

# NATIONAL ASSOCIATION FOR COURT MANAGEMENT



## **R**esponsibilities, **O**perations **A**nd **P**rocedures **M**anual

July 15, 2011

## FOREWORD

The purpose of this Manual is to assist the Officers, Directors and Committee Chairpersons in fulfilling organizational goals, duties and assignments. It also endeavors to outline the organizational structure and procedures in order to establish uniform standards, policies and procedures.

It is suggested that, at the first Board meeting following the election of Officers and Directors, this manual be reviewed to assure that all activities and functions have been agreed upon and allocated to an appropriate person. It is further suggested that, to maintain this manual as a viable tool, all revisions to the original manual be documented and that the manual be updated and reissued to reflect all changes. This will provide the organization with current operating procedures, which will be as valuable to the organization as its Articles of Incorporation and Bylaws.

**The appendices of the manual shall be kept updated  
as policies and forms are updated by the Board.**

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# NATIONAL ASSOCIATION FOR COURT MANAGEMENT

## BACKGROUND

The National Association for Court Management (NACM) was founded in August, 1985 in Fort Worth, Texas, as a result of the consolidation of the National Association of Trial Court Administrators (NATCA) and the National Association for Court Administration (NACA). To preserve the history of the eventual founding of NACM, the following information is provided.

The National Association for Trial Court Administrators (NATCA) was founded in 1965 in Los Angeles, California, and was subsequently registered as a corporation in Denver, Colorado. Six Trial Court Administrators identified the need for a national organization concerned with the administration of justice at the trial court level, and these six charter members were the nucleus around which NATCA was established. The first annual conference of NATCA was held in Phoenix, Arizona in April, 1966 with a total of twenty court administrators in attendance.

The National Association for Court Administration (NACA) was founded in 1967 in Chicago, Illinois, after attendance by several members of an American Bar Association Traffic Court Program sponsored by Jim Economos. The Association was dedicated to promote efficient management techniques in the Courts of Limited Jurisdiction. Later, membership was opened to managers from all levels of the courts. NACA was incorporated in San Diego, California. The 95 Charter Members held their First Annual Conference in New Orleans, Louisiana in 1968.

The wheels were put in motion to consolidate the two organizations at the annual conference in 1983 in Reno, Nevada, when the two groups voted to establish a Merger Commission to work out the details of consolidating. Representatives of both Associations worked diligently and held several meetings before the final plan was presented and the final vote in favor of combining the two groups was cast in August, 1984 in Boston, Massachusetts.

The two groups officially became known as the **National Association for Court Management (NACM)** in August 1985. The first conference was held in Las Vegas, Nevada.

# NATIONAL ASSOCIATION FOR COURT MANAGEMENT ORGANIZATION AND PURPOSE

## Mission, Vision and Goals

### Mission Statement

The mission of the National Association for Court Management is to develop proficient Court Managers with leadership skills and a commitment to excellence, to support the independence and interdependence of the judiciary with other branches of government, to provide efficient and customer-oriented justice, and to promote partner-based research.

### Vision Statement

The National Association for Court Management will continue to be a global leader in the achievement of an independent, interdependent, accessible and forward-looking Judicial Branch that is committed to excellence. NACM will provide outstanding service to its members through quality professional development, relevant publications, collegial fellowship and opportunities to participate in the organization. The core values of integrity, diversity, visionary leadership, innovation and collaboration will be reflected throughout NACM.

### Goals

- ❖ Goal 1: Develop and improve leadership in all courts through professional development opportunities
- ❖ Goal 2: Promote the interdependence of court executive teams to achieve independence and public accountability of courts
- ❖ Goal 3: Recognize the diversity of NACM's membership and encourage fellowship, networking, and a sense of unity through participation in the NACM board and other governance activities
- ❖ Goal 4: Increase public trust and confidence while enhancing access to courts through community education and interaction
- ❖ Goal 5: Enhance and improve NACM communications media and related activities
- ❖ Goal 6: Enhance NACM's organizational vitality through a continuing review process and a focus on the future of the courts.

## 1.0 - Membership Classifications and Discounts

There shall be the following classifications of membership:

- 1.1 **Regular Member** - Any person who works in a court or government setting; e.g., serving as clerk of court, court administrator or in any court management, court education, court research or judicial officer capacity may become a Regular member upon the payment of dues. Regular members may vote, hold office, and serve on committees.
- 1.2 **Associate Member** - Any consultant or vendor or other person that is interested in the improvement of the administration of justice may become an Associate member upon the payment of dues. Associate members may not vote or hold office, but may serve on committees.
- 1.3 **Student Member** - Any new member enrolled full time or part-time in a degree program in the fields of court administration, business administration, public administration, law, criminal justice, or other related fields may become a Student member upon the payment of dues. Once an individual joins the Association as a Student member, Student member status may continue as long as proof of enrollment is provided annually. Student members may not vote or hold office, but may serve on committees.
- 1.4 **Honorary Member** - Any person in the field of court administration whom the organization wishes to recognize for outstanding achievements may become a member in this class. A person becomes an Honorary member after nomination by a Regular member and a majority vote of the Board. Payment of dues shall not be required. Honorary members may not hold office, but may vote and serve on committees.
- 1.5 **Retired Member** - Upon retirement from the judicial system, any Regular member in good standing is eligible for this class of membership upon the payment of dues. Retired members may not hold office, but may vote and serve on committees.
- 1.6 **Sustaining Member** - Any person, or persons, firm, or corporation interested in furthering the goals of this organization is eligible for this class of membership. Sustaining members may not vote or hold office, but may serve on committees.
- 1.7 **Membership Discounts** – The NACM Board has approved membership discounts for all regular members meeting the following criteria:
  - A \$15 discount for new members;
  - A \$10 discount if a member renews his or her membership online;
  - A multi-year payment discount of \$15 per year of payment;
  - A discount for members who are both members of NACM and a state/regional association (subject to negotiation with state/regional association).

Discounts are cumulative where appropriate.

## 2.0 - Organizational Structure of NACM

(See Appendix O - Organizational Chart )

### 2.1 - Officers

The officers of this Association are: President, President Elect, Vice President, Secretary/Treasurer and Immediate Past President.

## **2.2 - Directors**

The Directors shall consist of ten (10) Regular members as defined in the Bylaws. (Article VI, Section 1).

