

With Allah's Name, The Merciful Benefactor, The Merciful Redeemer

**Community Wide Shuraa
Conference, Inc.
Directing Officers
Operating Guidelines**

[Revised 11.18.2015]

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INTERNAL MEMORANDUM

March 18, 2015

From: Executive Director, CWSC

To: Board of Directors and Advisors to the Board

Re: **CWSC Directing Officers Operating Guidelines**

Congratulations on your selection as a directing officer for the Community Wide Shuraa Conference (CWSC), a national resource center for the American Muslim Intelligentsia.

I am very excited to have the team of members we have now and look forward to expanding the board as necessary and with the same due diligence in the future. We have a special responsibility of setting precedent for future directing officers of CWSC. Because we are in many cases entering uncharted territory, it is necessary that we provide a foundation and written learning curve, not only for ourselves, but for successors to benefit from and build upon. Thorough familiarity with the CWSC website at www.cwsc.us will help you as a directing officer understand more fully the Operating Guidelines and perform your responsibilities better.

We have assumed a significant responsibility for helping our community increase its capacity to realize model Muslim communities. We seek in accordance with our faith and the best of our abilities and with the broad participation of the group intellect, to remove obstacles that prevent realization of organizational goals for CWSC and the institutions that seek our assistance.

We seek to provide administrative, operational and financial education and assistance, as well as the intellectual discourse to help masjid, schools, and other community service institutions and affiliated entities access a national network of technical and professional resources capable of helping local administrators achieve their goals. To accomplish our task, we will require an administrative framework not only for conducting our affairs, but also to set the example for organizational excellence.

Our responsibility as directing officers mandate a respect for the leadership and fiduciary responsibilities we have assumed. More important than our legal and fiduciary responsibilities, are our responsibilities as members of this community and as believers. We must set the example and truly abide by the highest standards of conduct in governing our affairs. Moreover, our level of commitment, degree of teamwork, and cohesiveness will bear directly on the results we achieve as a support team for ourselves and the communities we serve.

Great change is upon us inside and outside the Muslim community. From the local and domestic to national and international concern, the Muslim and global communities are being challenged to examine issues of identity, conflict and belief, collaboration and cohesion. And the rate of change is itself increasing and demanding that leadership respond with a sense of urgency and deliberation. We must be committed to helping all our leadership and the Community achieve the fullest potential by offering and not forcing assistance.

As directing officers, we will experience a high level of uncertainty in the short-term as we chart a path for progress. Among our immediate tasks is the necessity to minimize fear and resistance as much as possible through clear communication and patience. We will have to be patient with ourselves, our immediate association or organizational network and with the broader Muslim and American communities.

Despite the natural time lag between idea formulation and realization, we must be determined to collapse the gap as quickly as possible and remain resolute in forging ahead.

As new officers of a new organization, we particularly face initiation fears and transition burdens, but like all transitions, faith, time and clear goal setting will replace uncertainty with greater surety and results.

We should be keenly aware of our strengths, weaknesses and our history. Shuraa appears in the name of our organization and it serves as the point of departure for all CWSC operations and services we provide to others. Consequently, Shuraa must be present first in our own deliberations.

At the same time, we must not allow uncertainty, miscommunication or any lack of due diligence on our part, impede in any way the work we must accomplish. We must not misconstrue shuraa as a bureaucratic device preventing directing officers from exercising the authority and span of control they have been given in their functional area to achieve concrete results. Directing officers are a team supporting one another and all of CWSC.

Our history as a community is important, for it can help can help us minimize error. While we can learn from both our past failures and successes, we must constantly look forward to the future and not fear making a mistake. We are seeking to maximize progress while minimizing mistakes such as inadequate strategic planning, resistance to accountability and disproportionate authority in any one person.

Our operations must reflect system dependent leadership that relies upon personality only in so much as an actual person must achieve desired goals and results while remaining accountable to the established system of governance. The system or offices of leadership remain and must necessarily be of greater significance than the office holder. CWSC seeks directors who understand they are part of a *working* board, and not merely an *occasional presiding* board, that incorporates structural redundancy, succession planning and the need for training and development. CWSC needs directors who want to build system-dependent leadership that is continually improving each day, week or month. Each officer must be preparing himself or herself to serve as the Executive Director, by being familiar with all major areas of operations and administration, and the gap between our stated goals and vision and the status quo. Despite the competing demands for our time due to other obligations, officers must prioritize time for their CWSC responsibilities, especially as the organization stabilizes from its startup period.

