Appendix C

THE COLLABORATIVE’S

BY-LAWS

ADOPTED/AMENDED:
(MONTH, DAY YEAR)

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ARTICLE I: NAME

The name of the organization is Greensboro Health Disparities Collaborative, hereinafter known as the Collaborative. It is a nonprofit coalition operating under the umbrella organization, the Partnership Project (EIN #: ••).

ARTICLE II: MISSION, GOAL, AND STRATEGY

Section 1—Mission

The mission of the Collaborative is to establish structures and processes that respond to and build the capacity of communities and institutions in defining and resolving issues related to racial and ethnic disparities in health. Thus, the results of the work of the Collaborative will be used to reduce racial and ethnic disparities in health and health care.

We function as an anti-racist coalition that values: mutual respect, a willingness to stay at the table, speaking from our own experience, perseverance, teamwork, humor, critical listening, accountability to individual team members and to the team as a whole, fun, honesty, conflict, humility, a willingness to be uncomfortable, confidentiality, and acknowledgment of people’s strengths.

Section 2—Goal

The overall goal of the Collaborative is to improve health in communities by addressing systemic discrepancies related to disparities in health and healthcare.

Section 3—Strategy

The overall strategy of the Collaborative is to examine and explore the systemic causes for the racial disparities in health that exist in specific communities and to do so in the context of community-based participatory projects integrated with anti-racist community organizing designed to increase institutional awareness of structural racism and strengthen the capacity of communities to assess and to address their own unique health-related problems.

See Chapter Four for a discussion of the development and application of these By-Laws using a CBPR approach.
• To decrease ethnic and race-based health and health care disparities.

• To build an improved interdisciplinary methodology and knowledge of measuring racial disparities in health and health care delivery, access, and quality.

• Following the community-based participatory research approach and principles, to design and conduct studies on the effect of institutional racism on health and health care that can be used in other areas of North Carolina and nationwide.

To focus on Undoing Racism™ and develop systems of accountability to the community in the areas of health and health care.

ARTICLE III: MEMBERSHIP

Section 1—Eligibility

Voting membership must include a simple majority of membership coming from the community, community-based organizations, or both.

Recruitment for voting membership shall be extended by invitation to anyone in the Greater Greensboro community or a member of the affiliated institutions involved in the work of the Collaborative.

Voting membership is granted after:

a) Approval by membership committee;

b) Approval by majority vote of voting members;

c) Completion of the People’s Institute Undoing Racism™ training and acceptance and signing of the Full Value Contract (which includes the Collaborative’s values of: mutual respect, a willingness to stay at the table, speaking from our own experience, perseverance, teamwork, humor, critical listening, accountability to individual team members and to the team as a whole, fun, honesty, conflict, humility, a willingness to be uncomfortable, confidentiality, and acknowledgment of people’s strengths); and

d) Completion of other training requirements, as specified by the Collaborative.
Section 2—Representative Membership Make-Up

Membership shall include representatives from at least one community-based organization, at least one health organization, and at least one academic institution.

A community-based organization is nongovernmental, benefits a constituency in the community with which it works, is governed by people who are served by it, and can demonstrate accountability to the community.

A health department or organization protects the public’s health and benefits a specific constituency.

An academic institution can be public or private.

Section 3—Annual Dues

The amount required for annual dues shall be $25 each year for voting members, unless changed by a majority vote of the members at the Collaborative’s annual meeting or any special meeting called by the Collaborative. Active members reconfirm their commitment to the Collaborative through paying their annual dues and signing the Full Value Contract on an annual basis.

Section 4—Membership

Active membership is contingent upon being up to date on membership dues, and any other Collaborative requirements such as continuing education sessions. Membership dues may be waived for persons experiencing financial hardship; the treasurer will report such instances to the Executive Committee while maintaining the confidentiality of the member experiencing hardship. Active members will be those members whose dues are paid or who have had their dues waived. All active members are eligible to partake in voting for Executive Committee members or any other matters requiring a vote. “Friends of the Collaborative” will be individuals who are interested in maintaining a relationship with the Collaborative and who serve as a valuable resource to the Collaborative. All Friends of the Collaborative must have undergone the Undoing Racism training to maintain membership status. Friends of the Collaborative will be dues-paying members and stay on the Collaborative e-mail list, but are not active
members and do not have voting rights. A Friend of the Collaborative can change to active status contingent upon meeting the requirements of membership as specified in Article III, Section 1.

**Section 5—Rights of Members**

Each voting member shall be eligible to cast one vote for all matters requiring a vote.