The ten Regular members are to be elected by the members at the annual business meeting, to serve staggered three-year terms, with one Director from each of the following categories:

- **Urban Court**
- **Rural Court**
- **Clerk of Court**
- **Limited Jurisdiction Court**
- **General Jurisdiction Court**
- **At Large No. 1**
- **Large Court**
- **Small Court**
- **At Large No. 2**
- **Judge**

## **2.3 - Board**

The Officers and Directors shall constitute the Board.

## **2.4 - Association Services**

The National Center for State Courts (NCSC) shall provide services for the Association. Specific services provided include assigning staff individuals to the Board who will, at the direction of the President, prepare agendas, coordinate meeting preparations, evaluate site locations and facilities, prepare financial reports, and guide the preparation of concept, position, and policy papers and documents. (See Appendix A - Association Services-NACM and NCSC Agreement)

## **2.5 - Committees**

In addition to the standing committees as defined by the Bylaws, the President may establish other committees deemed advisable for the efficient and effective operation of the Association. (See Appendix B - Bylaws)

## **3.0 – Conferences and Meetings of the Association**

### **3.1 - Conferences**

The Association shall hold two conference meetings annually.

An annual conference shall be held during the summer, usually in July or August. The site locations shall rotate across the country according to the four groups on the Rotation Chart (See Appendix G - Guidelines Midyear and Annual Conferences).

A midyear conference may be held during the winter/spring, usually in February or March.

The Association shall waive the conference registration fee and provide a sleeping room at NACM's expense at the midyear and annual conferences for all Officers and Directors.

### **3.2 - Board Meetings**

The Board shall hold at a minimum four regularly scheduled in-person meetings in each conference year (the conference year beginning in July and ending in June of the following year): A fall meeting will be held at the site of the following year's annual conference; one meeting immediately prior to the midyear conference of members, and two meetings, one immediately prior to, and one immediately following, the annual conference of members, without notice.

In addition to the four regular in-person meetings set forth in Article IV, Section 3, subparagraph a, the Board shall also hold a minimum of three regularly scheduled conference call meetings in each conference year. These are usually scheduled in September, January, and May; the schedule of the conference calls is at the discretion of the President.

Board members attending midyear Board or special meetings called by the President shall be reimbursed pursuant to the Travel Reimbursement Policy established by the Board. Officers attending the annual conference board meeting shall be reimbursed pursuant to the Travel Reimbursement Policy established by the Board. (See Appendix T - Travel Reimbursement Policy)

Directors are not reimbursed by the Association for attendance at the Annual Board Meetings conducted during the annual conference, except that the conference registration fee shall be waived.

All Board meeting minutes will be posted on the NACM website as soon as practical after approval.

### **3.3 - NACM Business Meetings**

The Association shall hold an annual business meeting at the annual conference.

Special meetings of members may be called by the President with the approval of the Board or written demand by a majority of NACM members eligible to vote. Written notice stating the place, day and hour of any meeting of members and, in case of a special meeting, the purpose or purposes for which it is called, shall be mailed to each member not less than thirty (30) and not more than fifty (50) days in advance of such meeting. (See Bylaws Article III, Sections 3 & 4).

## **4.0 - Roles and Duties**

### **4.1 - Officers**

All officers shall be elected at the annual business meeting of members. They must be Regular members of the Association. Their terms of office shall be one year, commencing at the close of the annual meeting at which they are elected and ending at the close of the following annual meeting

Officers are members of the Speakers Bureau for NACM. The President may request any officer to attend a speaking engagement to promote NACM. Funding for such travel may be available from NACM upon the approval of the President. "Outline of a Standard NACM Speech" is found in Appendix S – Speech Outline.

The Officers of NACM also have three other important functions and responsibilities:

1. Collectively, in cases of emergency and/or routine matters, they can and do function in place of the Board. Any such action shall be reported at the next Board meeting.

2. Each Officer has the responsibility of providing direction, assistance and training, if necessary, to the Officer who follows him/her.
3. Each officer shall provide support to the President and perform such duties as may be assigned to him/her by the President.

#### **4.1.1 - President**

##### **Role Description:**

The President is the Executive Officer of the Association. It is the President's responsibility to provide leadership; to exercise general supervision over Association affairs in accordance with the Articles of Incorporation, the Bylaws, the NACM Strategic Plan and this Responsibilities, Operations and Procedures Manual; and to maintain liaison and coordination with the Association Services. (See Appendices A – Articles of Incorporation, B - Bylaws and S – Strategic Plan.)

##### **Duties:**

1. Preside at regular and special meetings of the Association.
2. Preside at Board meetings.
3. Prepare agenda for regular and any special meetings.
4. Create special committees as the need arises and appoint Committee Chairpersons and regular committee members; assist with special committee reports and obtain any necessary action by committees and/or Board.
5. Maintain close contact with all Officers, Directors, and Committee Chairpersons; and keep all of the foregoing advised of Association activities and policies.
6. Appoint NACM members to Advisory Boards, Steering Committees, and other Boards receiving such requests.
7. Attend meetings of other National Organizations to represent the interests of NACM and report to Board of liaison activities. The responsibility of attending meetings may be delegated to other officers or members at the discretion of the President.
8. Consult with conference chairperson in advance of the annual Conference regarding agenda and meeting arrangements.
9. Contact the NCSC for legislative information that could affect court management and bring such matters to the attention of the Board for appropriate action and policy decisions.
10. Prepare a status report prior to Board meetings advising all Officers and Directors of association activities. In addition, the President prepares a report of activities during the term which will be forwarded to the newly-elected President.
11. In coordination with NCSC Government Relations Office staff, draft testimony and memoranda on subjects of interest to NACM as needed, and testify or communicate with Congressional committees and Federal executive branch agencies.
12. Arrange for periodic meetings of NACM leaders with key funding agency officials (e.g., directors of SJI, NIJ, BJA, BJS) and with key legislators and legislative committee staff persons working on relevant legislation.

