

# National Community Land Trust Academy Charter

*Adopted by the CLT Academy Board 4/5/07 and the CLT Network Board 4/10/07*

## I. Purpose

- A. The purpose of the National Community Land Trust Academy (CLT Academy) is to provide comprehensive training on theories and practices unique to community land trusts taught by highly skilled and experienced instructors. The CLT Academy promotes public understanding of the community land trust model, sets a high standard for practitioner competence, and supports research and publication on evolving practices.
- B. The CLT Academy is a program of the National Community Land Trust Network (CLT Network). Through this Charter the CLT Network Board delegates to the Academy's board general responsibility for overseeing the Academy's programs. The board of the Academy is distinguished from most of the Network's other standing committees by: (1) having a membership that is made up mostly of individuals who are not members of the Network's board; (2) having a membership that is not appointed in its entirety by the Network's board; and (3) having a charter that specifies the functions over which the Academy's board has been granted a degree of programmatic autonomy.
- C. Services provided by the CLT Network include training and the provision of resources for its member organizations, which nurture and sustain healthy and economically diverse communities by providing permanently affordable access to land and homes.

## II. Definitions

For the purpose of this charter, words shall have the following meanings:

*Partner* shall be a person, or a person representing an organization, who informs, funds, or otherwise supports the work of a local CLT, a regional CLT coalition, or the National CLT Network.

*Practitioner* shall be a person who is a staff member, board member, or volunteer of a local community land trust.

*Trainer* shall be a person who has taught one or more courses under the auspices of the CLT Academy or who has broad experience as an adult educator.

## III. CLT Academy Advisory Board – Composition & Selection

- A. The CLT Academy Advisory Board shall be composed of a minimum of 9 and a maximum of 12 members, with one-third representation from each of three categories: Practitioners, Trainers and Partners.
- B. Appointments to the Academy's Advisory Board shall be made as follows:
  1. **Practitioners:** The third of the Academy's seats that are reserved for "practitioners" shall be appointed by the governing board of the National CLT Network.
  2. **Trainers:** The third of the Academy's seats that are reserved for "trainers" shall be directly elected by the Academy's faculty. Any person who has taught as a lead teacher, co-teacher, or assistant teacher for any course developed, vetted, and offered by the Academy at any point during the previous *two* years prior to being considered for election to the Academy's Advisory Board shall be eligible to vote in the annual election to fill the seats in the "trainers" category.
  3. **Partners:** The third of the Academy's seat's that are reserved for "partners" shall be selected by a majority vote of the Academy's other board members.

- C. At least two of the members appointed by the CLT Network Board to the Academy's Advisory Board shall also be members of the CLT Network Board.
- D. Board terms shall be for three years. Terms shall be staggered so at least one seat from each board category is appointed each year and one-third of the Academy's entire board is appointed each year.
- E. The annual process for appointing members to the Academy's Advisory Board shall be as follows:
1. **Practitioners:** At its first meeting after April 1<sup>st</sup>, the board of the National CLT Network shall appoint persons to fill any open seats on the Academy's Advisory Board in the Practitioners category.
  2. **Trainers:** At its first meeting after April 1<sup>st</sup>, the Curriculum Committee shall nominate a slate of candidates to fill any open seats on Academy's Advisory Board in the Trainers category. This slate of candidates shall be distributed, by electronic ballot, to all members of the Academy's faculty who have taught as a lead teacher, co-teacher, or assistant teacher for any course developed, vetted, and offered by the Academy at any point during the previous *two* years prior to April 1<sup>st</sup>. Write-in candidates may be added to the ballot by any member of the faculty who is eligible to vote in this election. Candidates receiving the highest number of votes shall be selected to serve on the Academy's Board.
  3. **Partners:** At its first meeting after April 1<sup>st</sup>, the Academy's Coordinating Committee shall nominate a slate of candidates to fill any open seats on the Academy's Advisory Board in the Partners category. As soon as the annual process for appointing Practitioners and Trainers to the Board has been completed, the slate of candidates for the Partners category shall be distributed, by electronic ballot, to all members of the Academy's Board. Partners shall be selected by a consensus of the Board, meeting by phone or in person. It is anticipated that this process shall be completed no later than May 30<sup>th</sup> of each year.
- F. Should a mid-term vacancy occur through death, resignation, or removal, a replacement shall be appointed to fulfill the remainder of the term. Board vacancies in the Practitioner category shall be filled by the Executive Committee of the National CLT Network. Board vacancies in the Trainer and Partner categories shall be filled by the Coordinating Committee of the Academy's Advisory Board.
- G. In the event that a Board member is absent from three consecutive meetings held in person or by teleconference without prior agreement from the Dean, the Academy's Coordinating Committee may remove such member. The vacancy created thereby shall be filled as provided for in paragraph F, above, with the replacement fulfilling that member's unexpired term.

