trade shows and continuing education credits.

Performance Evaluation:

- After each conference, the committee will review its performance and collect feedback for future improvements.

DEVELOPMENT COMMITTEE CHARTER

Purpose: The Development Committee is established to oversee and implement the organization's fundraising program in alignment with its strategic goals. The committee plays a crucial role in engaging board members and volunteers in fundraising efforts to secure necessary resources for the organization.

Composition:

- The committee shall be composed of at least ___ and up to ___ members, including board members and potentially non-board members (staff and volunteers).
- Members should have experience in fundraising or a strong desire to develop such skills.

Responsibilities:

Fundraising Strategy:

- Work with the staff to develop a comprehensive fundraising plan that aligns with the organization's mission and objectives.
- Identify various fundraising avenues including annual, special, and capital campaigns.

Policy Development:

- Establish and review policies regarding gift solicitation, donor recognition, and overall fundraising practices to ensure ethical standards and effectiveness.

Engagement and Education:

- Educate board members about the organization's programs and necessary resources for achieving fundraising goals.
- Familiarize board members with fundraising techniques and strategies to enhance their comfort and effectiveness in soliciting contributions.

Board Member Contribution:

- Set expectations for financial contributions from board members and lead by example through personal giving.
- Actively involve and motivate board members and volunteers in the cultivation and solicitation of gifts.

Committees

Donor Cultivation:

- Identify and evaluate potential major gift donors and develop specific strategies for engagement.
- Play an essential role in cultivating relationships with major donors (individuals, foundations, and corporations).

Event Participation:

- Engage in planning and executing special fundraising events, including capital campaigns, and provide leadership throughout these initiatives.

Collaboration with Staff:

- Collaborate with development staff to facilitate access to prospective major donors and engage in solicitation efforts.

Acknowledgment and Stewardship:

- Express gratitude to donors and ensure that major gifts are used for their intended purposes, while reporting back on the impact of their contributions.

Coordination with Other Committees:

- Work closely with other committees, such as the Conference Committee and Program Committee, to align fundraising activities with broader organizational efforts.

Annual Evaluation:

- Conduct an annual review of the committee's performance and effectiveness, providing findings to the Board.
- Review and reassess the adequacy of this charter and recommend any necessary changes to the Board for approval.

Meetings:

- The committee shall meet regularly, at least ___ times a year, to discuss fundraising strategies and oversee committee initiatives.
- Minutes of each meeting shall be recorded and shared with the Board.

Reporting Responsibilities:

- The committee shall report to the Board of Directors on fundraising initiatives, outcomes, and recommendations for future strategies.

Committees

Resources and Authority:

- The committee has the authority to engage consultants or advisors to assist in fundraising efforts and will receive appropriate funding for these activities.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain the confidentiality of sensitive donor information and adhere to ethical standards in all fundraising activities

EXECUTIVE COMMITTEE CHARTER

Purpose: The Executive Committee (EC) is established to assist the Board of Directors in managing the organization between board meetings. The committee exercises the authority of the Board in accordance with the limitations set forth in the bylaws and acts as a support mechanism for the Chief Executive Officer (CEO).

Composition:
The Executive Committee shall be composed of the following members:

- President
- President-Elect
- Past President
- Secretary (ex officio, non-voting member)
- Treasurer (ex officio, non-voting member)
- Executive Director (ex officio, non-voting member)

Responsibilities:
Authority and Decision-Making:

- Exercise all powers of the Board related to the organization's management, except those specifically limited by law or Board directives.
- All actions taken by the EC must be ratified by the Board at its next regular meeting.

Policy Development:

- Carry out specific directives from the Board and take action on policies that affect the organization or when directed by the Board.

Chief Executive Liaison:

- Provide support, counsel, and feedback to the CEO.
- Plan and conduct the annual assessment of the CEO's performance and report findings to the Board.

Strategic Planning Coordination:

- Initiate and facilitate the board's involvement in establishing strategic frameworks and long-range planning.
- Review the organization's annual performance and strategic plans on a semi-annual basis, reporting progress and challenges to the Board.

Emergency and Urgent Issues:

- Resolve emergency situations or crises (e.g., loss of funding, unexpected loss of the CEO) that require rapid decision-making when convening the entire Board is not feasible.

Membership and Leadership Development:

- Oversee the evaluation of Board functions, participation, and development to maximize board member potential.
- Recommend new Board members and facilitate their onboarding.

Limitations of Authority:

The Executive Committee is specifically prohibited from:

- Amending the organization's bylaws.
- Electing or removing Board members.
- Hiring or firing the CEO.
- Approving or changing the budget.
- Making major structural decisions (e.g., initiating mergers or dissolving the organization).

Meetings:

- The committee shall meet as necessary to fulfill its responsibilities, with meetings scheduled by the President. Minutes of each meeting will be recorded and reported to the Board.

Reporting Responsibilities:

- The Executive Committee shall report to the Board on its activities, decisions, and any urgent matters requiring further Board consideration.

Review and Performance Evaluation:

- The committee shall periodically evaluate its performance to determine its effectiveness and alignment with the organization's goals. This evaluation should be reported to the Board annually.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive organizational matters and adhere to ethical standards in all committee activities.

GRANTMAKING COMMITTEE CHARTER

Purpose:

The Grantmaking Committee is established to oversee the distribution of the foundation’s assets to public charities that align with its mission. The committee is responsible for selecting and approving grant recipients while adhering to the overall grantmaking guidelines established by the Board of Directors.

Composition:

- The committee shall consist of at least __ and no more than __ members, predominantly board members who are familiar with the foundation’s mission and goals.
- The committee may also include non-board members with expertise in grantmaking or relevant sectors.

Responsibilities:

Grant Disbursement Oversight:

- Review and evaluate applications for funding from public charities.
- Ensure that grantmaking aligns with the foundation's overall mission and strategic goals.

Selection and Approval of Recipients:

- Select and approve recipients for grant funding based on evaluations of their proposals and alignment with the foundation's priorities.
- Make funding recommendations to the Board for formal approval.

Adherence to Grantmaking Guidelines:

- Follow established grantmaking guidelines that have been approved by the Board to ensure transparency and consistency in the distribution of funds.

Monitoring and Evaluation:

- Monitor the impact and effectiveness of the funded programs through regular follow-ups and evaluations.
- Report findings to the Board, highlighting success stories and areas for improvement.

Committees

Community Engagement:

- Engage with community stakeholders to understand their needs and the effectiveness of funded projects.
- Foster relationships with public charities and organizations to enhance the foundation's impact.

Continuous Improvement:

- Recommend updates to grantmaking policies and procedures as necessary to adapt to changing community needs and enhance program effectiveness.

Meetings:

- The committee shall meet at least ___ times per year or as necessary to carry out its responsibilities.
- Meetings can be organized in person or virtually, with agendas prepared in advance.
- Quorum for meetings will consist of a majority of committee members present, and minutes will be recorded and shared with the Board.

Reporting Responsibilities:

- The committee shall provide regular updates to the Board of Directors on grantmaking activities, outcomes, and any recommendations for future initiatives.

Resources and Authority:

- The committee has the authority to seek external expertise or consultation services to aid in its evaluation processes and decision-making.
- The foundation will provide necessary resources to support the committee's operations and grantmaking efforts.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive grant applicant information and adhere to ethical standards in all grantmaking activities.

Evaluation of the Committee:

- The committee shall conduct periodic evaluations of its performance against this charter and report findings to the Board annually.

LONG RANGE PLANNING COMMITTEE CHARTER

Purpose:
The Long Range Planning Committee is established to develop and recommend long-term goals and strategies for the organization. The committee analyzes trends, membership needs, objectives, and priorities to inform the creation or amendment of the association's strategic plan, typically covering a five-year horizon.

Composition:

- The committee shall consist of __ to __ members appointed by the Board of Directors, including a mix of board members and external stakeholders with expertise in strategic planning and organizational development.
- The committee should include representatives from various sectors within the membership to ensure diverse perspectives.

Responsibilities:
Trend Analysis:

- Research and analyze trends that may impact the organization and its membership, including economic, social, technological, and political factors.

Goals and Objectives Development:

- Develop and establish long-term goals and specific objectives aligned with the organization's mission and values.

Membership Needs Assessment:

- Regularly assess and evaluate the projected needs and priorities of the membership and propose relevant strategies.

Strategic Plan Creation and Amendment:

- Draft and recommend the association's strategic plan or suggest amendments based on findings from research and member input.

Implementation Monitoring:

- Establish mechanisms for monitoring the implementation of the strategic plan, ensuring that the organization stays on track to achieve its long-term goals.

Reporting to the Board:

- Provide regular updates to the Board of Directors on the committee's progress, findings, and recommendations related to long-range planning.

Stakeholder Engagement:

- Engage with members and stakeholders throughout the planning process to gather input and feedback on proposed goals and initiatives.

Meetings:

- The committee shall meet at least quarterly or as needed to fulfill its responsibilities.
- Meetings may be conducted in person or virtually, with an agenda prepared in advance.
- A majority of committee members present constitutes a quorum, and minutes shall be recorded and shared with the Board.

Committee Evaluation:

- Conduct periodic evaluations to assess the committee’s effectiveness in fulfilling its responsibilities, reporting findings to the Board annually.

Statutory Limitations:

- The committee does not have decision-making authority over the Board but provides recommendations; it is restricted from actions such as filling vacancies or amending governing documents.

Responsibilities of Committee Members:

- Actively participate in committee meetings and discussions.
- Review relevant documents, reports, and strategic plans.
- Collaborate with other committee members to develop strategic recommendations.
- Stay informed about relevant trends and issues affecting the organization.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive organizational information and adhere to ethical standards in all activities.

MAINTENANCE COMMITTEE CHARTER

Purpose:
The Maintenance Committee is established to oversee and facilitate maintenance efforts that are the responsibility of property owners within the association. The committee helps residents coordinate maintenance tasks to achieve cost savings and ensure that properties are well-maintained, benefiting the entire community.