13. Ensure that NACM policy positions are communicated to relevant judicial branch organizations (e.g., NCSC, AJS, CCJ, COSCA).
14. Determine appropriate distribution of The *Court Manager* to key judicial branch leaders and other policy makers whose actions may affect court administration.
15. Continuously enhance NACM involvement in development of NCSC research, technical assistance, and educational programs and projects, and in project implementation including participation in advisory committees and as faculty for NCSC/ICM educational programs.
16. Maintain NACM's role in shaping policies and directions of the Institute for Court Management, including continued representation of NACM Board members on ICM Advisory Council.
17. Monitor progress toward achieving the goals and objectives of the Strategic Plan, conduct a limited update of the Strategic Plan at periodic intervals (e.g., 3 years), and submit a report and recommendations to the Board and membership.
18. The President may approve any non-budget item expense up to \$1,000.00 per item, up to \$3,000.00 total for the year.
19. Each year, NACM shall designate a set amount of funds in the annual budget, which will be designated as presidential Discretionary Funds. The guidelines for the use of these funds are:
  - A. Funds must be used for official NACM related expenses and not for personal or other uses;
  - B. Expenditures should be for purposes of advancing NACM's mission through public relations and good will;
  - C. Funds used in this category are for incidental and minor purchases and should be used conservatively; and
  - D. The President, or at the President's discretion the NCSC Association Services, shall maintain a record of such expenditures during the term of office, which shall be maintained with NACM's financial records.

Prohibition of Use:

- 1) Travel expenses for any person(s) not covered in the above section.
- 2) Purchase of food and/or alcohol except as outlined above.
- 3) Personal expenses that are not in accordance with or authorized by NACM policy.
- 4) Any use that is deemed or could be perceived as personal in nature.

#### **4.1.2 - President Elect**

##### **Role Description:**

It shall be the duty of the President Elect to assist the President in the discharge of the President's duties and, in the President's absence, to assume the full responsibilities of that office.

**Duties:**

1. Evaluate and maintain the professional standards of NACM.
2. As requested by the President, serve as liaison representative to other national organizations.
3. Perform specific duties, preferably in areas in which the President Elect has not been active before, in order to obtain experience which will be beneficial in the future as President.
4. Serve as Chairperson of the Conference Development Committee, including overseeing the Annual and Midyear Conference planning.
5. Secure the plaque (or gift) for the outgoing President at NACM's expense.
6. With the majority vote of the Officers may approve non-budget items up to \$1,000.00. The Board must approve any non-budget item over \$1,000.00.
7. Participate in Officer and Board conference calls as designated by the President.
8. Attend all Board meetings as determined by the President.
9. Attend the annual and midyear conferences and serve as host and/or reporter to sessions as requested by the Conference Development Committee.

**4.1.3 - Vice President****Role Description:**

It shall be the duty of the Vice President to assist the President Elect in the discharge of the President Elect's duties; and in the absence of the President Elect, to assume his/her full responsibilities and duties, as well as those pertaining to the office of President, should the need arise.

**Duties:**

1. At the request of the President, serve as liaison representative to other national organizations.
2. At the request of the President, serve on standing or ad hoc committees of the Association.
3. With the majority vote of the Officers may approve non-budget items up to \$1,000.00. The Board must approve any non-budget item over \$1,000.00.
4. Serve as ex-officio member of the FACT Steering Committee.
5. Serve as Chairperson of the State Association Subcommittee of the Membership Committee.
6. Serve as Chairperson of the Finance Committee.
7. Conduct the Leadership Seminar for state association leaders at the Annual Conference.

8. Participate in Officer and Board conference calls as designated by the President.
9. Attend all Board meetings as determined by the President.
10. Attend the annual and midyear conferences and serve as host and/or reporter to sessions as requested by the Conference Development Committee.

#### **4.1.4 - Secretary/Treasurer**

##### **Role Description:**

The Secretary/Treasurer is the corresponding and recording officer of the Association and is also responsible for assuring the accuracy of all financial matters. The Secretary/Treasurer has an important record-keeping responsibility and acts as a liaison between the organization and Association Services, to whom many of the Secretary/Treasurer's functions may be delegated.

##### **Duties:**

1. Make a record of the proceedings of the Association's annual meeting.
2. Take minutes at all meetings of the Board and distribute them to all Board members and to Association Services as soon as practicable.
3. Advise the President of all official correspondence, and prepare and send all correspondence on behalf of the Association when directed by the President or Board.
4. Ensure that corporate reports required by state and federal statute are prepared and filed.
5. Ensure that annual operating budgets are prepared as part of the required financial reports. These budgets should be developed to support and advance the association's goals and objectives.
6. Ensure that an accurate record of membership of the Association is kept, and that membership certificates are furnished to new members of the Association upon receipt and payment of dues.
7. Ensure that the NACM trademark is renewed with the U.S. Patent & Trademark Office between August 21, 2012 and August 21, 2013 by filing an affidavit demonstrating continued use of the mark in interstate commerce. Ensure that the NACM trademark is renewed by application between August 21, 2016 and August 21, 2017. (Appendix T - Trademark.)
8. Review all financial reports prepared by Association Services and report any discrepancies to the President.
9. Ascertain that all funds of the Association are deposited in the name of the Association in a bank designated by the Board.
10. Provide a financial report at the annual meeting showing all monies on hand at the beginning of the new term, monies received and expended, from whom and for what, during the past term. This function may be delegated to Association Services. The Secretary/Treasurer shall make the oral report to the membership at the annual meeting.
11. Maintain and oversee the NACM Financial Plan (see Appendix F - Financial Plan)

12. With the majority vote of the Officers may approve non-budget items up to \$1,000.00. The Board must approve any non-budget item over \$1,000.00.
13. Maintain a file of all materials, committee reports and publications of the Association. The original of the Association's minutes shall be retained as a permanent record by NCSC.
14. Assist the President and other officers of the Association in the discharge of their duties.
15. Participate in Officer and Board conference calls as designated by the President.
16. Attend all Board meetings as determined by the President
17. Attend the annual and midyear conferences and serve as host and/or reporter to sessions as requested by the Conference Development Committee.
18. Serve as an ex-officio member of the FACT Steering Committee.
19. Serve as the Vice Chairperson of the Finance Committee.

Pursuant to the Bylaws of the Association, activities 3, 4, 5, 6 and 7 may be delegated to Association Services; however, it is the responsibility of the Secretary/Treasurer to serve as liaison with Association Services to ensure that all delegated functions are, in fact, being performed by Association Services at a level acceptable to the Association.

#### **4.1.5 - Immediate Past President**

##### **Role Description:**

It shall be the duty of the Immediate Past President to assist the President during the transition period and to serve as advisor throughout the term of the President.