With respect to succession planning, not only must we think in terms of creating the policies and procedures for ourselves and near-term successors, we must also actively help identify next generation leaders for our internships, scholarships and leadership development programs.

Next generation leaders bring fresh perspective, new ideas and approaches and access to new technologies and an idealism unhampered by fear of failure and an overdependence on “yesteryear’s” experiences. As CWSC current leaders, we must seek to benefit from next

generation leadership not only tomorrow, but today. Let's keep our eyes and ears open for youthful leaders who can assist us.

We are blessed with the opportunity to design the best organization we can conceive. Our biggest challenge will not be a lack of the human or material resources we want...it will instead be the measure of our faith and commitment and what are we willing to do each and every day to perfect CWSC to achieve our goals.

As Executive Director, one of my primary responsibilities is to help us strive to be as effective and efficient as possible. I realize each of us has multiple obligations and responsibilities. Each of us wants our service to be a positive, challenging and rewarding experience. Most important is we want to deliver service to our broader community. I do not want officer responsibilities to unduly impact or unnecessarily interfere with other responsibilities and personal commitments. Yet we must fulfill our obligations. To this end, we must use the latest administrative techniques and technology to work smarter. But technology and administration are only parts of a comprehensive plan for organizational excellence. A larger part is fulfilled through written procedures, expectations and standards.

Our Guidelines are promulgated to allow CWSC to conduct its affairs with the necessary organization, efficiency, and accountability it deserves. I believe that with the Operating Guidelines, we will be able to more effectively fulfill our responsibilities and provide guidance again, not just for ourselves, but for future leaders to come. I ask you to review all the operating documents, but especially the Operating Guidelines for any deficiencies, for the foundational responsibility to lay a framework for excellence for all future boards falls upon us. When the time comes, let us pass on the most excellent design and standards we can produce.

Finally, let's reflect our culture, values and legacy in our work by attaching nomenclature to operating components, services and programs that can help institutionalize our values. An example of what I refer to is the *Words Make People Scholarship*. We must creatively use nomenclature to both honor our leadership and community service legacy while conveying to the world our values; thus our Speakers Bureau, online Store, Awards programs, etc. should be named appropriately.

I look forward to working with you on this magnificent journey.

May Allah (SWT) guard our affairs and grant us great success.

As-Salaam-Alaikum.



Mukhtar Muhammad
Executive Director, CWSC

cc: Board of Directors & Advisors

Community Wide Shuraa Conference

“And strive in the Cause of Allah as ye should strive (with sincerity and under discipline). He has chosen you and imposed no difficulties on you in religion; it is the faith of Abraham. It is He Who named you Muslims, both before and in this (Revelation); that the Prophet may be a witness for you, and ye be witnesses for mankind! So establish regular Prayer, give regular Charity, and hold fast to Allah! He is your Protector—The Best to protect and the Best to help!”

—The Glorious Qur'an, 22:78

Mission

To realize our model community vision by operating as a national intelligentsia, think tank, volunteer resource and broadcasting network researching, designing, communicating and implementing solutions that enhance goal achievement in all aspects of our community life.

Vision

To remake our world into a better place by unleashing and harnessing the full capacity inherent in the group intellect.

Core Values and Guiding Principles

Our Mission, Vision and the ethical guide for all our actions shall be in accord with Al-Qur'an and the life example of Prophet Muhammed (SAW). We draw inspiration from Imam W. Deen Muhammad's (ra) leadership, the visionary who first imagined this American Muslim intelligentsia, and other leaders past and contemporary, Muslim and non-Muslim.