Composition:
- The committee shall be composed of at least ___ members, including volunteers among the residents with an interest in property maintenance.
- Members should represent various areas of the community to ensure diverse input and participation.

Responsibilities:
Coordination of Maintenance Projects:
- Organize and coordinate maintenance activities that residents may wish to undertake collectively, such as window washing, landscaping, and seasonal repairs.
- Facilitate group purchases of maintenance services to reduce costs for residents.

Communication and Support:
- Act as a liaison between residents and contractors to ensure clear communication regarding maintenance needs and service offerings.
- Help communicate maintenance opportunities to owners, encouraging participation in community upkeep.

Encouragement of Regular Maintenance:
- Promote best practices for regular maintenance among homeowners, encouraging them to perform necessary upkeep on their units.
- Develop and share resources that outline maintenance tasks that are the responsibility of owners.

Feedback and Recommendations:
- Gather feedback from residents regarding maintenance services and formulate recommendations for improving maintenance processes within the community.
- Report significant maintenance issues to the Board for awareness and action as necessary.

Committees

Collaboration with the Board and Management:

- Work with the Board and management to identify and prioritize maintenance needs in the community.
- Assist in the development of policies and procedures related to maintenance responsibilities and standards.

Meetings:

- The committee shall meet at least ___ times a year or as necessary to fulfill its responsibilities.
- Meetings can be conducted in person or virtually, with an agenda set in advance and minutes recorded and shared with the Board.

Reporting Responsibilities:

- The committee shall report regularly to the Board of Directors on its activities, maintenance initiatives, and any recommendations for improvement.

Committee Evaluation:

- Conduct periodic evaluations of the committee's effectiveness in coordinating maintenance efforts and enhancing community engagement.

Statutory Limitations:

- The committee does not have the authority to make significant budgetary decisions without Board approval and is limited to advising on maintenance-related tasks.

Responsibilities of Committee Members:

- Actively participate in committee meetings and discussions.
- Collaborate with other members to effectively coordinate maintenance projects.
- Serve as advocates for their respective neighborhoods in communicating needs and concerns.

Confidentiality and Ethical Conduct:

- Committee members are expected to conduct themselves ethically and respect the confidentiality of sensitive information discussed during committee meetings.

AWARDS AND OUTREACH COMMITTEE CHARTER

Purpose: The Awards and Outreach Committee is established to oversee the recruitment and retention of members and to manage the process for associational awards. The committee serves as a vital component in enhancing member involvement and recognizing achievements within the association.

Composition:

- The committee shall be composed of 10-12 members, including both board members and general members with diverse backgrounds and expertise.

Responsibilities:

Membership Recruitment and Retention:

- Assess member needs and present findings and recommendations to the Board of Directors and the membership.
- Devise and execute strategies for recruitment and retention of members to ensure a robust and engaged member base.

Membership Policies:

- Develop and recommend policies related to membership, including membership criteria and benefits, to foster a welcoming and inclusive environment.

Award Nominations and Selection:

- Solicit nominations for associational awards from the membership and the wider community.
- Establish criteria for the selection of award recipients and make recommendations to the Board of Directors regarding awardees.

Outreach Strategies:

- Develop outreach strategies to promote the value of membership and increase visibility of the association’s activities and achievements.
- Enhance member engagement through communication, events, and initiatives that promote networking and collaboration.

Recognition of Achievements:

- Coordinate award ceremonies and initiatives that celebrate the contributions and achievements of members within the association.
- Ensure that award recipients are recognized publicly and that their contributions are highlighted in association communications.

Collaboration with Other Committees:
- Work closely with other committees, such as the Governance Committee and the Conference Committee, to integrate awards and outreach efforts into various organizational activities.

Meetings:
- The committee shall meet regularly to discuss membership initiatives, awards processes, and outreach strategies, with minutes from each meeting recorded and shared with the Board.
- A minimum of ___ meetings per year is recommended, with additional meetings scheduled as necessary.

Reporting Responsibilities:
- The committee shall report to the Board of Directors on its activities, findings, and recommendations regarding membership and awards at least annually.

Resources and Authority:
- The committee has the authority to engage consultants or experts to assist in outreach and awards processes and shall have access to necessary resources to carry out its activities.

Confidentiality and Ethical Conduct:
- Committee members are expected to maintain confidentiality regarding sensitive member information and follow ethical guidelines in all outreach and award-related activities.

Evaluation of the Committee:
- The committee shall conduct an annual performance evaluation to assess its effectiveness in fulfilling its charter and its impact on the organization's membership and recognition initiatives.

NOMINATIONS COMMITTEE CHARTER

Purpose: The Nominations Committee is established to identify and recommend future leaders for the Board of Directors. The committee ensures the organization maintains strong governance through effective recruitment, orientation, and evaluation of board members.

Composition:

- The committee shall consist of at least ___ members, including a designated board liaison.
- The chair shall be appointed by the Board Chair and may not serve on the committee.
- Members are expected to actively participate and may include both board members and non-board members.

Responsibilities:

Board Member Recruitment:

- Identify, recruit, and nominate persons to serve as members and officers of the Board.
- Develop and implement a recruitment plan that identifies current gaps in skills and expertise on the board and actively seek out qualified candidates to fill these gaps.

Candidate Evaluation:

- Establish procedures for submitting candidates for election, ensuring individuals meet established criteria for board membership.
- Evaluate the qualifications of candidates and make recommendations to the Board for nomination.

Board Composition Review:

- Regularly assess the current composition of the Board and identify the needs for diversity, skills, and experience to ensure effective governance.
- Meet annually with current board members to assess their interest in continuing service and their contributions to the Board.

Committees

Orientation and Training:

- Assist in organizing a comprehensive orientation process for newly elected board members to ensure they understand their roles, responsibilities, and the organization’s mission.
- Collaborate with the Governance Committee to facilitate ongoing training and development opportunities for all board members.

Performance Evaluation:

- Carry out an annual performance evaluation of the Board and its individual members to assess effectiveness.
- Consult with underperforming board members as necessary and recommend retention or removal based on performance.

Reporting:

- Prepare and present written and verbal reports to the Board regarding the status of nominations, board composition, and effectiveness assessments.

Nominations Process:

- Review the status of current board members whose terms are expiring, documenting their intentions regarding re-election.
- Assess skill sets currently covered and identify any gaps in board composition.
- Develop a tentative slate of nominees based on identified skill sets and interest.
- Conduct interviews with candidates interested in serving on the Board and provide them with necessary information about expectations and the nomination process.
- Prepare the final slate of nominees to be presented to the Board for elections.

Meetings:

- The committee should meet at least annually or as necessary to fulfill its responsibilities.
- Meetings can be conducted in person or virtually.
- A majority of committee members present constitutes a quorum.
- Written minutes should be produced after each meeting, including attendance, agenda, discussions, and decisions.

Committees

Committee Evaluation:

- Conduct periodic performance evaluations of the committee based on the charter's requirements and report findings to the Board.

Statutory Limitations:

- The committee is restricted from certain actions such as amending bylaws, filling board vacancies, or making significant changes to the organization’s structure without Board approval.

Responsibilities of Committee Members:

- Actively participate in committee discussions and decisions.
- Review relevant documents and provide informed input based on expertise.
- Collaborate with other committee members to ensure the Board’s governance needs are met.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive information and adhere to ethical standards.

Communication and Reporting:

- Regularly report to the Board on the committee’s activities, including updates on recruitment and evaluations.

ORIENTATION COMMITTEE CHARTER

Purpose: The Orientation Committee is established to assist the Board of Directors in effectively onboarding new members and ensuring they understand the cooperative's values, mission, and operational framework. The committee aims to facilitate a smooth transition for new board members and foster engagement within the organization.

Composition:

- The committee shall be chaired by __________ and consist of a minimum of three members.
- Members may include both board members and representatives from the cooperative's staff or other relevant stakeholders.
- Appointment of committee members is done by the cooperative's president and approved by the Board.

Responsibilities:
Orientation Development:

- Design and implement a comprehensive orientation process for new board members to familiarize them with the cooperative's mission, values, and governance structure.
- Develop educational materials that outline the organization's policies, procedures, and expectations for board members.

Cooperative Principles and Governance:
Educate new members about the Seven Cooperative Principles:

- Open and voluntary ownership
- Owner economic participation
- Democratic owner control
- Autonomy and independence
- Education, training, and information
- Cooperation among cooperatives
- Concern for the community

Member Needs Assessment:

- Regularly assess the needs and expectations of new board members and evaluate the effectiveness of the orientation process.
- Adjust orientation content and methods based on feedback from new board members to ensure relevance and effectiveness.

Collaboration with Other Committees:

- Coordinate with the Governance Committee to align orientation efforts with overall board development strategies.
- Provide insights to the Governance Committee regarding the orientation process that can assist with board self-assessments and member evaluations.

Support and Resource Development:

- Provide new members with access to resources and support that promote their engagement and effectiveness within the board.
- Develop and maintain a welcoming environment for new members to encourage active participation in the decision-making process.

Ongoing Education:

- Organize regular training sessions, workshops, and other educational opportunities for all board members to enhance their governance skills and knowledge.
- Facilitate the sharing of best practices in board governance and effective operation within the cooperative framework.

Meetings:

- The committee should meet at least annually or as necessary to fulfill its responsibilities.
- Meetings may be conducted in person or virtually.
- An agenda will be developed in advance by the committee chair, and minutes will be recorded and distributed.

Reporting Responsibilities:

- The committee shall provide regular updates to the Board of Directors regarding its activities and the effectiveness of its orientation efforts.
- A formal report summarizing the orientation activities and evaluations may be presented at the annual meeting.

Resources and Authority:

- The committee has the authority to engage outside experts or consultants to enhance the orientation process and receive appropriate funding for these initiatives.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive information discussed during meetings and adhere to ethical standards in all activities.

Committee Evaluation:

- Conduct periodic evaluations of the committee's performance based on the charter to ensure it effectively fulfills its mission.
- Report findings and recommendations for improvements to the Board annually.