##### **Duties:**

1. Serve as Chairperson of the Past Presidents Committee and hold meetings as deemed necessary.
2. Serve as Chairperson of the Nominations Committee, which shall be comprised of the Immediate Past President and four members eligible to vote. Provide the President with recommendations for the members of the committee, who shall be appointed by the President. Report to the Board as required; notify members of the Association of positions to be filled on the Board; make Declaration of Candidacy forms available to the members; collect declarations; meet with committee members; conduct interviews of eligible candidates and announce the slate of nominees and officers to the membership at the Annual Conference.
3. With the majority vote of the Officers may approve non-budget items up to \$1,000.00. The Board must approve any non-budget item over \$1,000.00
4. Participate in Officer and Board conference calls as designated by the President.
5. Attend all Board meetings as determined by the President.
6. Attend the annual and midyear conferences and serve as host and/or reporter to session as requested by the Conference Development Committee.

7. Serve as the Chairperson of the Conference Site Selection Subcommittee, which includes site visits to geographic locations following the criteria in Appendix G – Guidelines Midyear and Annual Conferences of the Responsibilities, Operations and Procedures Manual. In addition, the Immediate Past President will initiate contact with local associations to solicit and establish ground support for upcoming conferences.
8. Serve as the Association Historian in the year following service as Immediate Past President.

## **4.2 - Directors**

### **Role Description:**

Directors are recommended by the Nominations Committee, as described in Article VIII of the Bylaws, and are elected by the membership at the annual business meeting of the Association. The term of Director is for a period of three years.

### **Duties:**

1. Represent membership interest in the conduct of the affairs of the organization.
2. Attend meetings of the Board.
3. Consult and act with other Directors and Officers in the administration of the Association, under the direction of the President.
4. Serve as chairperson of a committee as appointed by the President.
5. Report the plans and activities of the committee, assign chairpersons for subcommittees and obtain board approval of projects.
6. Undertake any special work assigned by the President or the Board.
7. Actively participate in the recruitment of new members as directed by the Membership Committee Chairperson.
8. Serve on committees and work toward the growth of the Association as defined in the NACM Strategic Plan.
9. Serve as members of the Speakers Bureau for NACM. The President may request any Director to attend a speaking engagement to promote NACM. Funding for such travel may be available from NACM upon the approval of the President. (See Appendix S – Speech Outline).

## **4.3 - Board**

### **Role Description:**

The Officers and Directors shall constitute the Board. The Board shall supervise the affairs of the Association and shall take measures for its growth and to carry out its purposes. The Board shall transact all business of the Association between annual meetings and shall report thereon at the annual business meeting of members.

### **Duties:**

1. Develop and maintain a NACM national agenda, listing priorities for national actions to improve the administration of justice. Draft and adopt resolutions stating NACM's position on national issues.
2. Select facilities for the conferences and meetings that are conducive to networking and development of cohesion among members.
3. Conduct a leadership conference for state leaders prior to the annual conference; seek to improve its effectiveness as a vehicle for national leadership development.
4. Encourage members to participate in NACM committees.
5. Provide committee chairs with guidance on the role of committees in NACM.
6. Encourage greater ethnic, racial and gender diversity in NACM.
7. Develop and maintain a capacity to obtain external funding for high priority activities.
8. Attend the annual and midyear conferences and serve as host and/or reporter to sessions as requested by the Conference Development Committee.

## **5.0 - Association Services**

Pursuant to Article VII of the Bylaws, some duties of the Secretary/Treasurer may be delegated to Association Services. The National Center for State Courts (NCSC) shall provide association services, and it shall be the primary staff resource to the Board. Compensation for services from the NCSC will be set by agreement between the NACM Board and the NCSC President. The NCSC's status for performing the services described is as an independent contractor. (Appendix A – Association Services)

## **6.0 - NACM Committees Roles and Duties**

### **Role Description:**

Committees foster the spirit of cooperation; provide a pool of ability, experience and judgment; furnish a clearinghouse for common problems; broaden the viewpoint of members; and develop new leadership.

### **6.1 - Duties of the Committee Chairpersons:**

1. In consultation with President, appoint committee members and subcommittee chairpersons to complete the tasks given to the committee. To give members the opportunity to volunteer for a committee, each member shall be given a Committee Service Form. (See Appendix C – Committee Service) Association Services will provide the Chairperson with a list of volunteers.
2. Execute work leading to the accomplishment of the purpose of the committee.
3. Prepare reports to the President and the Board on committee activity and progress toward goals.
4. Submit to the President a "NACM Committee Report" including all the volunteer members by the deadlines designated on the form. (See Appendix C – Committee Report Quarterly) The final year-end report that will appear in the Conference Manual should have the format shown in Appendix C – Committee Report Annual.

5. Annually review the Responsibilities, Operations and Procedures Manual and provide to the Planning Committee Chairperson any required revisions.
6. Annually review the NACM Strategic Plan and provide the Planning Committee Chairperson with any required revisions including information concerning completed objectives, changes in priorities and completion dates for current and future projects.
7. Annually review the NACM Committee Service Form and provide any changes to the Planning Committee.

## **6.2 - Standards for Setting Up and Managing Committees:**

1. All committees should have enough members for adequate representation, but not so many as to become unwieldy.
2. The individuals selected for membership should be among those most directly concerned with the purpose of the committee.
3. Committee work must be planned and prior notice of the goals should be provided so that members can study the problems in advance and be prepared to offer solutions and fulfill committee goals.
4. Committee members will be notified of their appointment to the committee and also recognized for their service in the annual conference report.
5. All outgoing committee chairpersons and officers shall gather all relevant materials and turn them over to the new Committee Chairperson or Officer, upon that person's appointment.
6. The President should be copied on all correspondence sent to Committee members, members of the Board and Officers, and any other correspondence pertinent to NACM committee projects.
7. At the NACM annual conference special recognition may be given to committee members who have helped the committee fulfill its objectives by providing creative ideas, extra time (beyond the call of duty), or superior results beyond required expectations. Each person deserving of such an honor must be nominated by a Committee Chairperson using a form (see Appendix O – Outstanding Contribution by a Committee Member Nomination) that documents the contribution. Recipients will receive a certificate of appreciation along with a lady justice pin and will be recognized at the awards ceremony at the conference.

## **6.3 - Committee/Structure**

(See Appendix C – Committee Listing for a complete list of all committees)

As described in Article VIII of the Bylaws, there will be three types of committees. The types are Permanent Committees, Standing Committees, and Special or Ad Hoc Committees. The following are:

### **Permanent Committees**

Executive Committee  
Nominations Committee  
Planning Committee (including Bylaws Subcommittee)

## **Standing Committees**

Conference Development Committee  
Membership Committee (including State Association Subcommittee)  
Past Presidents Committee  
Publications Committee  
Website Committee  
Ethics Committee  
Finance Committee

## **Special/Ad Hoc Committees**

Forum for the Advancement of Court Technology (FACT)  
Early Career Professionals (ECP)  
COSCA/NACM Joint Technology Committee (JTC)  
AIA Partnership

It is a good practice to appoint a Chair and Co Chair or Vice Chair to ensure continuity in leadership.