Eight core values identify the guiding principles that embody the spirit of the CWSC and form the basis for administering our affairs; they are: *Respect for the Group Intellect; Reliance on Mutual Consultation; Qur'anic-Based Problem Solving; Managerial and Fiscal Accountability; Continuous Improvement; Inter-Organizational Alliances; Respect for Leadership; and Service to the Believers.*

1) **Respect for the Group Intellect.** To unlock the full potential of the collective intellect, we recognize there must first be respect for the collective intellect. We encourage the full utilization of all beneficial areas of knowledge or learning and encourage the full utilization of all believers, inclusive of youth and irrespective of gender or title, to actively participate in problem solving, identifying opportunities, and executing plans to improve our community life.

2) **Reliance on Mutual Consultation.** We shall work interdependently with members of the Muslim Community and others who share our aspirations and values to arrive at the best solutions for systems management and process improvement.

3) **Quranic-Based Support and Problem Solving.** We recognize the Qur'an as the guide in both our spiritual and worldly affairs and therefore encourage conference participants to seek approaches using the Qur'an as a principal source irrespective of the nature of an issue. It follows that the life example of the Prophet (S), the Rightly Guided Caliphs (ra), the model of

Madina Munawarah, and the sober reflection of learned scholars throughout Islamic history are primary consulting references and the point of departure for our deliberations. We continually seek to learn from all fields of knowledge and implement the best practices in the management of our affairs.

4) **Managerial and Fiscal Accountability.** We hold inviolable and sacred the lives, honor and property of the Believers and pledge to uphold the highest level of accountability in the management of our trusts. We shall provide upon request and from time to time in accordance with Conference's guidelines, financial reports and such other information that allow internal and external parties, individual contributors, philanthropic and endowment sources to make informed judgement on our goals, activities and accomplishments.

5) **Continuous Improvement.** We seek to be a learning organization committed to continually reviewing internal operations, available technologies and processes to ensure maximum efficiency, effectiveness and congruence with our stated strategic goals and plans. We encourage continuous personal improvement and professional nonprofit training and development for all CWSC directing officers, staff, committees, teams, advisors, consultants, and all CWSC volunteers.

6) **Inter-Organizational Alliances.** We exist to serve masajid, schools and other community organizations seeking model community excellences. We seek cooperative relationships with other Muslim and non-Muslim organizations to advance our objectives.

7) **Respect for Leadership.** The CWSC is an independent chartered entity serving interdependently with other institutions in the American Muslim and broader community. The CWSC does not speak for or represent any other organization. CWSC respects and supports the good efforts of other individuals and organizations working to establish model community life.

8) **Service to the Believers.** Above all, the CWSC, its directing officers, consultants and advisors are servants to the people, who pledge to uphold what is right and to forbid what is wrong. We shall encourage "*Service to the Believers*" not only as a prevailing motto, but as a basic guiding principle paramount in every aspect of our agenda and the management of our affairs. To this end, we encourage a community-wide environment for individual and organizational excellence that removes obstacles denying the full participation and contribution of any believer or supporter.

To fulfill our mission and vision, the following policies and procedures are prescribed as operating guidelines for all directing officers. These guidelines are intended to complement existing or future governing documents; should there arise an inconsistency between this document and incorporation documents, the inconsistent provision should be interpreted in such a manner, as to leave both provisions in tact or consistent with each other if possible. Otherwise, the by-laws and its provisions will prevail in the resolution of any inconsistency.

The Conference's Fiduciary Responsibility

"We hold those entrusted with leadership to be accountable and responsible for the resources entrusted to them. They must demonstrate fiduciary stewardship. We support leadership that has the courage to put in place a comprehensive strategy to be responsible and accountable for the resources entrusted to them. We believe that good values, strong character, and responsibility are inconsistent with fraud, waste of resources and mismanagement."

—Imam W. Deen Mohammed

All CWSC directing officers and other volunteers making decisions with organizational resources or assets have a fiduciary responsibility to CWSC, its supporters, volunteers, our communities and the broader society. A fiduciary responsibility imposes obligations of trust and confidence in favor of CWSC and the broader society. The relationship especially requires each directing officer or advisor to act in good faith and in a manner he or she believes to be in the best interests of the Conference. Fiduciary obligation means the officers exercise the care and diligence of an ordinarily prudent person when acting as an organizational representative, and it requires each of them to act within the scope of their authority. The officers must devote sufficient time and effort to the performance of their duties to ensure that obligations are reasonably and faithfully carried out. The fact that the Conference is non-profit, or that its directing officers, advisors or other volunteers are unpaid, does not relieve them from the standards of trust and responsibility that the fiduciary relationship ordinarily requires.