PROFESSIONAL DEVELOPMENT AND ENGAGEMENT COMMITTEE CHARTER

Purpose:

The Professional Development and Engagement Committee is established to ensure that the professional development programs and services provided by AIEA are of high quality, relevant, and responsive to the needs of its members. This committee is responsible for promoting continuous learning and engagement within the association.

Composition:

- The committee shall consist of 10-15 members, including a diverse representation of the association's membership.
- Members are appointed by the Board and may include professionals with expertise in areas relevant to the committee’s work.

Responsibilities:

Program Development:

- In cooperation with the Board, identify priority topics, emphasis areas, and issues to be explored in professional development programs.
- Produce programs and services for AIEA members, providing both online and offline forums for discussion of strategic issues.
- Develop and propose conference sessions that engage members in relevant topics.

Senior Advisors Program Management:

- Oversee the management and implementation of the Senior Advisors Program to support member engagement and professional growth.

Presidential Fellows Program:

- Manage the selection process for the Presidential Fellows Program, ensuring the selection of qualified and impactful participants.

Thematic Forums:

- Encourage members to design Thematic Forums related to strategic themes identified by the Board.
- Manage the selection process for Thematic Forums to promote targeted discussions and engagement.

Committees

Leadership Academy:

- Review curriculum and faculty for the 510 Leadership Academy to ensure high-quality educational offerings.

Program Evaluation:

- Conduct regular evaluations of professional development programs and services to ensure they meet the evolving needs of the membership.
- Present evaluation results and recommendations for improvements to the Board.

Internal Working Groups:

- Create internal working groups focused on specific areas of interest, such as gender and diversity, as needed to enhance professional development offerings.

Liaison Responsibilities:

- Serve as liaisons with the Conference and Editorial Committees to ensure alignment and integration of professional development initiatives across the organization.

Meetings:

- The committee shall meet regularly, at least quarterly, or more frequently as needed to fulfill its responsibilities.
- Meetings can be conducted in person or virtually. An agenda will be prepared in advance, and minutes will be recorded and shared with the Board.

Reporting Responsibilities:

- The committee shall report to the Board of Directors on its activities, initiatives, and evaluations of professional development programs at least once a year.

Resources and Authority:

- The committee has the authority to engage consultants or experts to assist in program development and evaluation efforts and will receive appropriate funding for these activities.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive information and adhere to ethical standards in all committee activities.

Evaluation of the Committee:

- The committee shall conduct annual performance evaluations to assess its effectiveness in fulfilling this charter and its contributions to the organization’s goals.

PUBLIC POLICY COMMITTEE CHARTER

Purpose:

The Public Policy Committee is established to respond to policy issues impacting university internationalization. The committee plays a critical role in identifying key policy concerns and advocating for effective responses on behalf of the association and its members.

Composition:

- The committee shall be composed of 10 members, including individuals with expertise in public policy, advocacy, and higher education.

Responsibilities:

Prioritization of Policy Issues:

- Regularly identify and prioritize policy issues that should be addressed by the Association based on their relevance to university internationalization.

Recommendations and Advocacy:

- Develop and recommend strategies to the Executive Committee for addressing key policy issues, including proposed actions and potential partnerships with other organizations.

Member Education:

- Educate members at all levels about the importance of policy advocacy, the policy-making process, and strategies for effective involvement in advocacy efforts.

Informing on Policy Issues:

- Keep members informed about current policy issues affecting university internationalization and provide updates on the Association's advocacy efforts.

Collaboration:

- Collaborate with other committees and stakeholders to enhance the Association's public policy initiatives, ensuring alignment with organizational goals.

Committees

Meetings:

- The committee shall meet regularly, at least quarterly, or more frequently as necessary to address emerging policy issues.
- Meetings can be conducted in person or virtually, with an agenda prepared in advance. Minutes will be recorded and shared with the Board.

Reporting Responsibilities:

- The committee shall report to the Board of Directors on its activities, priorities, and recommendations regarding public policy issues at least once a year.

Resources and Authority:

- The committee has the authority to engage experts or consultants as needed to assist in its policy analysis and advocacy efforts and will receive appropriate funding for these activities.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive information and adhere to ethical standards in all discussions.

Evaluation of the Committee:

- The committee shall periodically evaluate its performance and effectiveness in fulfilling its charter and report findings to the Board annually.

PUBLIC RELATIONS COMMITTEE CHARTER

Purpose:

The Public Relations Committee is responsible for enhancing the visibility and understanding of the association and its mission through effective communication and outreach efforts. This committee plays a vital role in engaging various audiences, including members, prospects, allied organizations, and the general public.

Composition:

- The committee shall be composed of __ association members, appointed for overlapping terms of __ years each.
- Members may include board members, staff, and volunteers with expertise in public relations, communications, or marketing.

Responsibilities:

Policy Recommendations:

- Advise and recommend to the Board of Directors policies, guidelines, and activities that reflect the needs of members and should be incorporated into the association's public relations program.

Strategic Involvement:

- Represent the association's needs in strategic discussions and decisions concerning marketing and branding with the board, national office, or public relations firms.

Liaison Activities:

- Liaise with chapters, other professional organizations, and the national office's Director of Communications regarding public relations needs, ensuring consistent messaging and support.

Communications to Target Audiences:

- Develop and implement communication strategies tailored to the organization's prioritized audiences: members, prospects, allied organizations, government entities, and the general public.

Publications Management:

- Review and update association publications, soliciting meaningful articles and contributions for newsletters, magazines, and other member communications.

Outreach Campaigns:

- Create and coordinate outreach campaigns to improve understanding of the profession and the association among target audiences.

Monitoring Public Awareness:

- Continuously monitor the public's awareness of the association and gather feedback to inform future communication strategies.

Reporting Responsibilities:

- Present written and verbal reports to the Board on public relations activities, effectiveness of communication efforts, and any recommendations for improvement.

Meetings:

- The committee shall meet at least ___ times a year or more frequently as necessary to fulfill its responsibilities.
- Meetings can be conducted in person or virtually, with an agenda developed in advance.
- A majority of committee members present constitutes a quorum, and minutes will be recorded and shared with the Board.

Resources and Authority:

- The committee shall have the authority to engage consultants or agencies for assistance in public relations efforts and will receive appropriate funding to fulfill its responsibilities.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive information discussed and adhere to ethical standards in all communications and outreach activities.

Evaluation of the Committee:

- The committee shall conduct periodic evaluations of its performance to assess its effectiveness in meeting its charter objectives and report findings to the Board annually.

STRATEGIC PLANNING COMMITTEE CHARTER

Purpose:

The purpose of the Strategic Planning Committee is to promote, coordinate, and oversee the organization's strategic planning efforts. The committee aims to ensure that XYZ's programs and services align with its mission, markets, and resources while addressing both external and internal challenges.

Authority:

- The Strategic Planning Committee is a standing committee of XYZ and serves at the pleasure of the Board of Directors. The committee has no authority unto itself and must operate in communication and coordination with the Board and staff.

Composition:

- The committee shall consist of __ to __ members, including both current and former directors of XYZ.
- The chair of the committee shall be appointed by the Executive Committee and ratified by the Board.

Responsibilities:

Vision Development:

- Assist the Chief Executive in formulating, advancing, and communicating a vision for the future of XYZ.

Coordination of Planning Efforts:

- Coordinate the work of other committees involved in planning and ensure their efforts are integrated into a coherent set of action plans.

Strategic Issues Identification:

- Identify strategic issues and options through ongoing analysis of XYZ's internal strengths and weaknesses in relation to external opportunities and threats.

Planning Assumptions:

- Prepare and periodically update planning assumptions that inform the strategic plan.

External Expertise:

- Determine the need for outside planning expertise and retain consultants as appropriate for strategic initiatives.

Committees

Implementation Monitoring:

- Oversee and monitor the implementation of strategic plans to ensure that they are being carried out effectively.

Continuous Assessment:

- Promote and evaluate continuous assessment and benchmarking of planning efforts to measure success and areas for improvement.

Communication with Stakeholders:

- Ensure adequate communication and consultation about planning issues and processes with XYZ’s stakeholders.

Reporting:

- Regularly report to the Board on the committee’s activities, including progress on the strategic plan and any recommended actions.

Meetings:

- The committee shall meet as needed to review and propose updates to the strategic plan, with regular meetings scheduled at least annually.
- Meetings can be conducted in person or virtually, with an agenda prepared in advance.
- A majority of committee members present constitutes a quorum, and minutes will be recorded and shared.

Committee Evaluation:

- Conduct periodic evaluations based on the requirements of this charter to assess the effectiveness of the committee's work in fulfilling its purpose.

Statutory Limitations:

- The committee is restricted from certain actions due to statutory limitations, such as filling vacancies on the Board, amending bylaws, or making major structural decisions.

Responsibilities of Committee Members:

- Actively participate in committee meetings and discussions.
- Review organizational documents and planning materials.
- Provide input and insights based on their expertise and knowledge.
- Collaborate effectively with other committee members and staff.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive organizational information and adhere to ethical standards in all committee activities.

ADVISORY COUNCIL CHARTER

Introduction:
Advisory councils are formed to supplement the governance and management activities of the organization. These voluntary groups provide critical input on various issues, including program development, community engagement, and organization-wide strategies. By utilizing the diverse expertise and backgrounds of its members, the advisory council plays a vital role in enhancing the effectiveness and reach of the organization.

Purpose:
The Advisory Council is established to advise the Board of Directors and management on strategic matters and best practices. The council assists with the identification of opportunities, challenges, and recommendations that advance the organization's mission and enhance its impact within the community.

Composition:

- The Advisory Council shall consist of __ members, appointed for overlapping terms of __ years each.
- The council will include a diverse group of individuals who possess expertise in relevant areas, such as community action, philanthropy, education, and other specialties related to the organization's mission.

Responsibilities:
Strategic Guidance:

- Provide counsel to the Board and management regarding key issues, priorities, and strategic directions that align with the mission of the organization.

Program Assessment:

- Assess current and prospective programs and services, making recommendations for improvements or new initiatives that meet community needs and enhance the organization's effectiveness.

Community Engagement:

- Raise awareness of the organization's mission and activities within the community, fostering relationships with stakeholders and prospective partners.