### **6.3.1 - Permanent Committees**

Permanent committees are established as stated in Article VIII of the Bylaws and are necessary for the continued operation of the organization.

#### **6.3.1.1 - Executive Committee**

The Executive Committee shall be composed of the NACM Officers. This committee can be delegated to act for the Board between meetings of the Board.

While the President has the authority to appoint special or ad hoc committees, the Executive Committee may be consulted in the formation of Special or Ad Hoc Committees and to determine their purpose.

#### **6.3.1.2 - Nominations Committee**

The Nominations Committee is chaired by the Immediate Past President and shall consist of the chair and four members eligible to vote appointed by the President. (See Appendix B - Bylaws.)

#### **Responsibilities and Role of the Nominations Committee:**

The Nominations Committee is responsible for presenting nominations for officers and directors of the Association at the annual meeting.

#### **Procedures:**

1. While the final work of this committee does not take place until the annual conference, it is very important that the committee have some preliminary correspondence to develop awareness and interest for a preliminary slate. The committee should meet as early as possible prior to the start of the annual conference. In selecting candidates, consideration should be given to all active members for likely candidates for office and the committee should encourage any and all qualified candidates to fill out a "Declaration of Candidacy" form.

2. To solicit interest from among the membership, a “Declaration of Candidacy” form will be on the web page and available to each member entitled to vote and hold office to determine their interest in having their name placed on the nominating slate. The notice should explain Board meeting attendance requirements. (See Appendix D – Declaration of Candidacy)
3. The candidate’s interest, qualifications and ability to attend Board meetings will be given consideration. Qualifications include but are not limited to: years employed in a position as a court leader; years a member of NACM; how active on committees, other activities and projects while a member of NACM; specific criteria based on the position they have applied for on the Board, i.e., Rural Director, Clerk of Court Director, etc.
4. At least one but preferably two announcements in the *Court Manager* and *Court Express* should be made announcing the specific openings on the Board, open Officer positions and the criteria (years employed in a position as a court leader; years as a member of NACM; how active on committees and projects while a member of NACM; specific criteria based on the position they have applied for on the Board), that the Nominating Committee will be using to select the slate. The same announcement should be on the web page along with the “Declaration of Candidacy” form.
5. Candidates are required to complete the “Declaration of Candidacy” form and to submit the “Declaration of Candidacy” form, along with a resume postmarked by the required date in order to be considered as an active candidate by the Committee. Members of the committee should be assigned to contact prospective nominees in order to ensure their acceptance.
6. The full slate of nominees shall be formally presented at the first business session at the annual conference by the Nominations Committee chairperson. (See Appendix B - Bylaws) In addition to the formal announcement from the podium, a written announcement will be posted and available for the membership.  
  
Should the Nominations Committee be unable to complete their responsibility of presenting a “full” slate of candidates, the membership should be so notified at the first business session at the annual conference and nominations may be made from the floor, in accordance with Roberts’ Rules of Order.
7. In accordance with the Bylaws, the nomination slate shall automatically contain the name of the President Elect as recommended for President.
8. Additional nominations may be made from the floor, in accordance with Robert’s Rules of Order. (See Appendix C – Contested Elections Procedure)

### **6.3.1.3 - Planning Committee**

The NACM president will appoint a chairperson of this committee and its other regular committee members. The committee chairperson will appoint other committee members and subcommittee chairpersons who will work toward the fulfillment of committee goals.

#### **Responsibilities and Role:**

1. Maintain and update the NACM Strategic Plan, which defines overall goals and objectives.

2. Review, edit, update and recommend adoption of the NACM Responsibilities, Operations and Procedures Manual to keep it consistent with the goals and objectives of the organization.
3. Should the need arise, seek and receive grant funds from governmental, private nonprofit, and corporate organizations; undertake, either solely or with other organizations, research and pilot projects aimed at improving court management and the administration of justice; and work with the Board, the Secretary/Treasurer and NCSC in determining the financial needs of the Association and develop methods to meet these needs.
4. Appoint a Bylaws committee, with the approval of the Planning Chairperson, to prepare and present changes in the Bylaws to ensure that related descriptive materials are consistent with the organization's purpose as set forth in the NACM Strategic Plan. (See Appendix S - Strategic Plan).
5. Maintain and update the NACM National Agenda, as needed. (See Appendix N – National Agenda).
6. Review applications for the Conference Scholarship and make recommendations to the Board for their approval.

### **6.3.2 - Standing Committees**

The standing committees of the Association are those which are designed to provide an enduring service to enable the purpose of the organization. Each of these committees shall be reviewed every three years to determine whether its purpose(s) are consistent with the Strategic Plan. The work of the committee(s) shall be reviewed to determine whether the committee(s) should continue. The Board may create or eliminate a standing committee at any time and need not wait for the next formal review. Specific standing committees shall not be mandated by the Bylaws.

#### **6.3.2.1 - Conference Development Committee**

The Chairperson is the NACM President Elect for the current year. The committee chairperson will appoint other committee members and subcommittee chairpersons who will work toward the fulfillment of committee goals.

#### **Responsibilities and Role:**

1. The Chairperson in conjunction with the committee members and any contracted consultant(s) shall inform the Board of high level continuing education programs for future conferences and supporting materials focused upon developing the knowledge, skills, and abilities of NACM members and others interested in the administration of justice, as follows:
  - a. Review evaluations of all education programs and periodically assess training interests and needs of the NACM membership.
  - b. Identify annual topic areas in which there should be progressive year-to-year program sessions.
  - c. Fully integrate the NACM Core Competency Curriculum Guidelines within its educational program.

- d. Submit suggestions to the Committee Chair concerning educational subject matter content for the future conference(s) including: 1) the program content, 2) selection of speakers, and 3) evaluation of the program.
  - e. Establish a minimum number of training hours for the conference(s).
2. Plan and conduct the midyear and annual conference(s) (See Appendix G – Guidelines Midyear and Annual Conferences)
- A. Site Selection
 

The membership of the Site Selection Subcommittee will be the Immediate Past President and representatives from Association Services and Conference Services.