Each member shall review his or her duties and comply by signature, his acknowledgement, understanding and acceptance. The use of the masculine term he or his applies equally to all officers or advisors.

The term "director" may be used to refer to departmental staff leadership roles, team and committee leaders. However, certain persons serve as "directing officers" on the Board of Directors and/or the CWSC Executive Committee which comprises the Executive Director and subset of other board directing officers or other advisors empowered and authorized to act on behalf of or advise the CWSC in an emergency. The following provisions apply to the Board of Directors specifically.

1. Meetings of the Directing Officers

Section 1.1. Regular Meetings. Regular meetings of the directing officers shall be held in accordance with the schedule promulgated by its members. See Appendix (A). All meetings shall start on time of the scheduled meeting date. Members anticipating arriving late should provide an advance courtesy call preferably to the Executive Director, but if not possible, to at least one co-director. Absent or late members will follow up personally with the Executive Director or Secretary. The directing officers will make training & development a priority by allocating a portion of its regular meetings for such activities to be conducted by the members themselves or by an invited guest.

Section 1.2. Special Meetings. The Executive Director may, at his discretion, call a special meeting of the Conference's directing officers at any time. A special meeting must be convened on the written request of any three (3) directing officers. Usually, at least five days notice by mail or telephone of such meeting is to be provided to all members by the Executive Director or his representative. The notice must state the subject of the meeting with location, date, and time. Special or routine meetings held by teleconference, internet or broadcast video should be

announced at least 48 hours in advance with notification via facsimile and voice message if less than 24 hours in advance. Teleconference notification will include the telephone number and meeting ID if applicable.

Section 1.3. Quorum. A simple majority of officers present shall constitute a quorum. Each officer has equal representation and voting privilege in all decisions brought before the governing body without regard to specific office title. All decisions involving monetary expenditures above a prescribed threshold or any legal action must be approved by a majority vote. Routine expenditure of funds is governed by the limits of financial accountability accorded by letter (See Appendix J).

Section 1.4. Order of Business. The Executive Director shall conduct all meetings except as noted under paragraph (1) of Section 2.2. The Executive Director will announce the meeting will now come to order or words of similar import to signify official start of Conference business. At meetings of the directing officers, the following shall be the order of business.

1. Opening (Prayer), roll call, completion of the attendance record and certifying of quorum.

2. Reading of the preceding minutes unless waived by recording of prior minutes made available to all members. Minutes will be distributed to all members within seven (7) days after each regularly scheduled meeting and within 14 days after special meetings. The general format for minutes is as follows:

- a. Record of attendees with time of arrival.
- b. Approved motions with record of yeas and nays.
- c. Pending motions.
- d. Discussion points.
- e. Next scheduled meeting date.

3. Reading of the agenda. The agenda shall be forwarded to the Executive Director (Chair) at least seven (7) days in advance by the Co-Chair or other charged officer and distributed to all other officers at least five (5) days in advance of scheduled meetings. The Chair will approve the agenda before general distribution to the other directing officers. All officers with inputs to the agenda shall submit them (8) days in advance to the Executive Director or other officer charged with receiving them.

4. Reporting of Officers including Treasurer's Financial Report.
5. Reviewing of Project Tracker and resolution of unfinished business.
6. Motioning for new business.
7. Motioning for adjournment.
8. Du'a and adjournment.

Section 1.5. Attendance. All members are expected to be present at all regularly scheduled meetings and to be punctual. Any officer who is absent from three (3) consecutively scheduled meetings or misses more than 50% of scheduled meetings in a six-month period without presenting a satisfactory reason shall be subject to review and disposition under Paragraph 5, Section 5.2 All officers are expected to:

1. Review the agenda and minutes and to familiarize themselves in advance on all issues scheduled for discussion.

2. Engage in the discussion at hand. Refrain from *undue* extraneous commentary, allow other members to participate without undue interruption, allocate full attention, and prevent outside interruptions during meetings. In this manner, the Conference's chair can expeditiously dispense with its business.