Committees

Input on Policies and Practices:

- Review and recommend policies, guidelines, and practices that promote best practices in governance and operations and reflect the needs of stakeholders.

Networking and Representation:

- Serve as a networking body, connecting members and other stakeholders to share ideas, resources, and community support for the organization.

Reporting to the Board:

- Regularly report to the Board of Directors on the council’s activities and recommendations.

Meetings:

- The Advisory Council shall meet at least ___ times per year or as necessary to fulfill its responsibilities.
- Meetings can be conducted in person or virtually, with agendas prepared in advance.
- A majority of council members present constitutes a quorum, and minutes will be recorded and shared with the Board.

Membership Expectations:

- Members are expected to be in good standing with the organization and commit time to complete council work.
- Act in the best interests of the organization and its mission, engaging actively in discussions and decision-making processes.

Committee Evaluation:

- Conduct periodic evaluations of the council’s performance to assess its effectiveness in achieving its goals and fulfilling its responsibilities.

Statutory Limitations:

- The council is advisory and does not have decision-making authority on behalf of the Board; all recommendations must be presented for Board approval.

Confidentiality and Ethical Conduct:

- Council members shall maintain confidentiality regarding sensitive information and adhere to ethical standards in all discussions.

Collaboration and Teamwork:

- Encourage collaboration among council members and foster teamwork with the Board and staff to achieve shared goals and enhance the organization's impact in the community.

AWARDS AND OUTREACH COMMITTEE CHARTER

Purpose: The Awards and Outreach Committee is established to oversee the recruitment and retention of members and to manage the process for associational awards. The committee serves as a vital component in enhancing member involvement and recognizing achievements within the association.

Composition:

- The committee shall be composed of 10-12 members, including both board members and general members with diverse backgrounds and expertise.

Responsibilities:

Membership Recruitment and Retention:

- Assess member needs and present findings and recommendations to the Board of Directors and the membership.
- Devise and execute strategies for recruitment and retention of members to ensure a robust and engaged member base.

Membership Policies:

- Develop and recommend policies related to membership, including membership criteria and benefits, to foster a welcoming and inclusive environment.

Award Nominations and Selection:

- Solicit nominations for associational awards from the membership and the wider community.
- Establish criteria for the selection of award recipients and make recommendations to the Board of Directors regarding awardees.

Outreach Strategies:

- Develop outreach strategies to promote the value of membership and increase visibility of the association’s activities and achievements.
- Enhance member engagement through communication, events, and initiatives that promote networking and collaboration.

Recognition of Achievements:

- Coordinate award ceremonies and initiatives that celebrate the contributions and achievements of members within the association.
- Ensure that award recipients are recognized publicly and that their contributions are highlighted in association communications.

Collaboration with Other Committees:

- Work closely with other committees, such as the Governance Committee and the Conference Committee, to integrate awards and outreach efforts into various organizational activities.

Meetings:

- The committee shall meet regularly to discuss membership initiatives, awards processes, and outreach strategies, with minutes from each meeting recorded and shared with the Board.
- A minimum of ___ meetings per year is recommended, with additional meetings scheduled as necessary.

Reporting Responsibilities:

- The committee shall report to the Board of Directors on its activities, findings, and recommendations regarding membership and awards at least annually.

Resources and Authority:

- The committee has the authority to engage consultants or experts to assist in outreach and awards processes and shall have access to necessary resources to carry out its activities.

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive member information and follow ethical guidelines in all outreach and award-related activities.

Evaluation of the Committee:

- The committee shall conduct an annual performance evaluation to assess its effectiveness in fulfilling its charter and its impact on the organization’s membership and recognition initiatives.

MEMBERSHIP COMMITTEE CHARTER

Purpose: The Membership Committee is established to oversee membership recruitment, retention, and support programs that enhance the value of membership. The committee actively monitors member needs and ensures that the organization adapts its services and benefits accordingly.

Composition:

- The Membership Committee shall consist of a chair and at least ___ and no more than ___ additional members.
- The board chair shall appoint the chair and members of the committee, ensuring representation from various demographics within the membership.

Objectives:

- To retain existing members and recruit new members into the association.
- To increase membership engagement and satisfaction by responding to member needs.

Responsibilities:

Recruitment and Retention:

- Develop a sustainable growth plan for membership recruitment and retention.
- Create and implement strategies to target audiences for membership and track enrollment progress.

Member Needs Assessment:

- Conduct surveys and assessments to identify member needs and expectations.
- Present conclusions and actionable recommendations to the Board of Directors.

Member Services and Benefits:

- Coordinate the development and management of tangible and intangible benefits provided to members.
- Ensure that services offered are unique, valuable, and aligned with member needs.

Committees

Communication:

- Maintain accurate and up-to-date lists of members and ensure that membership directories are periodically updated and distributed.
- Develop and disseminate communication materials to enhance member engagement.

Orientation and Training:

- Develop and conduct an orientation process for newly appointed members.
- Create ongoing training and development programs to support member engagement and skill-building.

Grievance Handling:

- Hear grievances about participation requirements and provide recommendations to the Board for resolution.

Annual Reporting:

- Present a written report at the annual meeting that includes a list of current members by category, the purge list, and a new member list as of December 31 of the previous year.

Evaluation of Membership Programs:

- Regularly review the effectiveness of membership programs and make recommendations for improvements or changes as necessary.

Meetings:

- The committee shall meet at least ___ times per year, with additional meetings scheduled as necessary.
- The chair will prepare an agenda in advance, and minutes of the meetings will be recorded and shared with the Board.

Reporting Responsibilities:

- The committee shall report to the Board of Directors on membership initiatives, outcomes, and recommendations for future strategies.

Resources and Authority:

- The committee has the authority to engage outside experts or consultants to assist in developing and executing membership programs.

Committees

Confidentiality and Ethical Conduct:

- Committee members are expected to maintain confidentiality regarding sensitive member information and adhere to ethical standards in all committee activities.

Committee Evaluation:

- The committee shall conduct periodic evaluations to assess its performance and effectiveness in fulfilling its charter, reporting results to the Board.

COMMITTEE SAMPLE FORMS

Call for Committee Volunteers

Recruiting enthusiastic members to serve on our important standing committees is one of my most important responsibilities as your President-Elect. Working on a committee can be a source of personal and professional growth. Appointments are for one year and begin on June 1st.

As a non-profit organization, we depend on the commitment of its members to keep our association strong. The work of each committee is developed each year by the committee and approved by the Board. Committee members may serve on a committee for up to three years.

Please check out the committee opportunities listed below and let me know by _____, which one best meets your skills and interests. Please list your top three choices, as there may not be vacancies on all committees.

- ☐ **Awards**: select recipients for professional awards and nominate for national awards.
- ☐ **By-laws**: ensure that the bylaws and governance manual reflect the policies established by the Board and Senate and are in compliance with national.
- ☐ **Clinician Issues, Advocacy & Public Policy**: monitor public policy issues that impact professional counselors and recommend positions on issues to the Board.
- ☐ **Communications**: develop a public relations strategy that promotes programs.
- ☐ **Education Endowment Fund**: review and approve applications for grants and solicit contributions for the funds.
- ☐ **Ethics**: educate members on ethical principals, processes, and practices.
- ☐ **Graduate Student**: recruit, support and retain graduate students who are pursuing careers in counseling.
- ☐ **Human Rights**: promote policies and activities that support diversity and human rights.
- ☐ **Membership/Member Services**: promote membership through relevant and beneficial member services.
- ☐ **Publications**: ensures that assoc. produces quality newsletters, journals and brochures.
- ☐ **Research, Assessment & Evaluation**: support research related to effective counseling practices and public policy positions.
- ☐ **School Counselor Issues, Advocacy & Public Policy**: monitor public policy issues that impact school counselors and recommend positions on issues to the Board.

Name____ Title ____________________
Street Address ____
City________________ Zip_____________ Email________________________________
Phone______________________________ Fax________________________________
Division(s) (not required):____
Prior Committee Experience: ____
Briefly summarize your experience, skills and interest in the committee(s) you selected:
____
____
____

<u>Mail to:</u> Committee Request, ____

Charging the Committees – Sample

Sample committee mission statements and examples of charging them with tasks from the strategic plan for the current year.

Sample Mission Statement - Scope	Sample Current Year Charges – Tasks – Metrics
Government Affairs Committee – The mission is to ensure that there is adequate monitoring, lobbying and oversight on legislative and regulatory issues that could affect the association and members. And make recommendations to the board on official positions.	1. Monitor the state or federal legislature for issues impacting the profession and report to the Board. 2. Identify groups with which to collaborate or join forces to increase clout. 3. Develop position papers on issues identified by the board. 4. Plan and promote attendance at annual Day on the Hill.
Budget Committee – The mission is to prepare the annual budget, monitor the budget and ensure that reports are presented to the board and reflected in the meeting minutes. The committee is most often chaired by the Treasurer. Their concerns may expand as the organization seeks to diversify income sources.	1. Create the annual budget and present to the board at least 90 days prior to the start of the fiscal year. 2. Ensure the financial reports are presented according to Generally Accepted Accounting Principles. 3. Research and recommend non-dues income sources that can supplement income by at least 5 percent this fiscal year. 4. Develop a policy for reserve funds and savings.
Membership Committee - The mission is to recruit new members by developing a sustainable growth plan, and at the same time monitor retention. The committee should monitor member needs and the value of membership; recommending adjustments to benefits and services accordingly.	1. Realizing the current benchmark for our market share of potential members is X%, it is our aim to increase it to 5%. 2. Survey members' needs and satisfaction in a professional manner. 3. Reach out to college faculty and students to build a pipeline of future members. 4. Maintain retention rate of at least 85%.
Program Committee - The mission is to develop and ensure the highest quality of events and education offered to members and non-members. They may work with other committees such as Conference and Publicity. They should strive to continually be aware of industry trends and members' needs.	1. Review the prior year of programs as related to return on investment and member value, making recommendations for the year ahead. 2. Develop one signature program incorporating a nationally recognized speaker and an opportunity to draw from other professions. 3. Collaborate with publicity committee to improve member awareness of programs.