**Section 6—Change in Membership Status, Resignation, and Termination**

Any member may resign through consultation with a member of the Executive committee. All resignations will be reported to the Membership committee. Resignation shall not relieve a member of unpaid dues, or other charges previously accrued. A member shall be terminated from the Collaborative, through action of the Executive Committee, for demonstrated unethical conduct, or for any conduct that violates the Full Value Contract.

**ARTICLE IV: MEETINGS OF MEMBERS**

**Section 1—Regular Meetings**

Regular meetings of the members shall be held periodically at a time and place agreed upon by the Collaborative members.

**Section 2—Special Meetings**

Special meetings may be called by the chair, a simple majority of the Executive Committee, or a simple majority of the Collaborative members.

**Section 3—Notice of Meetings**

Printed or electronic notice and agenda for each meeting shall be given to each voting member not less than 14 days prior to the meeting.
Section 4—Distribution of Meeting Minutes
Meeting minutes shall be sent out by the Secretary or a designated member of the Collaborative within 14 days following the meeting.

Section 5—Quorum
In order to transact business, a simple majority of voting membership shall constitute a quorum.

Section 6—Voting
All issues to be voted on shall be decided by a simple majority of those voting members present at the meeting in which the vote takes place.

ARTICLE V: EXECUTIVE COMMITTEE

Section 1—Officers and Duties
The officers of the Collaborative shall be a chairperson, a vice-chair person, a secretary, an assistant secretary, and a treasurer (chair and vice-chair may have co-chairs or assistants at the discretion and vote of the Collaborative membership), all of whom shall be members of the Executive Committee. The Executive Committee shall also include chairs of the standing committees of the Collaborative.

The chair shall convene regularly scheduled Collaborative meetings and shall preside or arrange for other members of the Executive Committee to preside at each meeting in the following order: vice-chair, secretary, assistant secretary, treasurer. The chair shall call to order all meetings of the Collaborative, establish for all such meetings an agenda, appoint members to all standing and special committees, report the transactions of the office. In addition, the chair shall perform all such duties as custom and parliamentary usage requires. The chair of the Collaborative shall report to the Board of the Partnership Project.

The vice-chair shall chair committees on special subjects as designated by the Executive Committee. The vice-chair shall assist the chair in the administration
of the affairs of the Collaborative, and during the absence of or at the request of the chair, shall officiate meetings.

The secretary shall be responsible for keeping records of the Collaborative’s actions, including overseeing the taking of minutes at all Collaborative meetings, sending out meeting notices, distributing copies of minutes and the agenda to each Collaborative member, and assuring that records are maintained. The secretary shall make a report at each Collaborative meeting. The secretary must inform the assistant secretary when he or she will be absent from a meeting.

The assistant secretary shall be responsible for taking minutes at Collaborative meetings and sending out meeting notices when the secretary is unable to attend a meeting. The assistant secretary will turn in minutes to the secretary for the secretary to distribute at the next meeting.

The treasurer shall collect yearly dues, keep track of memberships, and report the expenses and balances of the Collaborative. She or he sends out a letter in September to the membership requesting payment of the $25 yearly dues and signing the Full Value Contract, both to be returned by mail or at a meeting of the Collaborative no later than November 15. Because the Collaborative is under the aegis of the Partnership Project and does not maintain a separate money account, all financial business is carried out in conjunction with the Partnership Project. The Partnership Project treasurer provides an ongoing report of the balance, expenses and income to the Collaborative, which is in turn reported to the Collaborative membership by the Collaborative’s treasurer at each Collaborative meeting.

The chair of the Membership Committee shall be responsible for membership lists, voting eligibility, and other duties as outlined in Article VI, Section 2, and will report relevant information at each Collaborative’s regular meeting, as deemed necessary.

The chairs of other standing committees, as identified and outlined in Article VI, Section 2, shall be responsible for reporting relevant business matters for the respective Committees at each of the Collaborative’s regular meetings, as deemed necessary.

**Section 2—Terms**

All Officers shall serve one-year terms at the beginning of the Collaborative’s fiscal year (January 1st), and are eligible for reelection.
**Section 3—Vacancies**

When a vacancy on the Executive Committee exists midterm, the secretary will solicit and receive nominations from Collaborative members. These nominations shall be sent out to Collaborative members with the regular meeting announcement, to be voted upon at the next Collaborative meeting. These vacancies will be filled only to the end of the particular Executive Committee member’s term.

**Section 4—Resignation, Termination, and Absences**

Resignation from an Executive Committee must be in writing and received by the Secretary. An Executive Committee member may be removed for other reasons by a 2/3 vote of the Executive Committee or majority vote of the Collaborative.

