

**By-Laws**  
**Dated 6/5/2026**

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

**History and Background**

**HISTORY**

The California Polytechnic State University (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 CMAC at Cal Poly 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.

## **Articles of the Council**

### **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. Founders**

Any individual who was a member of the original Industry Advisory Committee as of May 2014 is considered a Founder. No additional annual membership dues are needed to maintain this membership classification. These individual Founders will serve on the Board of Directors.

#### **Founders**

- Don Adair\*
- Pat Callahan\*
- Mark Davis
- Rod Hammett

- Peter Heald
- Wayne Howerton\*
- Chuck Klunker
- Alan Lurlund\*
- Steve Likins
- Charlie Mallers
- Jeffrey Messana
- Mark Montoya\*
- Karri Novak
- Rick Pomeroy
- Shawn Reed
- Scott Schriefer
- Marcus Staniford

\*Retired

The company where the founding member is employed will receive Founder-level benefits. Founder benefits follow the person and not the company. If the founding member moves to a new company, those benefits will transfer to the new employer. The previous employer will need to join CMAC at another membership level to continue receiving CMAC benefits. Upon the founding member's retirement from the industry, the member can continue to participate in CMAC events and maintain a seat on the board of directors as long as they wish. No additional founding members will be added to CMAC.

Founding members shall receive Priority Level 1 registration for departmental recruitment sessions.

The benefits shall include a seat on the Board of Directors. Founders may host up to two (2) on-campus departmental recruitment sessions per academic year and may participate in up to two (2) Construction Management career fairs (fall and spring semesters) with preferred table placement at the a la carte price for those events. In addition, Founding members will receive the first opportunities to host CMAC events, sponsor CM student club events, and sponsor a CM competition team if an opening becomes available.

## **2. Legacy**

Any individual or corporation with a significant donation history, as reviewed and determined by the CMAC Executive Committee and Construction Management Department Head, is eligible to join the CMAC as a Legacy Member. The decision to grant Legacy Membership will be made based on a comprehensive review conducted by the CMAC Executive Committee and Construction Management Department Head. No additional annual membership dues are needed to maintain this membership classification. Legacy individual members of the CMAC will be offered a seat on the Board of Directors.

Legacy members shall receive Priority Level 1 registration for departmental recruitment sessions.

The benefits shall include up to two (2) designated representatives invited to attend the annual CMAC Spring meeting with one individual representing them with a seat on the Board of Directors. Legacy members may host up to two (2) on-campus departmental recruitment sessions per academic year and may participate in up to two (2) Construction Management career fairs (fall and spring semesters) with preferred table placement at the a la carte price for those events. In addition, Legacy members will receive the first opportunities to host CMAC events, sponsor CM student club events, and sponsor a CM competition team if an opening becomes available.

### **Legacy Members**

- Build Group
- Clark Construction
- Construction Employers Association
- Cupertino Electric Inc.
- De Mattei Construction
- DPR Construction
- Granite Construction
- Hathaway Dinwiddie Construction
- Morley Builders
- Overaa Construction
- Pankow Builders
- The Raymond Group
- SC Builders
- Simpson Strong-Tie
- Webcor
- Whiting-Turner
- XL Construction
- Nick Watry (Individual)

### **3. Mustang**

Mustang Membership shall be available to industry partners at an annually stated contribution amount with a maximum number of member companies admitted per membership year.

Mustang Members shall receive Priority Level 1 registration for departmental recruitment sessions.

These benefits shall include two (2) designated representatives invited to attend the annual CMAC Spring meeting. Mustang Members may host up to two (2) on-campus departmental recruitment sessions per academic year and may participate in up to two (2) Construction Management career fairs (fall and spring semesters) with preferred table placement at no additional cost. In addition, Mustang Members will receive the first

opportunities to host CMAC events, sponsor CM student club events, and sponsor CM competition team if an opening becomes available.

#### **4. Gold**

Gold Membership shall be available to industry partners at an annually stated contribution amount with a maximum number of member companies admitted per membership year.

Gold Members shall receive Priority Level 2 registration for departmental recruitment sessions.

These benefits shall include one (1) designated representative invited to attend the annual CMAC Spring meeting. Gold Members may host up to one (1) on-campus departmental recruitment sessions per academic year and may participate in up to two (2) Construction Management career fairs (Fall and spring semesters) with preferred table placement at no additional cost.