3. Conduct quorum and all consultation activities in accordance with the principles of Shuraa Baynahum including adhering to a defined limit of discussion or debate; respectful rendering of a supportive or opposing point of view and allowing others to do the same; casting a vote based on the perceived best option available; supporting the board's final decision, regardless of one's initial or modified personal position, and speak with a single voice on adopted policies and procedures.

4. Expect to assemble at the request of the Executive Director when it is determined a significant number of officers will be present in person during any venue.

Section 1.6. Standard Communication Requirements. Each officer of the Conference is personally responsible for ensuring current information is submitted to the Corporate Secretary or his designated assistant. All officers must supplement telephone access with an answering machine or voice mail service, facsimile, and e-mail. Please provide a direct U.S. mailing address and indicate whether you personally access faxes and E-mails. Confidential faxes and E-mails should to the fullest extent possible, be handled directly by the officer. To lower operating costs, ordinarily, e-mail will be the primary means of communication and video or teleconferencing will substitute for face-to-face meetings. Video conferencing requires a video cam, microphone, speakers and at least 128 MB RAM, 133 Mhz, and highspeed internet access for efficient visual and voice communication. All members are asked to assist one another expeditiously with the resolution of matters. A standard of not more than 24 hours is prescribed for acknowledging another member's attempt to establish contact. All members are asked to inform others to flag any CWSC telephone call, voice or email originating from a Conference officer or other CWSC volunteer. If you will be away for an extended period, please notify the Executive Director or another director. The official standard time reference for CWSC shall be eastern standard time.

Section 1.7. Electronic Communication and Precedence. All facsimile and e-mail memorandums issued by the Conference to its officers and communication between officers should be acknowledged as received by sending a reply email to the sender. An urgent or emergency email should so indicate in the subject line. A precedence level indicates to the recipient the importance of the communication and desired response time. The three precedence levels that should be shown in the subject line: urgent, very important or routine as shown below:

<u>SUBJECT</u>	<u>CATEGORY</u>	<u>EXPECTED RESPONSE TIME</u>
Urgent/Emergency	Used for Emergencies	Immediately or ASAP
Very important	High Priority	ASAP but not longer than 24 hours
No precedence	Routine Administrative	ASAP but not longer than 48 hours.

Additional response time info can be inserted when needed by the originator. This section can also be modified by actual or customary practice gained over time by group experience curve.

Section 1.8 Cybersecurity. All officers must employ best practices to prevent compromise of data from their personal or CWSC information technology devices and sites. The Secretary and Treasurer in particular or others with access to sensitive information must be extra vigilant to protect emails, addresses, or telephone numbers which may be unpublished, donor information, ecommerce transactions, and other sensitive data from being compromised. At a minimum, ensure the latest patches and version of your browser software is current, along with operating system patches, anti-virus, firewall, anti-malware, protected passwords, password protected net, and other cyber security best practices are in place. Shred sensitive documents offline and blind carbon email for bulk recipients. See Appendix (L) for additional information resources on cybersecurity best practices.

Section 1.9 Liability and Risk Management. All officers shall conduct Conference business with an appreciation for the liability CWSC naturally assumes in operating as a national service organization. Officers are expected to identify and then help manage threats that could severely impact or bring down the organization. Generally, this involves reviewing operations of the organization, identifying potential threats and the likelihood of their occurrence, and then taking appropriate actions to address the most likely threats. A fully attentive board with a wide range of skills is an important safeguard against major threats. As such, at least annually, the board shall conduct a liability assessment with emphasis on the following:

- a. Volunteer and organizational registration policies and waivers.
- b. Directors and Officers Insurance.
- c. AM360 and other intelligentsia component operations and policies.
- d. Financial Policies & Procedures.

2. Directing Officers of the Conference Board and Duties

Section 2.1. Designation of Officers. Conference members who are directing officers assume specific administrative responsibilities or positions necessary to carry out the responsibilities of the Conference. The designated officers shall at a minimum be an Executive Director, Secretary, and Treasurer. Directing officers are non-salaried volunteers of CWSC fulfilling a civic responsibility of community service and are not in any manner an employee of the CWSC. All officers volunteer in accordance with the CWSC volunteer agreement, privacy policy and online terms of use. Please see terms of use, privacy policy and volunteer agreement on the CWSC website.