    - 1) Gather and review all materials for potential sites for future annual and midyear conferences to determine whether they meet the criteria necessary for the conference. (Appendix G, Guidelines and RFP, respectively)
    - 2) Visit those sites and facilities which most closely meet criteria.
    - 3) Contact and review the level of support which may be available from local associations. (Appendix G - Guidelines)
    - 4) Recommend to the Board those sites and facilities which are most likely to result in a successful conference.
  - B. Social Program – The Chair will designate a committee member to be responsible for the social activities at the conference
  - C. Vendor Exhibition – The President will designate an individual to coordinate all activities related to the vendor exhibition.
  - D. Oversee educational program
  - E. Oversee the conference(s) budget
  - F. Welcome new members to the Annual Conference and provide special activities for first time attendees.
  - G. Present resolutions acknowledging individuals to be given special recognition at the annual conference. (See Appendix R – Resolution Format)
3. Assist the Vice President in the development of the annual Leadership Conference for state association leaders.
4. Perform other duties as directed by the President.
5. Update list of working groups or subcommittees to be included on Committee Service Form (Appendix C – Committee Service).
6. Accomplish any additional objectives of NACM as set forth in NACM’s Strategic Plan.

### **6.3.2.2 - Membership Committee**

The NACM President will appoint a member of the Board to serve as chairperson of this committee and its other regular committee members. The committee chairperson will appoint other committee members and subcommittee chairpersons who will work toward the fulfillment of committee goals.

#### **Responsibilities and Role:**

1. Actively pursue new and non-renewing members. This effort should be supported and supplemented by all officers, directors and members. An incentive plan may be proposed and adopted to encourage this endeavor. (See Appendix I – Incentive Program).
2. Respond to all inquiries to the Association concerning membership.
3. Provide a wide range of relevant and beneficial membership services.
4. Solicit and select the NACM Justice Achievement Award recipient. No more than one award should be given each year. No more than two honorable mention awards may be given each year. This award is designed to recognize courts and court-related organizations for meritorious projects that enhance the administration of justice. The award honors exemplary accomplishments by courts or court-related agencies and organizations. This award may be awarded yearly at the annual conference. If there are no suitable projects nominated, the award will not be presented. (See Appendix J – Justice Achievement Award Description and Sample Nomination)
5. Solicit and select NACM Award of Merit recipient(s), be it an individual or an organization that has contributed significantly to the field of court administration. One Award of Merit may be given each year. If there are no suitable nominees for this award, the award will not be presented. (See Appendix A – Award of Merit Information)
6. Solicit and select NACM ICM Fellowship Grant recipient(s) to encourage individuals to improve their proficiency, knowledge and skills in court management. (See Appendix I – ICM Fellowship Grant)
7. Consult and advise the President concerning the awarding of memberships under the purpose and criteria of the Membership Donation Program. (See Appendix M – Membership Donation)
8. Recognize and reward committee members who demonstrate outstanding contributions to the goals of the committee.
9. Identify states and regions which do not have court management associations; develop strategies for development of new associations.
10. Welcome new members and contact purged members with personal contact from a committee member.
11. Update list of working groups or subcommittees to be included on Committee Service Form (Appendix C – Committee Service).
12. Work with Association Services to order and maintain inventory memorabilia for membership.

13. Periodically review and update Membership Profile Form which is included in the membership mailing. (Appendix M – Membership Profile).
14. Accomplish any additional objectives as set forth in the Strategic Plan.
15. Develop materials which will fully explain the personal and professional benefits of membership, such as the Membership Application form in Appendix A – Application for Membership Brochure.

### **6.3.2.3 - Past Presidents Committee**

Past Presidents who are members shall constitute this committee. The Immediate Past President shall chair the committee.

#### **Responsibilities and Role:**

1. Act as an advisory and consulting group, available to the President and Board.
2. Address special policy matters and projects referred by the Board or the President.
3. Meet in conjunction with the annual conference or as deemed necessary by the chair.
4. Upon request of the President, attend speaking engagements to promote NACM. Funding for such travel may be available from NACM upon the approval of the President. “Outline of a Standard NACM Speech” is found in Appendix S – Speech Outline.

### **6.3.2.4 - Publications Committee**

The NACM President will appoint a chairperson of this committee and its other regular committee members. The committee chairperson will appoint other committee members and subcommittee chairpersons who will work toward the fulfillment of committee goals.

#### **Responsibilities and Role:**

1. Publish *The Court Manager*. The Chairperson shall appoint an Executive Editor as well as other members of *The Court Manager* committee.
  - A. The Executive Editor will seek articles, select themes, determine timeliness of articles and have an overall concern for advertising. The Executive Editor in consultation with the Chairperson will do planning, both short and long range, for *The Court Manager*.
  - B. The Executive Editor will direct the work and activities of the members in preparation of *The Court Manager*. Officers and directors may be called upon to assist in this ongoing effort as needed. The *Court Manager* shall be published quarterly.
2. Electronically publish the *Court Express*. The Chairperson shall appoint an editor as well as other members of the *Court Express* committee.
  - A. The editor will seek articles and information and determine timeliness of materials submitted. The editor in consultation with the Chairperson will do planning, both short and long range, for the *Court Express*.

- B. The editor will direct the work and activities of the members in preparation of the *Court Express*. Officers and directors may be called upon to assist in this ongoing effort as needed. The *Court Express* shall be published quarterly in an electronic format, but not in the same month as *The Court Manager*.
3. Publish reports, publications and credentials.
  4. Develop and disseminate public information about NACM and its role in improving court management (such as the “Outline of a Standard NACM Speech” found in Appendix S – Speech Outline).
  5. Maintain a record of the organization’s history and goals through brochures and other relevant materials; keep brochures and materials updated and make them available to judicial systems throughout the country.
  6. Provide members an up-to-date list of resources that are available to assist courts.
  7. Develop and maintain information sheets about NACM, courts and court management, for use with media and other key audiences.
  8. Develop, support and contribute research and analytical articles, and explore new methods to improve the administration of trial courts.
  9. Publish and disseminate articles and other materials dealing with leadership issues, abilities, and techniques while being sensitive to diversity management.
  10. Develop and maintain “mini-guides” as a resource to NACM members.
  11. Recommend policy for Board approval and monitor requests for reprinting of articles in NACM publications. (Appendix P – Publications)
  12. Update list of working groups or subcommittees to be included on Committee Service Form (Appendix C – Committee Service).

#### **6.3.2.5 - Website Committee**

The purpose of the Website Committee is to develop, maintain and update the website to further the mission of the organization.

