

# **PROPOSED CHANGES 8/9/2020**

## **Construction Management Advisory Council (CMAC) California Polytechnic State University**

### **History and Background**

#### **HISTORY**

The Cal Poly Construction Management Advisory Council (CMAC) is the successor of the Industry Advisory Committee which was formed in 2004 to provide essential and current professional input to the Construction Management Department faculty and administration. The CMAC was formed in 2014 to create a structure promoting increased involvement of CM Alumni, providing additional avenues of interaction with the department, and strengthening the connections with industry practitioners that have always been at the core of the Construction Management Department. These By-Laws of the CMAC were adopted by the Industry Advisory Committee on September 12, 2014.

The CMAC is recognized by the College of Architecture and Environmental Design Advisory Council and has opportunities to report to the Dean of the College on the interests of the Construction Management Department.

#### **MISSION**

The mission of the Construction Management Advisory Council is to improve and enhance the construction industry through support of Cal Poly's Construction Management Department and its mission of "providing innovative educational challenges focused on preparing construction professionals committed to excellence."

#### **VISION STATEMENT**

Periodically, the Council will develop a Vision Statement to assist in providing focus for our goals and direction as a group. In 2019, the following Vision Statement was adopted:

Assist the Construction Management Department in developing construction professionals who will transform the construction industry. We will do so by supporting the development of the most well-rounded and diverse graduates, with the technical and interpersonal skills to drive interdisciplinary collaboration and innovation around the world.

This Vision Statement can be adjusted or changed as determined by the Board.

#### **CORE AREAS OF FOCUS:**

The Construction Management Advisory Council at Cal Poly State University has been formed to support the Construction Management Department faculty and administration in the following areas:

- Curricular content and organization
- Career growth and development for students
- Field trips and hands-on learning experiences for students and faculty
- Cooperative work experience opportunities for students
- Professional development opportunities for newer faculty
- Applied research opportunities for faculty
- Facilities planning and development
- Construction Management alumni network enhancement
- Advancement and capital campaign guidance
- Promotion and enhancement of Departmental recognition throughout the state, region, and nation.

## **By-Laws**

### **Adopted September 12, 2014**

#### **ARTICLE 1 – Name**

The name of this organization shall be the CONSTRUCTION MANAGEMENT ADVISORY COUNCIL of the Construction Management Department at California Polytechnic State University in San Luis Obispo. The initials “CMAC” may be used in lieu of or in conjunction with the full organizational name for all purposes including throughout these By-Laws.

#### **ARTICLE 2 –Membership**

The CMAC shall consist of individuals, business entities, and associations representing construction or construction related industries. The membership categories are as follows:

1. **Legacy:** Any individual or corporation with a lifetime history of donations to the Construction Management Department more than \$75,000 may join the CMAC as a Legacy Member. No additional annual donations are needed to maintain this membership classification. Legacy individual members of the CMAC will be offered a seat on the Board of Directors. Legacy corporate members will be invited to appoint two individuals to represent them on the CMAC, one of whom will be offered a standing seat on the Board of Directors. If the Director representing the Legacy member on the Board is unable to attend a Board meeting, the other representative from that corporation may serve as the voting member for that meeting.

2. **Founders:** Any individual who was a member of the original Industry Advisory Committee as of May 2014 is considered a Founder. No additional annual donations are needed to maintain this membership classification. These individual Founders will be offered seats on the Board of Directors.
3. **Individual:** Any individual associated with construction or construction related industries may join the CMAC as an Individual Member. The required annual fees to become an Individual member shall be determined by the Board of Directors, but the intentions are to provide up to one year of free membership to current graduates of the Construction Management Department and to provide Cal Poly Construction Management alumni within five years of graduation a reduced membership rate. All Individual Members will be invited to participate in all CMAC activities and meetings and are eligible to be elected to the Board of Directors.
4. **Corporate and Association:** Any corporation or association associated with construction or construction related industries may join the CMAC as a Corporate or Association Member for annual donations to the Construction Management Department or the CMAC of \$3,000 or more during the previous or current fiscal years. These entities will be invited to appoint one individual to represent them on the CMAC. These representatives will be invited to participate in all CMAC activities and meetings and are eligible to be elected to the Board of Directors.
5. **Emeritus:** Any member or representative of a member with ten or more years of service on the CMAC – or its predecessor, the Industry Advisory Committee – who is retired from construction practice or education may be offered the status of Emeritus member by a majority vote of the CMAC Board of Directors. These individuals will be invited to participate in all CMAC activities and meetings and are eligible to be elected to the Board of Directors. Emeritus Members are not expected to make any additional donations to the Construction Management Department to maintain their membership status.