All officers are expected to work closely with the Executive Director and:

- a. Get to know all other members and build a collegial working relationship that contributes to consensus.
- b. Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- c. Stay informed on board matters, prepare themselves well for meetings, and review and comment on minutes and reports.
- d. Actively participate in evaluations and planning efforts.

- e. Participate in fund raising and recruiting for the organization.

Designated officers are appointed to their functional responsibilities by the Executive Director and shall normally hold office until successors are elected or appointed. Newly appointed directors shall serve an initial first term of one year. The Executive Director shall in consultation with the board approve subsequent terms in office and establish term lengths based on staggered periods to prevent excess turnover in a period. Members related by blood or marriage are not generally authorized to serve at the same time on the board of directors.

5. **Oath of Office.** Each officer elected or appointed shall be administered the Oath of Office and be appointed to office by letter from the Executive Director. See Appendices (H) and (I).

6. **Appointment: Tenure.** All officers except the Executive Director and founding director, shall serve an initial term of 1 year without limit to consecutive terms at the request of the Executive Director, unless the Conference's officers request that a member be relieved sooner of his duties or if a member provides notice of resignation (See Section 5. Resignation, Suspension and Dismissal of Directing Officers for provisions). Terms of office shall be as practically as possible, staggered to retain experience level and knowledge. Preferably no more than 50% of the Conference's Officers shall be replaced in a calendar year.

7. **Relationship Staffing.** Officers are highly encouraged to identify other persons with whom they are familiar and who have the character, competency, loyalty and time to assist him or her with their duties; these resourceful persons can be assigned officially as assistants to your office of leadership. Officers shall simultaneously seek to "groom" their assistants for future leadership on the board of directors or as leaders for departmental staff, committee or team leadership.

8. **Strategic and Routine Planning Responsibilities.** Each officer shall submit a written 3-year strategic plan of action for his functional area to the governing body for review by its officers and the Director of the Strategic Planning Committee. Interim progress reports shall be published in the organizational newsletter or online at the website. Each officer shall promulgate written operating guidelines and design necessary forms for his functional area (or department) and periodically conduct training for other board members to enhance organizational cross-learning.

9. **Annual Budgeting.** Each officer shall submit a budget justification annually for his functional area and shall supplement the annual budget with quarterly updates.

10. **General Financial Disclosure.** Each officer shall complete an annual financial disclosure statement listing all organizations with which he has a financial or fiduciary relationship that could potentially pose a conflict of interest. If it is deemed, no organizational relationships exists that could reasonably be a potential conflict of interest, then the officer may simply state the same. All officers shall notify the Executive Director personally of any potential conflicts of interest.

11. Biography and Photo. Each officer shall provide a professional headshot image (jpg, gif, png, bmp, tiff) and a biography for posting on the CWSC website and/or for other official CWSC purposes.

Section 2.2. Duties of the Executive Director.

1. Chair and Presiding Officer. The Executive Director, or in his or her absence, the Secretary, shall preside over all meetings unless otherwise directed. In the absence of both the Executive Director and Secretary, a temporary presiding officer shall be elected from the officers present. The Executive Director may appoint another person to facilitate meetings.

2. Appointing Officer. The Executive Director shall issue the Oath of Office and letters of appointment to all officers and applicable staff. Refer to Appendices (H) and (I). Ad hoc bodies formed to assist the Conference in its objectives are appointed by the Executive Director and shall receive its charter and funding from the Treasurer.

3. General Supervision. The Executive Director shall exercise a general supervision over all affairs of the Conference's national operation, including providing leadership to the board of directors and ensuring the organization operates in accordance with its bylaws, articles of incorporation, and applicable statutes and regulations.

4. Ex-Officio Member of a Committee or Team. The Executive Director shall be a member ex-officio, of all committees and teams, but shall not be counted in determining a quorum.