#### IV. CLT Academy Advisory Board – Powers and Duties

The Academy's Advisory Board is responsible for overseeing (1) the development and delivery of top-quality training for practitioners, residents, and policymakers on topics unique to CLTs and (2) the collection, evaluation, development, and dissemination of best practices for CLTs. In addition, the Academy Advisory Board shall have the following powers and duties:

- A. To research topics, publish papers and develop educational courses;
- B. To prepare and approve a multi-year strategic plan and an annual budget and annual work plan that are submitted for approval to the Network's board;
- C. To supervise the development, delivery and evaluation of educational courses and practices;
- D. To participate in the annual performance evaluations of the CLT Network Executive Director

- the CLT Academy Director; through the Coordinating Committee;
- E. To develop annual reports of CLT Academy activity;
  - F. To develop and recommend to the CLT Network Board changes to this Charter; and
  - G. To negotiate contracts with scholars, trainers, consultants, or trades as specified in the CLT Academy budget.

## V. CLT Network Authority

The CLT Network Board retains the following responsibilities

1. Ratification of the strategic plan, annual work plan, and annual budget adopted by the Academy's Advisory Board; and
2. Fiduciary oversight of the CLT Academy.

## VI. CLT Academy Advisory Board – Organization

### A. Meetings

1. The Academy's Advisory Board shall meet at least three times a year. One of those meetings – and preferably two – shall be face-to-face gatherings where the entire board can deliberate and plan in person.
2. Responsibility for moderating meetings of the Academy's Advisory Board shall be rotated among all board members.

### B. Departments

1. The Academy's programmatic responsibilities shall be divided between two departments: Curriculum and Best Practices. Each department shall have its own oversight committee and its own chair. The Curriculum Committee and the Best Practices Committee may include individuals who are *not* members of the Academy's Advisory Board, but the chair of each departmental committee must be a member of the Academy's Board.
2. The chair of each department shall serve a one-year term from the date of selection by the Academy's Advisory Board.
3. Every member of the Academy's board shall serve on either the Curriculum Committee or the Best Practices Committee. An exception shall be made for those members of the Academy's board who also serve on the Network's board. Individuals with dual-board responsibilities shall be invited to join a departmental committee, but shall not be required to do so.

### C. Coordinating Committee

1. A "Coordinating Committee," made up of the chairs of the Academy's two departmental committees, one of the two individuals who are members of both the Academy's Board and the Network's Board, and the Academy's Dean, shall meet at least every other month.
2. The Coordinating Committee shall have the following responsibilities:
  - a. facilitate the flow of information between the Curriculum Committee and the Best Practices Committee;
  - b. promote cooperation and coordination between the Academy's two departments;
  - c. participate in hiring and evaluating the Academy's Director;
  - d. monitor progress in implementing the Academy's annual work plan; and

- e. act on behalf of the Academy's Advisory Board during the period between meetings of the entire board, reporting these actions to the full board and subjecting them, where necessary, to the board's review and ratification.