All members and representatives of entities that are members are entitled to one vote on all CMAC matters including the election of members of the Board of Directors. Their names will be listed on the annual Roll of the CMAC. Except for Legacy, Founder, and Emeritus Members, the terms for memberships will be for one year starting on July 1<sup>st</sup>.

### **ARTICLE 3 GOVERNANCE - Board of Directors, Managing Directors Committee and Officers**

In general, the Board of Directors will maintain a longer-term, strategic focus while providing guidance and support for the CMAC President. The Managing Directors will have a more tactical focus and assist the President in managing the short-term business of the CMAC.

Board of Directors

The long-term business and affairs of the CMAC shall be guided by the members of the Council, whose key role is to provide support and guidance to the President, but not involve itself in the general management of the CMAC. A key function of the membership is to elect members to the Board of Directors which provides long-term, strategic guidance to the Council.

All officers and Board members shall have such authority and shall perform such duties in the management of the CMAC as are provided in these Bylaws or as may be determined by the Board not inconsistent with these By-Laws. A quorum for all Board actions shall consist of the Directors present at any meeting of the Board advertised to all members of the CMAC at least 30 days in advance. Generally, meetings of the Board of Directors are open to all members of the CMAC. The Board may choose to go into Executive Session by a majority vote of the Directors present at a regularly scheduled meeting of the Board.

Membership of the Board of Directors shall be limited to no more than one representative from the same entity, association, or corporation regardless of membership category. The intent of this requirement is to limit each of these entities to just one vote on Board matters.

The Board of Directors will be led by the CMAC President and shall be composed of:

- a. One representative of each Legacy Member if that member chooses to appoint a representative to serve, each Founder if that individual chooses to serve and up to four (4) Council members who are part of a Corporate or Individual membership. All Directors shall serve renewable two-year term with no term limits, except Corporate and individual members, who will serve 2-year terms with a 4-year term limit. The terms shall be arranged such that only about half of the terms will expire at the end of each year to maintain consistency on the Board.
- b. Directors elected by members of the CMAC by majority vote of those members voting. The number of Directors so elected shall be equal to the number of Directors appointed as representatives of Legacy Members or Founders plus up to 4 additional members from Corporate members companies or Individual members. Elected Directors shall be Individual or Emeritus Members or representatives of Corporate or Association, members in good standing.

Such elected Directors shall serve renewable two-year terms with a term limit of six years. After sitting off the Board for two years, a member may be reelected to serve as a Director again. The terms shall be arranged such that only about half of the terms will expire at the end of each year to maintain consistency on the Board.

The role of the Board of Directors is as follows:

- a. Vote on changes to the By-laws
- b. Vote on changes to the CMAC Vision
- c. Vote on changes to Membership structure, including fees, donation structures, etc.

### Managing Directors Committee

The Managing Directors will be led by a Managing Director Chair, who will be elected by members of the Managing Directors Committee and will serve a 2-year term with a 4-year limit. The Managing Directors members shall be comprised as follows:

- a. 8 Board of Director members, as elected by majority vote of those Board of Directors and Executive Committee members voting
- b. 2 current faculty members, as elected by the faculty body (non-voting – advisory only)
- c. 2 young alumni, as elected by majority vote of those CMAC members voting
- d. 2 current students, as recommended by the faculty
- e. 2 additional corporate or individual member company representatives, as elected by majority vote of those CMAC members voting

All Managing Directors will serve 2-year terms with a 4-year term limit, except student members who will serve a 1-year term. The roles of the Managing Directors are as follows:

- a. Vote on key Council business as indicated by the President
- b. Advise the Executive Committee regarding budget expenditures and vote on expenditures greater than \$2,500 as well as general business decisions
- c. Responsible for oversight of Committees and Teams

**Officers** The officers of the CMAC, which are also officers of the Board of Directors, shall be elected from among the members of the Board. Each officer, except for the Executive Director, shall serve a two-year term and be elected by the majority of Directors voting at the annual election. When the two-year term for each elected position expires, they will assume the next position in order of hierarchy for an additional two years (Secretary becomes Vice President, and Vice President become President). If an officer's term as Director expires before the end of his or her term as an officer, the Director's term shall be extended to cover the current term as an officer. The officers include:

- a. **President.** The President shall preside over all meetings of the CMAC and the Board of Directors. The President shall have all powers and duties which the Board and the CMAC may from time to time determine. The President shall be an ex-officio member of all standing committees and task forces and assure that officers and CMAC members perform their respective duties in the best interests of the CMAC.
- b. **Vice President.** The Vice President shall assist the President and act in that capacity with the same powers and duties in the absence or incapacity of the President. The Vice President shall have additional responsibilities and duties which the Board and the CMAC may from time to time determine. Following a two-year term, the Vice President will assume the

position of President. If the Vice President chooses not to assume the role of President, then the Board will elect

- c. **Secretary.** The Secretary shall be responsible – with the support of Executive Director, the Executive Secretary, and other administrative staff of the CM department – for record keeping and communication with the CMAC membership. The Secretary shall announce all regularly scheduled and specially called meetings of the Board or the CMAC and assure that meeting minutes are prepared and distributed. Following a two-year term, the Secretary will assume the position of Vice President. If the Secretary chooses not to assume the role of Vice President, then the Board will elect
- d. **Past President.** The Past President shall serve as a senior advisor to the Board and in special capacities as requested by the current President. One of the key roles of the Past President is to recommend, to the Executive Committee and the Board, candidates to serve as future officers and committee chairs with the intention of assuring that the leadership development of the CMAC remains strong and broadly inclusive.
- e. **Executive Director.** The Construction Management Department Head or the Head’s designee shall serve as Executive Director and shall conduct the day to day business of the CMAC under the direction of the President. The Executive Director shall assure that the minutes of each meeting of CMAC or the Board are recorded and made available to all members of the CMAC and will serve as the budget officer of the Board and CMAC.

**Vacancies:** A vacancy in any office may be filled by the Board of Directors at a scheduled or special meeting or by a remote vote of the Board and the officers so elected shall hold office for the unexpired portion of the officer’s term.

#### **ARTICLE 4 – Committees and Task Forces**

Much of the work and leadership development of the CMAC will take place in the Standing Committees and special Task Forces. Each committee shall have a minimum of five members elected by the Board of Directors. The Standing Committees of the CMAC include:

1. **Executive:** The Executive Committee shall consist of the elected officers of the CMAC as listed in Article 3, Section 2. The Executive Committee shall meet at the discretion of the President and shall perform the following functions:
  - a. Act as an advisory group to the president.
  - b. Assist the President in the decisions of a current or urgent nature not requiring action of the Board of Directors or the CMAC membership.
  - c. Assist in the preparation of agendas for meetings of the Board of Directors and the CMAC membership.
  - d. Assist the President in carrying out the mandates of the Board of Directors, Managing Directors Committee, and the membership of the CMAC.

- e. Serve as the nominating committee for new officers of the CMAC, new Directors, and chairs of the other Standing Committees after gathering input from the Membership Growth Committee.

2. **Curriculum and Programs:** The Curriculum and Programs Committee shall consist of CMAC members appointed by a majority vote of the Board of Directors and Managing Directors. There are four subcommittees which are included in this Committee. These include the following:

**A. Curriculum:** This subcommittee shall elect its own Chair, report the name of the CMAC Secretary, and will:

- a. Review curriculum proposals as they are being discussed by departmental faculty and make recommendations from the perspective of practitioners.
- b. Review and assist in the annual assessment processes and the periodic reaccreditation processes conducted by the department.
- c. Report to the Managing Directors Committee on such actions needed to promote the goals related to the curriculum and its assessment to ensure continuous improvement.
- d. Work with faculty to develop ideas to further expand the Department's educational offerings, beyond the curriculum.