5. Chief Executive Officer. The Executive Director of the Conference is the primary spokesperson and representative of CWSC, its directing officers, boards, and advisors and is vested with all the powers generally given to the chief executive officer of a corporation and has authority to authorize specific actions in furtherance of the Conference's goals including, but not limited to possessing signature authority. The Executive Director or his designated representative(s) shall preside at all meetings of the officers including the annual meeting; ensure preparation and publication of the CWSC annual report; and maintain communication with CWSC via the Conference's newsletter, website or group email and any other publications that may be so designated. The Executive Director cannot, without majority approval of the Conference's officers, borrow funds in the name of the Conference or otherwise act beyond the scope of the authority established by the Conference's governing documents. The Executive Director shall serve as official liaison to other organizations and may delegate such authority to designated persons or offices of leadership to represent CWSC. The Executive Director shall personally involve himself in cultivating relationships with the leaders of other institutions.

6. Special Progress Reports. The Executive Director shall make special reports at his discretion to CWSC and other affiliated organizations such as members comprising the National Leadership Advisory Council (NLAC).

7. Term of Office. An Executive Director may agree to serve an initial term of one to three years, based on the needs of CWSC, the limitations requested by the prospective Executive Director and his or her consultation with the board.

8. Confirmation of Nomination and Ratification. It is highly recommended that nominations for the office of executive director be announced to all of CWSC and that qualifying volunteers be encouraged to submit a nomination to the board of directors. It is also recommended that the executive director be ratified to additional terms of office by all of the CWSC, so that the CWSC chief executive knows he has and operates with the majority support of the CWSC. There are no laws that mandate nomination or ratification of the executive director be open to all of CWSC; however, the principles of Shuraa Baynahum should be applied. The board of directors shall publish the qualifying criteria for volunteers to participate in nomination and ratification.

Section 2.3. Duties of Secretary.

1. Official Records Custodian. The Secretary shall be custodian of all the records including bylaws and articles of incorporation and the seal of the corporation and affix the seal, as authorized by law or by the CWSC Bylaws; and to duly execute documents of the corporation, certify and keep or cause to be certified at the principal office or designated repository, the original, or a copy of all corporate documents.

2. Recording and Filing of Minutes. The Secretary shall keep the record of the minutes of the meetings of the directors with details of whether special or regular, how called, how notice thereof was given, the names of those present or represented and the proceedings thereof with distribution to members normally within seven days following a meeting. Exhibit at all reasonable times to any director of CWSC, or to his or her agent or attorney on request thereof, the Bylaws and minutes of the proceedings of the directors of the corporation.

3. Protocol Chair. Unless assigned by the Executive Officer to another person, the Secretary shall serve as Chair on Protocol and will familiarize himself on by-laws, articles of incorporation and other operating documents, basic etiquette and techniques for effective Shuraa and shall provide guidance to the Director and other officers on proper procedures and recommend improved techniques for group dynamics, discussion and general governance of meetings including teleconferences. Basic Group Discussion and Resolution Procedures (shown in Appendix (B)) should also be consulted. The Conference will use group discussion procedures as are most advantageous to the conduct of meetings. While modified parliamentary procedures can provide valuable techniques for managing discussion and resolution, such procedures shall not encumber normal discussion, but instead shall serve as a possible general and informal framework for guiding discussions while ensuring adequate debate, representing of dissenting opinion, and timely resolution of agenda items.

4. Co-Chair Presiding. The Secretary shall in the absence of the Executive Director, perform all duties of the Executive Director, and in so acting shall have all powers of and be subject to all restrictions as those placed upon the Executive Director. The Co-Chair does not automatically possess inherent powers to act in the capacity of chief executive, and may act for the Executive Director only when the Executive Director is actually absent or otherwise unable to act.

1. Disaster Preparedness and Recovery. The Secretary working with the Director of Information Technology (as assigned) shall ensure the personnel and financial records, and all other vital documents are safeguarded (to the fullest extent possible) against permanent loss due to fire, natural disasters, or other accidental loss, by:

- a. Planning and executing a disaster preparedness program that includes periodic duplication of and multiple site storage of selected hardcopy and/or electronic records.
- b. Maintaining a summary or listing of required records necessary to resume full operations after a disaster and identify where such records are held.
- c. Ensuring a recovery plan is on file to resume full operations as soon as practicable.