Charging the Committees – Samples

Sample Mission/Purpose Statement	Sample Assignments / Tasks
Government Affairs Committee – The mission is to ensure that there is adequate monitoring, lobbying and oversight on legislative and regulatory issues that could affect the association and members. And make recommendations to the board on official positions.	1. Monitor the state or federal legislature for issues impacting the profession and report to the board. 2. Identify groups with which to collaborate or join forces to increase clout. 3. Develop position papers on issues identified by the board. 4. Plan and promote attendance at the annual Day on the Hill.
Budget Committee – The mission is to prepare the annual budget, monitor the budget and ensure that reports are presented to the board and reflected in the meeting minutes. The committee is most often chaired by the Treasurer. Their concerns may expand as the organization seeks to diversify income sources.	1. Create the annual budget and present it to the board at least 90 days prior to the start of the fiscal year. 2. Ensure the financial reports are presented according to Generally Accepted Accounting Principles. 3. Research and recommend non-dues income sources that can supplement income by at least 5 percent this fiscal year. 4. Develop a policy for reserve funds and savings.
Program Committee - The mission is to develop and ensure the highest quality of events and education offered to members and non-members. They may work with other committees such as Conference and Publicity. They should strive to continually be aware of industry trends and members' needs.	1. Realizing the current benchmark for our market share of potential members is XX%, it is our aim to increase it to 5%. 2. Survey members' needs and satisfaction in a professional manner. 3. Reach out to college faculty and students to build a pipeline of future members. 4. Maintain a retention rate of at least 85%.
Membership Committee - The mission is to recruit new members by developing a sustainable growth plan, and at the same time monitor retention. The committee should monitor member needs and the value of membership; recommending adjustments to benefits and services accordingly.	1. Review the prior year of programs related to return on investment and member value, making recommendations for the year ahead. 2. Develop one signature program incorporating a nationally recognized speaker and an opportunity to draw from other professions. 3. Collaborate with publicity committee to improve member awareness of programs. 4. Develop a master calendar of programs and events.
Nominations Committee – The mission is to develop a process by which the organization may identify and vet candidates, and make recommendations to the board in a timely and prescribed format. Additional duties related to planning board orientation and board performance evaluation may be assigned, also known as the Board Development Committee.	1. Review the strengths and weaknesses of our current board. 2. Follow the bylaws in announcing nominations, making recommendations to the board of directors, and preparing the slate of nominees. 3. Vet candidates by discussing our conflict of interest statement and board duties. 4. Assist with the board orientation process.

Committee Acceptance Form

Name: ____

We would like you to accept a position on the ________________ Committee. We have an exciting plan of work ahead and know that your input and ideas will be beneficial.

Please indicate your willingness to serve by this date: ___________

- ❑ Yes, I accept your invitation to serve on this committee.
- ❑ No, I cannot accept your invitation.
- ❑ Contact me about other resources I can contribute to the committees (i.e. my brother is an attorney, I have contacts at the newspaper, I can contribute limited time to the organizations but not serve on a committee, etc.)

Signature: __________________ Date: ______________________

Special notes or comments about the committee, to the staff or chairman:

Please fax or mail your reply to the chief elected officer or to the association staff as soon as possible. Thank you.

Committee Agenda – Sample

Mission Statement

(Insert mission statement at top or bottom of the agenda: i.e., "The mission is to determine the continuing and practical education needs of members and the profession and develop or plan courses, content, and speakers to fulfill the needs. Programs should produce revenue or at least break even.")

Chair: ______________________ Vice-Chair: ______________________

Meeting Date: ______________________ Meeting Time: ______________________

Meeting Location: ______________________

	Committee Members Present: ❏ Sign-in Sheet attached or listed on back
✔	Welcome
✔	Reminders (conflicts of interest, confidentiality)
	Review Prior Meeting Minutes
	Approval of Prior Meeting Minutes
	Business of the of the Committee Meeting
	Assignment #1
	Assignment #2
	Assignment #3
	Assignment #4
	Old or New Business
	Next Steps
	Adjournment and Thank You

Person Completing This Form: ______________________ Submission Date: ______________________

Rate the Meeting

Add a rating scale from 1 - 2 - 3 - 4 - 5 at the bottom of meeting agendas (include it in the footer.) Before adjournment, the chair should ask, "How do you think we did at today's meeting? Please circle 1 to 5 with five being the best." Take a moment to discuss why anybody thought the meeting result was less than a five and how to make improvements.

Committee Evaluation Tool - Sample

Self-Evaluation and Meeting Feedback

(NOTE: Insert committee name and mission on the form before distribution to members for feedback.)

Feedback and Input to Improve Governance and Board Meetings	Outstanding	Very Good	Satisfactory	Unsatisfactory	Not Sure N/A
1. Meeting agendas and room setups are conducive to doing work					
Comments					
2. Committee focuses on goals that advance the mission statement					
Comments					
3. Chairman encourages and respects diverse viewpoints and ideas					
Comments					
4. Lines of authority and responsibility are clear between the committee, board, and staff (the staff are respected)					
Comments					
5. Outcomes are relevant to members and stakeholders					
Comments					
6. Discussions focus on future solutions rather than problems of the past					
Comments					

Top 3 Goals for the Committee *(Year______)*

Committee______________________________**Staff Liaison**___________

Chair______________________________**Vice Chair**_________________

#	Goal or Priority	Which elements of the Strategic Plan does the goal support?	Can goal or activity be achieved within the budget; does it add or use resources?	Suggested performance measures and timeline.
#1				
#2				
#3				

Date Submitted: _______________

Three Top Goals for the Committee Template 12-13.docx

Committee Meeting Evaluation
Self–Evaluation & Meeting Feedback[1]

Feedback and Input to Improve Governance and Board Meetings	Very Comfortable	Somewhat Comfortable	Somewhat Uncomfort-able	Very Uncomfort-able	Not Sure N/A
1. Meetings agendas and room set ups are conducive to achieving meaningful results.					
Comments					
2. Committee focuses on goals that support the mission statement.					
Comments					
3. Chairman encourages and respects diverse viewpoints and new ideas.					
Comments					
4. Lines of authority and responsibility are clearly distinct between the committee, board and staff (staff is utilized as a valued resource.)					
Comments					
5. Outcomes are relevant to members and advance the mission statement.					
Comments					
6. Discussions focus on the future solutions rather than discussions of the past.					
Comments					

Committee Meeting Evaluation ~~11-09~~

[1] The purpose of the feedback form is to make steady improvements in our committee work. Thank you for your time and feedback. If you'd prefer your comments be confidential, please return your survey to the committee chair.

DRAFT

COMMITTEE

__________ Committee Meeting Minutes

Date

Committee Members

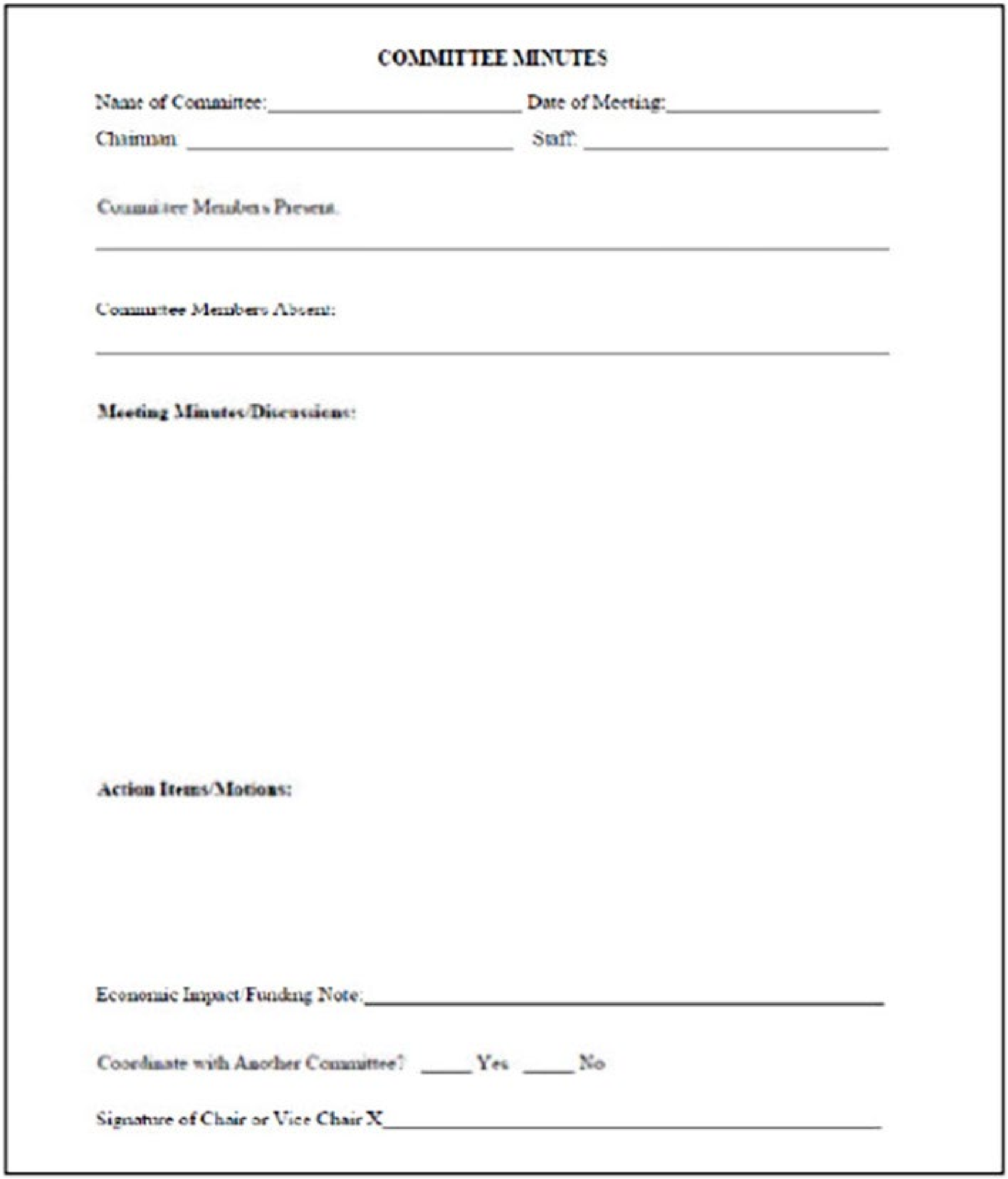
In Attendance:

Not In Attendance:

Others Present:

Staff Present:

AGENDA ITEM	DISCUSSION	MOTION AND VOTE FOLLOW-UP OR ACTION ITEM	RESPONSIBILITY	DEADLINE
1. Adoption of Agenda				
2. Approval of Minutes				
3.				
4.		•	•	•
5.		•	•	•
6.		•	•	•
7. Wrap-Up				
8. Adjournment				



COMMITTEE MINUTES

Name of Committee:____________________ Date of Meeting:__________________

Chairman __________________________ Staff: ________________________

Committee Members Present:

Committee Members Absent:

Meeting Minutes/Discussions:

Action Items/Motions:

Economic Impact/Funding Note:____

Coordinate with Another Committee? ____ Yes ____ No

Signature of Chair or Vice Chair X____________________________________

Committee Minutes Template

Form 990 IRS queries if the organization document (minutes) meetings of the board and committees with authority to act on behalf of the governing body.