**B. Interdisciplinary:** This subcommittee shall elect its own Chair, report the name of the CMAC Secretary, and will:

- a. Develop ideas and strategies which will allow for a greater level of collaboration across multiple industry related disciplines
- b. Interact with the faculty, as well as other departments and schools to educate our goals and create related learning opportunities
- c. Report to the Managing Directors Committee strategies and initiatives which may be considered for implementation

**C. Specialty Contractors:** This subcommittee shall elect its own Chair, report the name of the CMAC Secretary, and will:

- a. Work on ways to enhance student's understanding of different specialty contractors to reinforce the knowledge of students' additional career options and opportunities
- b. Develop, through close coordination with faculty and the Curriculum subcommittee ways in which increased education and exposure to specialty contracting can be achieved
- c. Report to the Managing Directors Committee way in which specialty contractor trades and business can gain further exposure within the Department

**D. Construction Technologies in Education Committee (CTEC):** The CTEC shall consist of CMAC members appointed by a majority vote of the Board of Directors. The committee shall elect its own Chair, report the name of the Chair to the Board, and perform the following functions:

- a. Assist faculty in developing curriculums that utilize current AEC technologies.
  - b. Help guide Emerging Trends classes and BIM/VDC classes.
  - c. Organize workshops/job-walks/guest lectures/technology events to connect students, faculty, and professionals to other technology enthusiasts and expose them to current trends/technologies in the AEC industry.
3. Development and Facilities: The Development Committee shall consist of CMAC members appointed by a majority vote of the Board of Directors and Managing Directors. The committee shall elect its own Chair, report the name of the Chair to the Board, and perform the following functions:
- a. Review initiatives and case statements related to private fundraising activities on behalf of the department and its students and make recommendations from the perspective of practitioners and alumni.
  - b. Assist in developing campaign statements, promote current funding initiatives, and consider fundraising suggestions from students, faculty, and departmental and college administration.
  - c. Report to the Board on such actions needed to promote the goals related to development and fundraising for the department.
4. **Community:** The Community Committee shall consist of CMAC members appointed by a majority vote of the Board of Directors and Managing Directors. The committee shall elect its own Chair, report the name of the Chair to the Board and perform the following functions:
- a. Develop strategies to increase Diversity and Inclusion in the Department
  - b. Identify outreach opportunities to high schools and community colleges to increase awareness of construction careers, especially for women, minorities and others underrepresented in our communities
  - c. Implement strategies in coordination with the Managing Directors Committee and the Department

In addition to Committees, there will be several Task Forces within the CMAC to focus on CMAC related development topics. These Task Forces will be led by a Task Force Chair who will drive dialogue and strategies within each entity to enhance the effectiveness of the CMAC, outreach to members and allow for the CMAC to continue to be a viable and valuable entity for the Department and students alike. The Task Forces are defined as follows:

1. **Events and Programs:** The Events and Programs Committee shall consist of CMAC members appointed by a majority vote of the Board of Directors. The committee shall elect its own Chair, report the name of the Chair to the Board, and perform the following functions:
  - a. Promote, plan, and conduct events and programs the align with the mission and goals of the CMAC, such as, awards programs, scholarship recognition events, regional alumni and CMAC membership dinners, student field trips, and others.
  - b. Report to the Board on such actions needed to promote the goals related to CMAC events and programs.

2. **Membership Growth Task Force:** The Membership Growth Task Force shall consist of CMAC members who show an interest in driving Membership and Growth in the CMAC. The Membership and Growth Team shall elect its own Chair, report the name of the Chair to the Managing Director Chair, and perform the following functions:
  - a. Advertise and promote membership in the CMAC among interested and eligible entities and individuals – especially current graduates and recently graduated alumni.
  - b. Report to the Board on such actions needed to promote the goals related to membership growth and development.
  