**Section 5—Special Meetings**

Special meetings of the Executive Committee shall be called upon the request of the chair, or a simple majority of the Executive Committee. Notices of special meetings shall be sent out by the secretary to each Executive Committee member at least 14 days in advance.

**ARTICLE VI: COMMITTEES**

**Section 1—Appointments**

Members of all standing and special committees are appointed by the chair of the Collaborative. Except where otherwise specified in the bylaws, all committee chairs are appointed by the chair of the Collaborative.

All committee members are appointed to serve for the duration of the term of the chair who appointed them. The appointment may not exceed one year in length, but members may be reappointed by the next chair.

**Section 2—Standing Committees**

a. Executive Committee

The Executive Committee shall be composed of the chair, vice-chair, secretary, assistant secretary, treasurer, and chairs of the standing committees. It shall
operate by majority rule. The Committee has responsibility for supervision of
the structure and operational framework of the Collaborative. The Executive
Committee must approve and monitor the budget, and all expenditures must
be within budget. Any major change in the budget must be approved by the
Executive Committee. The fiscal year shall be the calendar year (January to
December). Annual reports are required to be submitted to the Collaborative
showing income, expenditures, and pending income. The financial records of
the organization are public information and shall be made available to the
membership.

In addition, it shall adopt interim policies which shall be in effect until the
next meeting of the Collaborative and develop an annual report for the Collab-
orative which will be distributed to the membership on an annual basis.

b. Membership and Bylaws Committee

The Membership and Bylaws Committee shall consist of at least three members.
It shall be responsible for determining whether members continue to meet the
standards for active membership and for contacting members regarding attend-
dance requirements. It shall be responsible for keeping an accurate record of the
membership.

The committee shall also review proposed amendments to the bylaws and
properly formulate proposed amendments for vote; it also may propose amend-
ments for vote as it deems necessary. The chairperson shall report proposed
amendments to the Executive Committee, clarify intent, and act as a resource
person as needed.

c. Nominating Committee

The Nominating Committee shall consist of at least three members, one of whom
shall be the immediate past chair who will serve as chair of the committee. The
committee shall be responsible for nominating at least one candidate for the office
of chair, one candidate for the office of vice-chair, one candidate for secretary,
one candidate for assistant secretary, and one candidate for treasurer. It shall
announce its nominees to Collaborative members and allow input from Col-
laborative members at least one month prior to the scheduled annual meeting.

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The election results shall be determined by a simple majority of votes at the Annual Meeting of the Collaborative. Those elected shall begin their term at the beginning of the Collaborative’s fiscal year.

d. Publications and Dissemination Committee

The Publications and Dissemination Committee shall establish criteria and guidelines for publications that might arise out of Collaborative activities. For specific details related to the operations of the Publications and Dissemination Committee, refer to the Collaborative’s Guidelines on the Publication and Dissemination Committee, which was approved in July 2006.

e. Planning and Outreach Committee

The Planning and Outreach Committee shall be responsible for developing the public relations plan for the Collaborative including, but not limited to, issues of official names, press releases, printed materials describing the Collaborative, and individuals authorized to speak for the Collaborative. The committee will offer guidance and support to the coalitions in developing press reports and other information publicizing the Collaborative’s activities. Publicity materials for the Collaborative should be reviewed by the Publications and Dissemination Committee so as to assure that standard terminology is being used for the Collaborative and its projects. This committee is also responsible for education and community awareness around the work of the Collaborative. It shall be responsible for dissemination of information to the general public and for hosting health awareness forums. It is responsible for promotion of community awareness and in engaging community partners in outreach efforts.

f. Budget and Finance Committee

The Budget and Finance Committee shall be responsible for proposing an annual budget of the Collaborative. It shall also be responsible for planning and monitoring any grant-related budgets in cooperation with the Collaborative’s respective research partners.
Section 3—Special Committees

Special committees or ad hoc committees may be appointed by the chair or by a simple majority of the Executive Committee as the need arises.

ARTICLE VII: AMENDMENTS

Section 1—Amendments

These bylaws may be amended when necessary by a simple majority of the Collaborative members. Proposed amendments must be submitted to the Membership and Bylaws Committee for review and recommendation before being submitted to the Executive Committee before Collaborative membership voting.

ARTICLE VIII: GIFTS, BEQUESTS, AND GRANTS

The Collaborative, through the Executive Committee, is hereby authorized to receive contributions, gifts, bequests, and grants for the advancement of the purpose of the Collaborative.

Certification

These bylaws were approved at a meeting of Collaborative by a unanimous vote of the Collaborative on MONTH, DAY, YEAR.