Name of Committee:______________________Date and Time of Meeting:__________

Chair's Name:__________________________Staff or Liaisons Attending:___________

Committee Members Attending:____

____

Meeting Minutes/Discussions:

Motions/Recommendations:

A.

B.

C.

Economic Impact/Funding Notes: ____

Collaborate with Other Committee(s)? __No __Yes Which Committees?

Signature of Chair or Acting Chair X_____________________________________

Committee Recomendation
Impact Statement

Committee Name______________________________

Committee Chair______________________________ **Date**______________________________

Recommendation to the Board:

Rationale *(why is this important to our mission and strategic plan; what goal does it advance?):*

Timeline for Implementation *(interim steps and anticipated completion):*

Performance Measures and Metrics to Monitor Progress *(how will we measure success, i.e. a 15% growth, new members, increased attendance, etc.)*

Economic Impact *(what will be required in manpower -volunteers, staff, consultants - and dollars; will the recommendation generate or expend resources?)*

Committee Recommendation Impact Statement 2-15.docx
Bob Harris, CAE
www.nonprofitcenter.com for free governance tips and templates

COMMITTEE REPORT - Activities

Please write a committee report for all activities. Attach any detailed information as requested or needed. Report to be filed with president, secretary, treasurer, historian, auditor, committee chairman and others if requested.

Activity Details

Name of activity ________________ Date held ________ Time __________ _

Location ______________________ Approved by________: (date) _________

Presented in cooperation with (list group, agency or organization) _____________

Goals ____

Money to be used for ____

Committee Details

Chairman _______________________ Secretary _______________________

Members ____

Consultants ____

Meetings

Date(s) meetings were held: 1) _________ 2. __________ 3. ________ 4. ________

Financial Details

Proposed budgeted income $. _________________ Actual income $ ___________

Proposed budgeted expense $ _________________ Actual expense $. ___________

Net income $ ___________

Volunteer Details

Number of volunteers needed to conduct activity: _______ Total volunteer hours: _______

Recommendations ○ Do again ○ Do not do again ○ Do again, but modify

Report Details.

Attach any detailed information as requested.

1. Was insurance company contacted prior to planning? ○ Yes ○ No

   Was extra coverage required? ○ Yes ○ No

   Cost? ________

2. Insurance and Loss Prevention Guide used prior to event? ○ Yes ○ No

3. Was a written contract required? ○ Yes ○ No

   Association approval? ○ Yes ○ No

   Signed by president and one elected officer? ○ Yes ○ No

4. Was the timing of the activity appropriate? ○ Yes ○ No

If not, suggest more appropriate date(s): ______________

5. Attach a detailed timeline to report.

6. Were there any special requirements? ○ Yes ○ No

Explain: ____

7. How was activity publicized? ______________________________

Attach any articles or fliers

8. Specify equipment needs: __________________________________

____

9. Special contacts/contact information (Speakers, judges, service providers)

____

10. Attach a detailed financial report. Attach copies of all inventory reports and cash verification forms for auditor.

11. Additional comments: ______________________________________

____

____

____

Additional Notes

____

____

____

____

____

____

____

Prepared by _________________________ **Date** __________

Committee Tips and Templates

Committee Report Form

Directions: Each committee should complete one of these forms and return it to their liaison 10 days prior to the board meeting, so it can be included in the agenda packet.

Today's date: ____

Committee name: ____

Most recent meeting date: ____________________________________

Issue(s) in question: ____

This committee is:

Reporting with no action	☐	Reporting Submitted in Writing	☐
Recommending board action	☐	Oral report to be given	☐
		Time Needed _____________	

Funds Needed____________________ Budgeted Yes __________ NO___________

Background information and possible impact of the issue(s) being studied:

____

____

____

____

____

Recommendation for board action, if any (state in the form of a motion to be acted upon by the full board):

____

____

____

____

____

____

Approved by BOD _____________ Denied by BOD___________ Date_________

Committee Review

Introduction: Committees work for the board to advance the mission and goals. Their authority comes from either the bylaws (standing committees) or the appointment by the current term president. Committees do not have the authority to act on their own, speak of the board or contract on behalf of the association. Every committee requires staff time to maintain, monitor and assist.

In recent years, organizations have downsized committees that were not effective or had minimal return on investment. Quite often an organization will align all committees with the goals in the strategic plan. Committees that do not easily align may be eliminated or merged with other committees.

Purpose: The purpose of the committee review is to determine if committees are effective and offer a ROI. Are there committees that have existed but no longer know their purpose? Do all committees generate income and resources, or are they a cost to the association? Should any committees be merged, transitioned to a task force (called upon only as needed.)

The first two columns identify the committee, chairperson and staff liaison. The third column questions the authority to exist – was it appointed as a current year task force or is it specified in the bylaws? The fourth column asks if the purpose statement or mission statement exists and is clear to the committee? The final column calls for the recommendations to keep, eliminate, revamp or merge.

Committee	**Chair** **Staff Liaison**	**Authority to Exist** (bylaws, appointed, task force?)	**Purpose and Clear Mission Statement?**	**Recommendations:** Phase Out/Eliminate Combine/Merge Revamp/Redesign
1. Executive		Bylaws	Described in bylaws.	Continue as required by bylaws.
2. Finance				
3. Membership				
4. Programs				
5. Legislative				
6. PAC				
7. Land Development				
8. Nominations				
9. Governance				
10. Trade Show				

Committees

Committee Structure Revamp

Sunrise and Sunset Application

This is a request to ☐ SUNSET[1] (terminate) or ☐ SUNRISE (establish) a committee or task force[2]. Please complete and submit to the CEO or Board of Directors.

Committee Name or Proposed Name ______________________________________

1. Does the committee or task force advance our mission statement?

   ☐ Yes ☐ No ☐ Unsure

2. Does the committee or task force align with the strategic plan (goals and/or strategies?) ☐ Yes ☐ No ☐ Unsure

   Please explain:

   ____

   ____

3. Does the termination, creation, or merger of this committee impact organizational resources, (funds, time, staff, volunteers?)

   ____

   ____

4. In a short statement provide the rationale for your recommendation:

   ____

   ____

   ____

Submitted by: ____ Date: _________________

Action by the Board of Directors:

☐ Agree ☐ Deny ☐ Study ☐ Delay

---

[1] A Sunset provision is used by government bodies to review, justify, or eliminate a program.
The Sunrise process addresses new programs. Both should include rationale and performance expectations.
[2] A task force disbands after completion of its purpose; a standing committee serves continuously.

Committee Volunteer Form

If you are interested in serving on a committee, please complete this form. Committee appointments are one year in duration in accordance with the bylaws. Some committees may be shorter ad hoc and task forces. It is recommended that committee members, in accepting appointments, commit themselves to attending the mid-year and annual meetings, since meetings are normally held at these times.

Name, Title, Organization ______________________________

Mailing Address ______________________________

Telephone: Work ________________ **Cell** ________________

E-Mail Address: ________________ **Date** ________________

Committee Preferences (Please rank areas of interest)

- ❑ Awards and Scholarships
- ❑ Membership – Recruitment and Retention
- ❑ Member Benefits and Services
- ❑ Government Relations
- ❑ Nominations and Leadership Development
- ❑ Technology
- ❑ Professional Development and Education
- ❑ Finance Committee

Can you attend the Midyear and/or Annual Conference? Yes ❑ No ❑
Do you have computer access to meet, collaborate or work on-line? Yes ❑ No ❑
Numbers of years you have been a member? _____
Do you check e-mail daily? Yes ❑ No ❑ Access to Internet? Yes ❑ No ❑
List any committees on which you have served on our organization:

List relevant background experience for committee assignment:

Thank you for your willingness to serve on a committee.

Note: Any original works created by the committee will transfer to the intellectual property of the association.

Committee Volunteer Form Sample 3-12.doc possible to be present at duly called meetings. I understand absence as defined in the bylaws or policies may be cause for dismissal.

❑ **COOPERATION**
I understand that I will work in good faith with my fellow volunteers and professional staff in a constructive, collegial manner toward the achievement of the organization's goals.

❑ **PREPARATION**
I understand effective meetings and tasks require that I prepare by reading and asking questions.

❑ **FIDUCIARY**
I understand that I have fiduciary duties, including the principles of organizational loyalty, care, and obedience.

❑ **DISMISSAL**
I understand that if I fail to fulfill these commitments to the organization, the chief elected officer, chief staff officer, or the executive committee may call upon me to discuss my responsibilities. Should there be a time where I am no longer able to fulfill my obligations to the organization, it will be my responsibility to resign my position.