#### **5. Green**

Green Membership shall be available to industry partners at an annually stated contribution amount with a maximum number of member companies admitted per membership year.

Green Members shall receive Priority Level 2 registration for departmental recruitment sessions.

These benefits shall include one (1) designated representative invited to attend the annual CMAC Spring meeting. Green Members may host up to one (1) on-campus departmental recruitment sessions per academic year and may participate in one (1) Construction Management career fair (fall or spring semester) with preferred table placement at no additional cost.

#### **6. Individual**

Individual Membership shall be available to industry partners at an annual contribution level. Recent alumni are eligible to receive up to five (5) years of complimentary membership following graduation, as determined by the Construction Management Department. Individual members are invited to attend the annual CMAC Spring meeting.

#### **7. 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 will be invited to participate in all CMAC activities, committees, and meetings. Emeriti Members are not expected to make any additional membership dues to the Construction Management Department to maintain their membership status.

## **8. Memberships**

The maximum number of available members at each membership level and the dollar amount of that membership level will remain the same from year to year, unless a change is announced prior to annual registration.

In the case of limited available memberships at the Mustang, Gold, or Green levels, the current member will get first right of refusal to continue at that level. If a member chooses not to renew or to change levels, the available membership will be open on a first come first serve registration basis.

If a change to the maximum number of Mustang, Gold or Green memberships or the value of any of the membership dollar amount changes, those updates will be reviewed by the executive committee and released at least one week before the following year's CMAC registration period opens.

## **ARTICLE 3 – Governance**

In general, the Board of Directors maintain a longer-term, strategic focus while providing guidance and support for the CMAC President. CMAC Committee Leadership will have a more tactical focus and assist the President in managing the short-term business of the CMAC. The Board of Directors will be led by the CMAC President and Executive Committee that will act on behalf of CMAC between CMAC meetings in accordance with these bylaws.

### **1. 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 shall be composed of:

- Each Founding member,
- one representative of each Legacy member,
- four (4) elected members who are part of a Mustang, Gold, Green, or Individual membership,
- the executive committee as outlined in Article 3,
- the chairs and co-chairs of the seven (7) CMAC committees as outlined in Article 4.

Founding Member Directors will serve in perpetuity. Legacy Directors shall serve a renewable two-year term with no term limits. The 4 elected members will serve 2-year terms with a 4-year term limit. The elected terms will be arranged so that two of the seats are up for election each year.

Elected directors are elected by members of the CMAC by majority vote of those members voting.

Elected directors shall serve renewable two-year terms with a term limit of four years. After serving 4 years (2 consecutive 2-year terms) a member must wait 2 years before being eligible to run for election to serve another repeatable 2-year term as a Director.

Any elected member of the board that does not actively participate in board activities and misses two consecutive meetings during their term will not be eligible for a second term.

The responsibility of the Board of Directors is to vote on changes to the By-laws.

## **2. Committee Leadership**

The committee chairs and co-chairs shall lead a committee and will serve a repeatable 2-year term with no term limit. Committee chairs and co-chairs will be elected by their committee membership and reported to the Executive Committee. Committee chairs and co-chairs will serve on the Board of Directors.

The roles of the committee leadership are as follows:

- a. Vote on key Council business as indicated by the President
- b. Responsible for oversight of Committees, including developing annual goals and report-out to CMAC at bi-annual meetings
- c. Identify a leadership succession plan to ensure continuity in committee goals and deliverables
- d. Maintain a committee of at least five members and encourage continued participation
- e. Coordinate with the committee's designated Cal Poly Faculty member to help facilitate committee meetings and conduct committee business.

### CMAC Committees

Alumni Engagement and Membership

Community Outreach  
Construction Technologies in Education Committee (CTEC)  
Curriculum and Programs  
Development and Facilities  
Interdisciplinary  
Specialty Contractors

### **3. Executive Committee**

The members of the Executive Committee will consist of the officers of the CMAC including the CMAC President, CMAC Vice President, CMAC Secretary, and Immediate Past CMAC President. The CM Department Head will serve as Executive Director of CMAC. The Director of the California Center for Construction Education (CCCE) and the Program Manager of the CCCE will facilitate the Executive Committee. Any past president of the CMAC can attend the executive committee meetings as a non-voting advisory member. The Executive Committee will meet regularly throughout the year at the discretion of the president.