#### **D. Academy Dean**

1. The Dean shall be a member of the Academy's Advisory Board;
2. The Dean shall serve a two-year term from the date of selection by the Academy's Advisory Board.
3. The Dean shall serve as the leader of the Coordinating Committee: convening its meetings; setting its agendas; and moderating its deliberations.
4. The Dean's additional responsibilities shall include:
  - a. Acting as leader of the Academy's board: preparing an agenda for each board meeting in consultation with the Academy's Director, department chairs, and that meeting's moderator;
  - b. Serving as a spokesperson for the CLT Academy;
  - c. Acting as the principal liaison between the Network's Executive Director and the Academy's board; and
  - d. Playing a major role, in conjunction with the Academy's Director and the Faculty Subcommittee, in recruiting, retaining, assigning, and evaluating the Academy's faculty.

#### **E. Selection of the Coordinating Committee**

1. The Dean and department chairs shall be selected by a consensus of the Academy's Advisory Board.
2. Members of the Academy's Board who also serve on the Network Board shall annually decide among themselves which one of them will serve a one-year term on the Academy's Advisory Committee.
3. Selection of the Coordinating Committee shall occur after May 1<sup>st</sup>, following the completion of the annual selection process for new Board members described in paragraph III E., above.
4. Members of the Coordinating Committee may be re-elected upon expiration of their terms.

### **VII. Staffing for the CLT Academy**

- A. The Academy's Director and any other staff who are assigned full-time or part-time to carry out the Academy's work plan shall be employees of the National CLT Network. As such, they shall be hired, fired, evaluated, and remunerated under the Network's personnel policies.
- B. The Network's Executive Director shall have administrative responsibility for assigning, scheduling, and directing the daily activities of the Academy's Director.
- C. The Academy's Coordinating Committee shall share programmatic responsibility with the Academy's Director for guiding, prioritizing, and coordinating the work being done on the Academy's behalf.
- D. The Coordinating Committee and the Network's Executive Director shall cooperate in hiring and evaluating the Academy's Director. This process shall be incorporated into the Network's personnel policies and shall be structured as a "two-way green light" decision, requiring agreement by both the Coordinating Committee and the Network's Executive Director.
- E. Neither the Academy's Dean nor the Academy's department chairs should receive a salary or employee benefits, because they are not members of the Network's staff and because other members of the Academy board are not compensated for volunteering their time. It may

sometimes be necessary, however, for the Dean or department chairs to receive some form of compensation from the Network. This should be allowed only if the work that the Dean or department chair is asked to do meets *all* of the following criteria:

1. The work goes significantly beyond the time and duties required of any other volunteer holding a leadership position on the Academy's board;
2. The work is done under a time-limited contract for services specifying these additional duties;
3. The work is documented as a "sole source" procurement of services that cannot be provided by another contractor; and
4. The work is procured and supervised in such a way as to avoid a real or perceived conflict of interest.

### **VIII. Annual Work Plan and Budget**

- A. The Academy's Advisory Board shall review and approve an annual work plan and an annual budget for the Academy's programs.
- B. The budget shall be prepared by the Network's Executive Director and by the Academy's Director.
- C. The Network's board shall retain final authority for approving and, if necessary, amending the Academy's annual budget.

### **IX. CLT Academy operations report.**

As part of the CLT Academy Board's preparation of its annual work plan and annual budget, the CLT Academy Board shall oversee the staff's preparation of an annual operations report summarizing the last year's activities, including at a minimum:

- A. Report on the prior year's activities, including a comparison of budgeted to actual revenues, expenditures, assets and liabilities;
- B. Board recommendations regarding changes in the strategic plan; and
- C. Board recommendations regarding any changes to this charter.

### **X. Accessibility**

The CLT Academy shall strive to make its programs and materials accessible to all participants. The CLT Academy Board shall develop and maintain an Accessibility Policy that identifies minimum accessibility requirements as well as desired targets for increased accessibility including, but not limited to wheelchair access, provisions for those who are hard-of-hearing or visually impaired, and language access.

### **XI. Changes to this Charter**

- A. Initiatives to change this Charter must be made by either the CLT Network Board or the CLT Academy Board.
- B. The Charter may not be amended without the assent of both the CLT Network Board and the CLT Academy Advisory Board.
- C. An affirmative vote by two thirds of each Board is necessary to change the Charter.