3. **Young Alumni:** The Young Alumni Committee shall consist of CMAC members who have graduated from the Construction Management Department within the past five years appointed by a majority vote of the Board of Directors. The committee shall elect its own Chair, report the name of the Chair to the Board, and perform the following functions:
  - a. Provide valuable input to the Board, the officers, and to the other Standing Committees from the perspective of current students and recent graduates of the Construction Management Department.
  - b. Report to the Board on such actions needed to promote the goals related to current students and recent alumni.

## **ARTICLE 5 – Meetings**

There shall be at least one general membership meeting of the CMAC each year in the vicinity of San Luis Obispo, CA generally held in the spring of the year prior to the end of the academic year. During this meeting, elections shall be held for any open seats on the Board of Directors for terms starting during the following fiscal year. This meeting may also be held in conjunction with other special events such as an annual awards and student recognition dinner.

It is intended that there be additional regional meetings of the CMAC at least annually that may be held in conjunction with alumni events that may serve to recruit new members for the CMAC.

The Board of Directors shall meet at least twice per year at a time and location determined by the Executive Committee. All Board meetings shall be advertised to all members of the CMAC at least 30 days in advance. One meeting shall be held in conjunction with the annual CMAC membership meeting during which officers will be elected as needed for terms starting during the following fiscal year.

All Standing Committees shall meet at least annually and shall report on activities and on recommended actions as needed to one of the meetings of the Board of Directors. Committees and Task Forces may choose to meet at other times and places at the convenience of the members, shall notify the President of those meetings, and shall maintain minutes of the meetings.

## **ARTICLE 6 – Administration**

All activities of the CMAC shall be administered by the California Center for Construction Education (CCCE) under the auspices of the Construction Management Department. The CCCE shall appoint an Executive Secretary who shall be responsible for the day to day activities of the Council and shall communicate to the Executive Director and the other officers of the Council such deadlines as needed to effectively conduct the business of the CMAC and to meet the obligations of these By-Laws. It is intended that this Executive Secretary act as the first point of contact for all external relations for the Department including CMAC events and programs, Standing Committee coordination, activities of the Board of Directors, recruiting activities for internships and permanent placements, industry training, CCCE certificate programs, special fee-for-service contracts, and other similar activities.

The Executive Secretary shall serve as a non-voting member of the Board of Directors and the Standing Committees to coordinate activities and to support the initiatives of the CMAC. Open communication among all these entities is the key responsibility of this position. The Executive Secretary shall report to the Director of the CCCE who in turn reports to the Construction Management Department Head.

## **ARTICLE 7 – Expenditures of CMAC Funds**

All donations, dues, and fees collected by the CMAC shall be deposited in designated CMAC accounts maintained by the Cal Poly Corporation for the benefit of the CMAC and the Construction Management Department and to satisfy the stated donor intents for these funds. These funds shall be administered, invested, and disbursed according to the published policies and procedures of the Foundation.

Disbursements from the CMAC accounts may be made by the Executive Director of the CMAC who shall have fiduciary responsibility for the accounts. These funds will be disbursed pursuant to the budgets, recommendations, and actions of the Board of Directors – in compliance with stated donor intent – taken at any regularly scheduled meeting of the Board and shall include funds necessary for the ongoing operation of the CMAC. An annual report shall be prepared by the Executive Director detailing the expenditures of all funds from the CMAC accounts.

## **ARTICLE 8 – Fiscal Year and Terms of Office**

The fiscal year of the CMAC and the terms for officers, Directors, and Standing Committee Chairs shall begin on July 1 of each calendar year.

## **ARTICLE 9 – Amendments to the By-Laws**

Upon a ten(10) day written notice provided to all members of the CMAC stating the proposed changes, modifications, or amendments, these By-Laws may be amended, altered, or repealed by the Board of Directors at any regularly scheduled meeting by a two-thirds majority vote of the Directors present. Board discussion of amendments and actions to amend the By-Laws shall not be conducted in Executive Session.

#### **ARTICLE 10 – Offices and Books**

The principal office of the organization shall be located at the Construction Management Department, Cal Poly State University, San Luis Obispo, CA 93407, or its legal successor. A copy of all records of business, agendas, meeting minutes, transactions, and affairs of the CMAC, including a copy of the current By-Laws and records of membership, shall be maintained at the Construction Management Department under the responsibility of the Executive Director.