##### **Responsibilities and Role:**

1. Develop and maintain a three year plan to update the site. Periodically solicit input from the Board and membership as to the types of features and content that would be desirable.
2. Serve as the contact with the NCSC to direct and monitor that various content and materials updates be performed.
3. Develop recommendations to the NACM Board concerning the scope of services that should be supplied by the NCSC in regards to maintaining the website.
4. Liaison with the Publications Committee and others to ensure consistent communications with the membership and organizational leadership through the website.
5. Develop recommendations to the Board regarding proposed website enhancements.

6. In regards to any website project requiring the expenditures of NACM funds, the Chair will advise the President as whether the progress of the project warrants the disbursement of funds.
7. Develop criteria for inclusion of Social Media as part of the website – Twitter, Facebook, Linked In, etc.
8. Develop and update an electronic communications plan for member outreach.

#### **6.3.2.6 - Ethics Committee**

The NACM President will appoint a member of the Board to serve as chairperson of this committee and its other regular committee members. The committee chairperson will appoint other committee members and subcommittee members who will work toward the fulfillment of committee goals.

##### **Responsibilities and Role:**

1. Maintain and update the NACM Model Code of Conduct as needed. (See Appendix C – Code of Conduct).
2. In conjunction with the NACM Website Committee, maintain and update the ethics section of the NACM website.
3. Contribute relevant ethics materials to NACM publications.
4. Develop and maintain an ethics opinion database where NACM members can submit ethics questions and receive advisory opinions based upon the NACM Model Code of Conduct.
5. Perform other duties as directed by the President.

#### **6.3.2.7 - Finance Committee**

The Vice President serves as the Chairperson of this committee. The Secretary/Treasurer serves as the Vice Chairperson of this committee. The committee chairperson will appoint other committee members and subcommittee members who will work toward the fulfillment of committee goals.

##### **Responsibilities and Role:**

1. Evaluate and provide recommendations to the Board on association services and other NACM service contracts;
2. Search and seek potential grants and other funding;
3. Oversee the management of NACM's grants;
4. Assist the Secretary/Treasurer in the development of the NACM budget;
5. Recommend actions in relation to the NACM Financial Plan; and
6. Other duties as assigned by the President.

### **6.3.3 - Special/Ad Hoc Committees**

Special/Ad Hoc Committees may be established from time to time by the President. These committees shall be of limited-purpose and duration. When forming these committees, the President may consult with the Executive Committee. Special/Ad Hoc Committees are appointed for a term not to exceed 24 months, at which time they should be reviewed to determine if they should be continued. Their purpose and objectives should be clear and in a written form. Chairs will be selected by the NACM President.

It is a good practice to appoint a Chair and Co Chair or Vice Chair to ensure continuity in leadership. The Chair should be a Board Member.

#### **6.3.3.1 - Forum on the Advancement of Court Technology (FACT)**

(See Appendix F – Forum on the Advancement of Court Technology Joint Resolution)

The NACM Board shall appoint the chair or co-chairs of FACT and other members of a FACT Steering Committee upon nomination by FACT.

The FACT special committee shall improve the quality of justice through communication between those who develop and provide technology and services and those who manage the courts.

#### **6.3.3.2 - Joint Technology Committee (JTC)**

(See Appendix J – Joint Technology Committee)

A joint committee of the National Association for Court Management (NACM), The Conference of State Court Administrators (COSCA), and the National Center for State Courts (NCSC) is established, to be known as the Joint Technology Committee (JTC).

The JTC will be co-chaired by a representative from NACM and COSCA respectively. The NACM President will appoint five (5) additional members. The JTC will advise the three organizations on policies, programs and activities related to technology which improves the court's ability to provide justice quickly, fair and economically.

#### **6.3.3.3 – Early Career Professionals (ECP)**

An Early Career Professional (ECP) shall be any NACM member who has either:

- (a) ten or fewer years of experience in a court or as a judicial branch professional, or
- (b) is less than 40 years of age.

The ECP Committee will:

- (1) Encourage ECPs to view judicial administration as a profession and career instead of a job;
- (2) Retain ECP membership by encouraging ECP active participation in NACM;
- (3) Provide ECPs with career development resources, which will include coordination with state associations as appropriate;
- (4) Inform ECPs about the NACM membership mentoring program; and
- (5) Continually pursue expansion opportunities for growth within the ECP program and its membership.

The NACM Board shall appoint the chair or co-chairs of ECP and other members of an ECP Steering Committee upon nomination by ECP.

#### **6.3.3.4 - Court Information Technology Officer Consortium (CITOC)**

The Conference of State Court Administrators (COSCA), the National Association for Court Management (NACM) and the National Center for State Courts (NCSC) formed an organization comprised of court chief information officers from around the country. These senior level information officers come from both the state level and the trial court level, and assist Judicial Branch leaders in resolving business and technology problems.

CITOC fosters the improvement of the court systems, both state and local, through the application of technologies to court management; provides a forum for improving communication among court information technology officers; supports the professional development of CITOC members; sponsors conferences, workshops, seminars and courses or other educational programs; provides support to the work of the Joint Technology Committee (JTC), under the direction of the Boards of COSCA and NACM, within the parameters established by the JTC Charter and the COSCA/NACM Memorandum of Understanding; and supports the National Center for State Courts' (NCSC) efforts to carry out the agenda of the JTC.

#### **6.3.3.5 - NACM – American Institute of Architects Partnership Committee (AIA)**

(See Appendix A – AIA Partnership Committee)

The American Institute of Architects (AIA) is the national professional association for architects with a membership of 80,000. The Academy of Architecture for Justice (AAJ) is a highly specialized interest group within the AIA whose members have dedicated their careers to the upkeep, programming, planning, design, construction and facility management needs of courthouses and related justice facilities.

NACM and AAJ members have many areas of overlapping interests. Court facility management and planning is a very important area where our two professions intersect and interact. A joint committee of NACM and AAJ is established, to be known as the NACM – AIA partnership Committee (AIA).

The AIA Partnership Committee will be co-chaired by a representative from NACM and AAJ respectively.

A copy of the Memorandum of Understanding that outlines several opportunities for collaboration and increased communication is attached in Appendix A.

### **7.0 - Articles of Incorporation and Bylaws**

The Bylaws may be amended by a two-thirds vote of the members entitled to vote who are present at the annual business meeting or at a special meeting. (See Bylaws,–Appendix B - Bylaws. – Article XVI)

Members may submit proposed Bylaws changes to the President of the Association, the chairperson of the Planning Committee or any member of the Board at least ninety days prior to the annual meeting.