### **4. Officers**

The officers of the CMAC, shall be elected from members of the Board of Directors to form the Executive Committee. Each officer can be voted in by the majority vote of CMAC and serve a two-year term.

At the Executive Committee and Board of Directors discretion, 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). The officers of the CMAC are members of the Board of Directors.

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 a President to serve for a 2-year term.
- c. **Secretary.** The Secretary shall be responsible – with the support of Executive Director, the Executive Secretary, and other 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 a new Vice President to serve for a 2-year term.

- d. **Immediate Past President.** The Immediate 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. Any Past President of the CMAC may assist in this role and in an advisory capacity to the President and Executive Committee.
- e. **Executive Director.** The Construction Management Department Head or the Head's designee shall serve as CMAC Executive Director and shall conduct the day-to-day business of the CMAC under the direction of the President. The Executive Director or designee shall ensure 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. The Construction Management Department Head serves as an ex-officio member of the CMAC, Board, and Executive Committee, and does not have term limits.

**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. The officer elected to fill the vacancy will serve the unexpired portion of the vacant officer's term.

#### **ARTICLE 4 – Committees**

Much of the work and leadership development of the CMAC will take place in the standing eight committees. Each committee shall have a minimum of five members and the Chair and Co-Chair(s). 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 3. The Executive Committee shall meet monthly 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, Committee Leadership, 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.

2. **Curriculum & Programs:** This committee shall elect its own Committee Chair and Co-Chair, report the name to 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 Board 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.
  - e. Promote, plan, and conduct related events and programs that align with the mission and goals of CMAC
  
3. **Interdisciplinary:** This committee shall elect its own Committee Chair and Co-Chair, report the name to 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 Board strategies and initiatives which may be considered for implementation
  - d. Promote, plan, and conduct related events and programs that align with the mission and goals of CMAC
  
4. **Specialty Contractors:** This committee shall elect its own Committee Chair and Co-Chair, report the name to 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 Board ways in which specialty contractor trades and business can gain further exposure within the Department
  - d. Promote, plan, and conduct related events and programs that align with the mission and goals of CMAC
  
5. **Construction Technologies in Education Committee (CTEC):** This committee shall elect its own Committee Chair and Co-Chair, report the name to the CMAC Secretary, and will:
  - 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.

- d. Promote, plan, and conduct related events and programs that align with the mission and goals of CMAC
6. **Development and Facilities:** This committee shall elect its own Committee Chair and Co-Chair, report the name to the CMAC Secretary, and will:
- 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.
  - d. Promote, plan, and conduct related events and programs that align with the mission and goals of CMAC.
7. **Community and Outreach:** This committee shall elect its own Committee Chair and Co-Chair, report the name to the CMAC Secretary, and will 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 Board and the Department
  - d. Promote, plan, and conduct related events and programs that align with the mission and goals of CMAC
8. **Alumni Engagement & Membership Growth:** This committee shall elect its own Committee Chair and Co-Chair, report the name to the CMAC Secretary, and will:
- a. Advertise and promote membership in the CMAC among interested and eligible entities and individuals
  - b. Report to the Board on such actions needed to promote the goals related to alumni engagement and membership growth
  - c. 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.
  - d. Promote, plan, and conduct related events and programs that align with the mission and goals of CMAC

## **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 informal regional meetings of the CMAC at least annually 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, once during a leadership meeting in the Fall, and once in conjunction with the annual CMAC membership meeting during which officers will be elected as needed for terms starting during the following fiscal year with a location determined by the Executive Committee in the vicinity of San Luis Obispo, CA. All Board meetings shall be advertised to all members of the CMAC at least 30 days in advance.

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) in coordination with 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 the 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 CCCE Program Manager will serve as the Executive Secretary and report to the Director of the CCCE who in turn reports to the Construction Management Department Head. The Director of the CCCE will serve as the Executive Director's designee as budget officer for the Board and serve as an ex-officio member of the CMAC, Board of Directors, and Executive Committee.

## **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 known as Cal Poly Partners 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 Cal Poly Partners.

Disbursements from the CMAC accounts may be made by the Executive Director of the CMAC or designee 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 or designee 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.