THEREFORE.
As a volunteer, I understand that the organization has a responsibility to me in the following ways:

1. I will be provided with information updates about policies, resources, and finances at meetings.
2. Opportunities will be provided for me to discuss with officers and/or staff the organization's programs, goals, activities, and status.
3. I can expect transparency and responsiveness so that I can fulfill my fiscal, legal, and ethical responsibilities to the organization.
4. I will work as a team in good faith towards achievement of our goals.
5. If the organization does not fulfill its commitments to me, I may call upon chief elected officer or executive director to discuss the organization's responsibilities.
6. My liabilities may be reduced through insurance, incorporation, volunteer immunity, and/or indemnification so long as I am prudent and follow governing and legal parameters.

Print Name **Signature** **Date**

COMMITTEE VOLUNTEERS NEEDED

Meet other members, learn new skills, and make our assoc. even better!

Please circle choice(s).

Sign me up! I'll volunteer for a committee.

Affiliates	Community Service
Development	Educational Events
Legislative Issues	Member Services
Mentorship	Newsletter
Public Relations	Retiree
Scholarship	Program
Strategic Planning	Website

Sign me up! I'll volunteer for a conference committee.

Evaluation	Exhibits
Facilities	Registration
Silent Auction	Workshops

Name____

Agency_______________________________________

Email____

Work Phone________________ Home Phone ________________

Mail to:

INTEREST SURVEY

As a valued member of the Sachse Chamber of Commerce, you are invited to join numerous Action Teams and Task Forces. You determine your level of involvement and commitment. These provide you, our member, with the opportunity to become involved and further promote your business. Please review the list below and place a check in any box you are interested in and fax to the Sachse Chamber. We welcome and greatly appreciate member participation – we love to work with and hear what interests our members.

EVENT TASK FORCES:

Task Force members, along with the Sachse Chamber staff, coordinate all efforts to ensure a successful event including soliciting sponsors, selling event space, and requesting door prize donations.

- Banquet
- Business Expo
- Car Show
- Casino Night
- Fallfest
- Golf

ON-GOING ACTION TEAMS:

- **Ambassador Action Team** represents the Chamber of Commerce at ribbon cuttings and Chamber events. Ambassadors cultivate goodwill and build a positive image for the Chamber. Participation is open to any member business. Members participate in ribbon cuttings, Business of the Month presentations, Membership luncheons, and monthly Ambassador meetings. In addition, committee members participate in new member recruitment campaigns, and act as the official "greeters" for Chamber networking activities. Team members provide a valuable service to the Chamber through their continuous contact with new and current members; activities essential in achieving and maintaining a high retention rate through developing business relationships with all members of the Chamber.

  Ambassador Sub-Action Teams:
  - Business of the Month Action Team
  - Fundraising Action Team
  - Sachse Shares Action Team
  - Business After 5 & City Mixers

- **Business Education Action Team**

- **Membership Action Team**, along with Sachse Chamber staff, coordinate all efforts related to membership drives, Breakfast Trains, and various membership tasks.

- **Other:**

Your Name:	
Company Name:	
Phone:	Fax:
E-mail:	Please indicate the best way to contact you.

Committee Form #13 4-07 w/ Permission

Meeting Ground Rules

Discuss and set "ground rules" or guidelines for effective meetings at the start of the year.

❑ Meetings start and end on **time.**

❑ Turn off digital **distractions**.

❑ Treat discussions and documents with **confidentiality**.

❑ If you **arrive late**, please refrain from voting until the next agenda item so as not to interrupt the flow of discussion of those who arrived on time.

❑ An **agenda** will be distributed # ___ days in advance; it will be the primary guide for discussions and decisions.

❑ If you have "**new business**," present it in advance of the meeting for proper preparation and placement.

❑ Avoid meeting **distractions and sidebar conversations.**

❑ Be prepared by **reviewing the materials in before the** meeting.

❑ Many **questions can be answered in advance** if you'll direct them to officers, staff, and committees before the day of the meeting.

❑ **Minutes** will document decisions and actions of the meeting.

❑ **Majority decisions** of the group shall stand; expressing **dissenting opinions** after the meeting is inappropriate.

❑ Respect **diverse ideas and people**.

❑ Be sure everyone has an opportunity to speak before **speaking again.**

❑ Avoid **regurgitating information** and decisions that have already be processes.

❑ Be **accountable** for commitments you make.

❑ ______________________________

❑ ______________________________


NOTES

Self–Evaluation and Meeting Feedback

Feedback and Input to Improve Governance and Board Meetings	Excellen t	Good	Average	Fair	Not Sure N/A
1. Meeting agendas and room set ups are conducive to achieving meaningful results.					
Comments					
2. Committee focuses on goals that support the mission statement.					
Comments					
3. Chairman encourages and respects diverse viewpoints and new ideas.					
Comments					
4. Lines of authority and responsibility are clearly distinct between the committee, board, and staff (staff is utilized as a valued resource.)					
Comments					
5. Outcomes are relevant to members and advance the mission statement.					
Comments					
6. Discussions focus on the future solutions rather than discussions of the past.					
Comments					

Volunteer Consent to Serve

I have been nominated, asked, or expressed an interest in serving in a board or committee role in the organization. Should I be elected or appointed, I will act responsibly and prudently, and I consent to the following:

❑ RESPONSIBILITIES

I understand the roles and responsibility of this position and have thoroughly reviewed the position description and have asked or will ask any questions I have regarding the post.

❑ ORIENTATION

I understand that I will be provided with orientation materials which includes general information about nonprofit service, current policies, background on the organization, recent activities, and other information relevant to my duties and I commit to reading this information prior to my first meeting.

❑ ACCOUNTABILITY

I understand that I may or will have legal, fiscal, and ethical[3] responsibility for the well-being of the organization. As such, I accept it as my responsibility to:

- Be familiar with and protect organizational resources, funds, and intellectual property.
- Understand the applicable policies and programs and oversee or support their implementation.
- Be responsible for making decisions on organization issues and matters, by being an active participant at meetings.
- Respect the organization's values and recognize the official channels of communication.
- Stay current on the programs of the organization and the environment in which it operates.
- Excuse myself from discussions, decisions, and votes where I may have a conflict of interest.
- Adhere to state and federal laws, as well as the organization's governing documents.

❑ ATTENDANCE

I understand attendance at meetings, in person or by technology, is considered mandatory, recognizing that occasional absences may be excused. I will do everything

Volunteer Form

The success of the Conference depends upon the support of its onsite volunteers! Volunteers receive a 50% discount on registration to the Conference for volunteering during specified times/events from Thursday through Saturday. Volunteers will receive a full description of duties and will be taken on a first come first serve basis.

Contact Information	
Name (First & Last):	
Chapter:	
Membership Number:	
Home Phone:	
Work/Cell Phone:	
E-Mail Address:	

Choose Assignments by date and time	
Please check the date and time that you would like to volunteer:	
*Must select a minimum of two (2) to receive registration discount.	
☐	
☐	
☐	
☐	

Volunteer Preferences	
Please check all events that you would prefer to volunteer for:	
☐	Volunteer Coordinator
☐	Registration
☐	Meet and Greet Speakers/Workshop Presenters/Assist Exhibitors (Saturday only)
☐	Breakfast Check-In
☐	Facilitate Testing
☐	Test Grading
☐	Scorekeeper
☐	Table Judge
☐	Graduating Setup
☐	Workshop Modules
☐	Other Conference Duties (willing to work in any conference area assigned)

COMMITTEE QUIZES

Chapter 1: Introduction

1. **What is the primary purpose of the training manual?**
    - A) To establish the bylaws of the cooperative
    - B) To provide a comprehensive resource for committee members and leaders
    - C) To oversee the financial operations of the association
    - D) To evaluate the performance of the Board of Directors
    - **Correct Answer: B**

2. **Which of the following is NOT an objective of the training?**
    - A) Review new board members skills.
    - B) Enhance decision-making skills
    - C) Foster diversity and inclusion
    - D) Encourage networking and collaboration
    - **Correct Answer: A**

3. **What does this training manual aim to emphasize about committees?**
    - A) Committees should focus solely on operational tasks.
    - B) Committees exist only to support themselves.
    - C) Committees should continuously adapt and improve their practices.
    - D) Committees do not need to engage with community members.
    - **Correct Answer: C**

4. **What will the first chapter mainly cover?**
    - A) The roles of committees
    - B) The importance of training
    - C) The purpose and structure of the manual
    - D) The evaluation of committee effectiveness
    - **Correct Answer: C**

Chapter 2: Committee Overview

1. **What is one key role of committees within an organization?**
   - A) To make final decisions without Board approval
   - B) Providing research and recommendations to the Board
   - C) To manage the day-to-day operations of the staff
   - D) To appoint new Board members
   - **Correct Answer: B**

2. **Which of the following is NOT a type of committee mentioned?**
   - A) Standing Committees
   - B) Ad Hoc Committees
   - C) Executive Committees
   - D) Supervisory Committees
   - **Correct Answer: D**

3. **What is one benefit of having diverse committees?**
   - A) They reduce the number of meetings required
   - B) They enhance creativity and innovation
   - C) They simplify decision-making
   - D) They allow for fewer committee members
   - **Correct Answer: B**

4. **How do committees contribute to community engagement?**
   - A) By facilitating Board meetings
   - B) By restricting member involvement
   - C) By promoting volunteer opportunities
   - D) By avoiding community feedback
   - **Correct Answer: C**

Chapter 3: Setting Up Committees

1. **What is the primary function of a committee charter?**
   - A) To list committee members
   - B) To establish a budget for the committee
   - C) To schedule committee meetings
   - D) To outline a committee's purpose, structure, and responsibilities
   - **Correct Answer: D**
2. **What is the suggested optimal size of a committee?**
   - A) 2-3 members
   - B) 4-8 members
   - C) 8-12 members
   - D) 12 or more members
   - **Correct Answer: B**
3. **Why are term limits important for committee members?**
   - A) To encourage fresh perspectives and avoid stagnation
   - B) To reduce the workload of committee chairs
   - C) To increase the number of positions filled
   - D) To ensure committee meetings are short
   - **Correct Answer: A**
4. **Who typically appoints the Chair of a committee?**
   - A) The committee members themselves
   - B) The Board of Directors
   - C) The Board President with the concurrence of the Board
   - D) The staff liaison
   - **Correct Answer: C**