1. Any proposed Bylaw changes received by the President or any member of the Board will be forwarded to the Chairperson of the Planning Committee for a formal response.
2. The Planning Committee will respond to the member by acknowledging receipt of the proposed changes and enclosing a Summary of NACM Bylaws and a Proposed Bylaw Amendment Form for completion. (See Appendix B – Bylaw Amendment)

3. Notice setting forth the proposed amendment shall be provided to membership at least thirty (30) days and not more than ninety (90) days in advance of an annual meeting.
4. The Planning Committee Chair shall submit for Board recommendation the proposed amendments at the Board's regularly scheduled meeting prior to the annual meeting. Recommendation to approve or disapprove each amendment shall be presented to the membership at the annual meeting.
5. Any amendment to the Bylaws shall be in full force and effective immediately upon its adoption, unless otherwise provided.

The Bylaws of the Association and related materials should be reviewed by the Planning Committee at least annually to assure that they are applicable and in keeping with the goals and objectives of the Association. (See Appendix A - Articles of Incorporation and Appendix B - Bylaws.)

### **8.0 - Contested Votes or Elections**

Pursuant to Article XI of the NACM Bylaws, all contested votes or elections will be conducted using Robert's Rules of Order, Revised. Specific information related to the nominations process used by NACM is detailed in Robert's Rules of Order, Revised, §46, "Nominations by Committee." Contested votes, including elections, shall be handled by ballot as described in Robert's Rules of Order, Revised, §45, "Voting by Ballot." (See Appendix C – Contested Votes for a detailed procedure).

### **9.0 - Destruction of NACM Records**

NACM records should only be destroyed pursuant to the "Recommended Destruction of Records Policy" adopted by the Board. (See Appendix D – Destruction)

\* \* \* \* \*

Suggested amendments to this Manual should be directed to the Chairperson of the Planning Committee when appropriate.

# Revisions to NACM Responsibilities, Operations, Procedures Manual

Date and by Whom

Major Changes

January, 1986  
G. Terry Aragon, E. Marie Gardner

Original Document

January, 1988  
Gwen Hertz

Add Revision Page  
Clarify Advisory Council members  
Add Year-end Committee Report form  
President copied on correspondence  
Add Scholarship Application  
Update to conform to Bylaws  
Add new Organizational Chart and Standing Committee chart  
Add new Planning Committee description

July, 1988

Add Guidelines for Hosting a NACM Gwen Hertz Conference  
Include Travel Expense Voucher form  
List past recipients of Award of Merit  
Outline of Standard NACM Speech added  
Speakers Bureau information added  
Nomination and award procedures added for Outstanding Contribution to a Committee

July, 1989  
Gwen Hertz

Add Editorial Board for *The Court Manager*  
Add change of surplus funds to restricted fund  
Secretary/Treasurer chair Planning Committee  
Add Honorary Membership and Past Presidents Committee definitions  
Definition of areas of country for conference site rotation  
Declaration of Candidacy forms  
Justice Achievement Award information added under Trial Court Management Committee

January, 1991  
Linda Perkins

Add Fellowship Grant  
Add Regional Conferences Guidelines  
Add Duties of Educational Committee Chair  
Add Model Code of Conduct  
Add Membership Profile Survey form  
Add new membership brochure  
Add new Justice Achievement Award form  
Add new Committee Preference form  
Update Midyear and Annual Meeting Guidelines  
Revise Duties of Membership Committee Chair regarding *The Court Manager*  
Revise Travel Reimbursement Policy  
Revise Procedures for Amending the Bylaws and add Proposed Bylaw Amendment form and sample letter July, 1995  
Update the Purpose of the Organization  
Update Composition of Members  
Update President's Duties  
Update President Elect's Duties  
Update Vice President's Duties  
Update Secretary/Treasurer's Duties  
Update Immediate Past President's Duties  
Update Directors' Duties  
Update Association Services  
Update All Committee Duties  
Add Strategic Plan Actions to Officer and Committee Responsibilities  
Update All Appendices

Michael Jeanes  
Brian Doran

January, 1996 Diana Jones Michael Jeanes	Updates as Provided by the Board at the October, 1995 Meeting in Albuquerque
February, 1998 Guillen DeBoyes	Updates as Provided by the Board at the November, Jose O. 1997 Meeting in San Antonio and the February, 1998 Zelda Meeting in Colorado Springs
February 2000 Mark Van Bever	Y2K Compliance Updates to Strategic Plan Change <i>Forum Conveniens</i> to <i>Court Communique</i>
September 2000	Change number of directors to ten and length of term to three years as approved at Annual Business Meeting.
November 2004	Complete review and rewrite of operational manual by Planning Committee.
February 2005	Board Approval of revised Operational Manual
July 2008 Planning Committee	Complete review by Planning Committee Grammatical revisions; added Trademark Page 10 – Added website posting of board meeting minutes; added conference site Page 14 – Renewal to Role of Secretary/Treasurer Page 17 – Selection committee to role of Immediate Past President Page 20 – Revised list of Special/Ad Hoc Committees
July 2009 Planning Committee	Technical amendments to match Bylaws amendments Added information to Conference Development at Disasters at Conference sites Added Ethics Committee to standing committees Added information on CITOC and AIA Partnership to Special/Ad Hoc Committees Added section on Contested Elections Added a section on Membership Expulsion/Termination Added a description and appendix describing membership fee discounts Added section on Destruction of Records
July 2010 Planning Committee	Technical amendments to match Bylaws amendments Added Board policy for waiver of conference registration fee for Board Moved responsibility for Leadership Seminar from Immediate Past President to Vice President Removed Investment Policy details and added reference to NACM Financial Plan Appendix Added responsibility for Historian to Immediate Past President responsibilities (year after Immediate Past President) Added Early Career Professionals Special Committee Removed section on Membership Expulsion/Termination
July 2011 Planning Committee	Added Conflict of Interest Policy Added Edward C. Gallas Award information Added Conference Scholarship Guidelines Added Grant Reporting Requirements and Responsibilities

Added Finance Committee to Standing Committee  
Updated Planning Committee responsibilities  
Updated Secretary/Treasurer duties for FACT and Finance Cmte.  
Updated Website Committee responsibilities  
Updated Board Member changes  
Updated Index list  
Updated Membership Classifications  
Add new Justice Achievement Award form