Chapter 4: Diversity and Inclusion

1. **Why is diversity in committees important?**
    - A) It reduces the number of members needed
    - B) It enhances decision-making and creativity
    - C) It simplifies the meeting process
    - D) It guarantees unanimous decisions
    - **Correct Answer: B**

2. **What is a strategy for building diverse committees?**
    - A) Using multiple communication platforms for recruitment
    - B) Recruiting only current Board members
    - C) Limiting committee invitations to past members
    - D) Avoiding outreach to community groups
    - **Correct Answer: A**

3. **Which of the following fosters community trust in committees?**
    - A) Restricting access to committee meetings
    - B) Including diverse voices in decision-making
    - C) Keeping committee activities confidential
    - D) Voting on recommendations without discussion
    - **Correct Answer: B**

4. **What practice enhances transparency in committee operations?**
    - A) Limiting communication with the Board
    - B) Posting updates on social media
    - C) Providing regular reports and updates to the Board and community
    - D) Maintaining confidentiality about committee discussions
    - **Correct Answer: C**

Chapter 5: Flexibility and Adaptability

1. **Why is flexibility important for committees?**
   - A) It allows committees to ignore their initial objectives
   - B) It reduces the workload on committee chairs
   - C) It limits the number of members needed
   - D) It enables committees to respond to changing circumstances and community needs
   - **Correct Answer: D**

2. **What is one-way committees can establish regular review processes?**
   - A) By conducting quarterly assessments of goals and strategies
   - B) By avoiding feedback from community members
   - C) By only reviewing performance once a year
   - D) By focusing exclusively on financial reports
   - **Correct Answer: A**

3. **How should committees handle unexpected changes in their goals?**
   - A) Ignore the changes and stick to the original plan
   - B) Assess the situation and adjust their goals as necessary
   - C) Report the changes along with recommendations to the Board
   - D) Hold an emergency meeting without an agenda
   - **Correct Answer: B**

4. **When should committees use external experts?**
   - A) Only when in financial trouble
   - B) For every project they undertake
   - C) When they lack member engagement
   - D) When faced with complex issues requiring specialized knowledge
   - **Correct Answer: D**

Chapter 6: Committee Structure

1. **What is the primary responsibility of the Committee Chair?**
   - A) To make final decisions without input from others
   - B) To set the meeting agenda and facilitate discussions
   - C) To serve as the primary contact for all members
   - D) To take votes on behalf of the committee
   - **Correct Answer: B**
2. **How can a committee ensure it has adequate diversity?**
   - A) By including only Board members
   - B) By actively recruiting from various community demographics
   - C) By limiting participation to long-standing members
   - D) By focusing exclusively on expertise
   - **Correct Answer: B**
3. **What does a committee charter include?**
   - A) Only the names of the members
   - B) A brief overview of the meeting times
   - C) The committee's mission, powers, authority, and membership
   - D) The personal interests of committee members
   - **Correct Answer: C**
4. **What is a suggested optimal size for a committee?**
   - A) 2-3 members
   - B) 3-5 members
   - C) 4-8 members
   - D) 10-12 members
   - **Correct Answer: C**

Chapter 7: Committee Function

1. **What is essential for the decision-making process in a committee?**
   - A) It must always involve a coin toss
   - B) It should follow a structured process that includes data gathering and consensus-building
   - C) Every member must agree completely before making a decision
   - D) Only a majority vote is sufficient
   - **Correct Answer: B**

2. **What should committees do regularly to maintain accountability?**
   - A) Avoid attending meetings to save energy
   - B) Limit communication to only when necessary
   - C) Regularly review their goals and gather feedback
   - D) Allow one member to make all decisions
   - **Correct Answer: C**

3. **How should committees handle their budgeting?**
   - A) Each committee must ensure they operate within their assigned budget and justify any requests for additional funding to the Board.
   - B) Committees should ignore their budgets if they think of new projects.
   - C) Committees can spend freely as long as they inform the board later.
   - D) Only the Board can decide on budgets, committees have no say.
   - **Correct Answer: A**

4. **What is the responsibility of committees in terms of record-keeping?**
   - A) To keep records only when needed for tax purposes
   - B) To document all meeting minutes, decisions, and actions comprehensively and accurately
   - C) To randomly record decisions without structure
   - D) To rely solely on verbal summaries at the end of each meeting
   - **Correct Answer: B**

Chapter 8: Committee Meetings

1. **What is a fundamental requirement for committee meetings?**
   - A) They must occur without prior planning
   - B) Meetings can start anytime based on member availability
   - C) Only the Chair needs to know the agenda
   - D) Agendas should be distributed at least 10 days in advance
   - **Correct Answer: D**

2. **How should committee members prepare for meetings?**
   - A) Members do not need to prepare, just attend
   - B) By reviewing advanced materials to facilitate constructive dialogue
   - C) Members should wait for discussions to start before thinking about their input
   - D) They should only prepare if they feel it is necessary
   - **Correct Answer: B**

3. **What should a committee do if discussions become lengthy or off-topic during meetings?**

   - A) The Chair should guide conversations back on track and summarize key points
   - B) The Chair should allow discussions to continue without intervention
   - C) The Chair should end the meeting immediately
   - D) The Chair should take a break and not address the topic
   - **Correct Answer: A**

4. **What should be included in the minutes of a committee meeting?**
   - A) Personal opinions of members expressed
   - B) Attendance, key actions, decisions, and adjournment time
   - C) Only the financial discussions held during the meeting
   - D) Detailed discussions about each member's opinions
   - **Correct Answer: B**

Chapter 9: Committee Training and Support

1. **Why is training important for committee members?**
   - A) It decreases the need for meetings
   - B) It allows committees to work independently without Board oversight
   - C) It eliminates the need for record-keeping
   - D) It equips members with the necessary skills and knowledge to fulfill their roles effectively
   - **Correct Answer: D**
2. **Which of the following is a type of training offered to committee members?**
   - A) Personal finance management
   - B) Committee governance and structure
   - C) Basic computer skills
   - D) General marketing strategies
   - **Correct Answer: B**
3. **What is one method for recognizing the contributions of committee members?**
   - A) Publicly acknowledging achievements in association meetings
   - B) Ignoring their efforts
   - C) Providing them with additional tasks
   - D) Requesting more work without acknowledgment
   - **Correct Answer: A**
4. **How can organizations facilitate networking among committees?**
   - A) By keeping committees isolated from each other
   - B) By scheduling meetings only before Board meetings
   - C) Through joint workshops or social events that promote camaraderie
   - D) By minimizing inter-committee communication
   - **Correct Answer: C**

Chapter 10: Evaluation and Continuous Improvement

1. **What is the purpose of evaluating committee effectiveness?**
   - A) To assess performance and identify areas for improvement
   - B) To scold members for mistakes
   - C) To eliminate committees members who are not performing well
   - D) To ensure that members are compliant with personal obligations
   - **Correct Answer: A**

2. **How frequently should committees undergo structured evaluations?**
   - A) Every month
   - B) Only at the end of the year
   - C) Every six to twelve months
   - D) Whenever the Board decides
   - **Correct Answer: C**

3. **What is one method for gathering constructive feedback about a committee's performance?**
   - A) Surveys to committee members and community stakeholders
   - B) Informal conversations only
   - C) Ignoring feedback altogether
   - D) Reporting only to the Board of Directors
   - **Correct Answer: A**

4. **Following evaluations, what should committees do?**
   - A) Ignore the findings
   - B) Develop action plans based on assessment results
   - C) Extend their meetings indefinitely
   - D) Request more funding without justification
   - **Correct Answer: B**

Chapter 11: Mentorship and Guidance

1. **What is the primary purpose of mentorship in committee work?**
   - A) To foster personal and professional growth of committee members
   - B) To replace committee chairs
   - C) To limit participation in committees
   - D) To ensure that only experienced members lead committees
   - **Correct Answer: A**

2. **How should mentorship pairs be formed?**
   - A) At random, regardless of experience
   - B) Based on interests, skills, and goals of both parties
   - C) By only pairing recent board appointees with veteran members
   - D) By selecting individuals only from the same committee
   - **Correct Answer: B**

3. **What is one benefit of a mentorship program for committees?**
   - A) It eliminates the need for training
   - B) It restricts participation to experienced members only
   - C) It helps cultivate future leaders within the organization
   - D) It prevents new members from joining committees
   - **Correct Answer: C**

4. **How should organizations recognize mentors and mentees?**
   - A) By ignoring their contributions
   - B) Through awards, acknowledgments, and certificates of recognition
   - C) By assigning them additional work
   - D) By evaluating them solely based on performance
   - **Correct Answer: B**

Chapter 12: Conclusion

1. **What is the purpose of the training manual discussed throughout the chapters?**
    - A) To provide certification for committee members
    - B) To serve as a comprehensive resource for effective committee governance and operational practices
    - C) To create a one-size-fits-all solution for committee issues
    - D) To outline bylaws and legal requirements exclusively
    - **Correct Answer: B**
2. **Which of the following is NOT a key point highlighted in the training manual?**
    - A) The role committees play in day-to-day operations without Board oversight
    - B) The importance of effective committee governance
    - C) The need for diversity and inclusion within committees
    - D) The necessity of flexibility and adaptation in committee work
    - **Correct Answer: A**
3. **What is an essential aspect of committee success mentioned in the Conclusion?**
    - A) Having all committee members with the same level of experience
    - B) Avoiding open discussions during meetings
    - C) Reducing the number of meetings held by committees
    - D) Recognizing and appreciating the contributions of all committee members to maintain motivation
    - **Correct Answer: D**
4. **How should organizations approach the future of their committees?**
    - A) By sticking to practices even if they become ineffective
    - B) By fostering a culture of continuous improvement and adaptability
    - C) By minimizing member engagement and feedback
    - D) By maintaining a rigid structure with no changes
    - **Correct Answer: B**