The plan should be periodically communicated to all officers and include check-off lists, responsible personnel and time frames for the actions to be taken during the 24-hour period immediately following an incident and subsequent actions that must be taken over an estimated full recovery period.

6. General Assistance. Perform all duties incident to the office of the Secretary and such other duties as may be required by law, by the Articles of Incorporation or Bylaws or perform other such other duties or responsibilities as may be prescribed.

Section 2.4. Duties of the Treasurer.

1. First Auditor. The Treasurer will maintain responsibility for the financial records of the Conference and ensure they have been prepared with good accounting practices even if such day-to-day records are prepared by someone else. The Treasurer shall conduct an annual audit of the books and maintain an audit record. The Treasurer shall give bond if required. Checks drawn on the account of the Conference must be issued with the co-signatures of the Treasurer and the Executive Director or another officer empowered by the board of directors to so act. See Appendices (G and J). If logistics do not allow for joint signatures, then the Treasurer will publish approved procedures that show proper “checks and balances” are in place to substitute for joint signature authority. The Treasurer shall also maintain a listing of capital and minor equipment and real properties held in the custody of the Conference. In the absence or incapacity of the Treasurer, the Treasurer’s power to sign checks may be delegated in writing by the Executive Director to another directing officer.

2. Budgets. The Treasurer is responsible for coordinating the development of the proposed gross annual budget for the fiscal year. Costs centers corresponding to functional areas shall be used to allocate funds and control costs. The Treasurer shall receive annual budgets from officers managing cost and revenue centers and meet monthly with the fundraising committee to discuss overall financial needs and status of funding.

3. Reports. The Treasurer shall ensure the Annual Financial Report is received by the directing officers and advisors including the Audit Team and Strategic Planning Committee within 60 days of the close of the Conference’s fiscal year. The Treasurer will render the report at the next regularly scheduled meeting.

4. Tax Returns. The Treasurer shall cause the timely preparation and filing of tax returns required to be filed for all accounts pursuant to U.S. Tax Code and State Regulations. Copies of such returns shall be maintained by the Treasurer.

5. Temporary Securities Custodian. The Treasurer shall hold and account for all cash, properties, gift certificates, or other items of value that have not been transferred to a permanent repository for safekeeping and maintain control of Conference credit cards or revolving accounts. The Treasurer shall transfer within seven (7) days any revenue generated by Conference activities to a permanent repository (i.e., banking institution) for safekeeping and proper accounting. The Treasurer shall fulfill other duties as prescribed. The Treasurer does not have the authority to bind the Conference when dealing with third parties unless the directing officers provide express authority.

6. Contracting and Procurement Officer. Unless assigned to another person, the Treasurer is the Conference's contracting officer for the purchase of goods, services, subscriptions and supplies required for the Conference's activities.

7. Special Financial Disclosure. When the Treasurer is contracting with entities in which he has a personal financial interest, he must disclose such facts to the Conference before entering into a contractual agreement. The Conference shall make the determination of whether there exists a potential conflict of interest.

8. Grants. The Treasurer shall work closely with the Financial Planning Manager or fundraising committee to provide accounting information needed to complete applications for Grants, corporate matching programs, and other professional fundraising.

9. General Assistance. Perform all duties incident to the office of the Treasurer and such other duties as may be required by law, by the Articles of Incorporation or Bylaws or perform other such duties or responsibilities as may be prescribed.

Section 2.5. Other Directing Officers. For purposes of strategic planning and future boards of directors, the following four (4) additional directing officers *by ideal preferred functional role* are suggested for ideal national operations of a contemporary successful organization:

1. Director Information Technology (see website internal postings).
2. Director Social Media (see website internal postings).
3. Director Legal Affairs (see website internal postings).
4. Director Media Affairs & Public Relations (see website internal postings).

The above are ideal appointments that may not immediately present in the personnel available to CWSC or in the asset mix of skills among its officers. Prospective board director candidates should also be sought from amongst team and committee directors, staff and other volunteers. Alternatively, the duties that would be performed by the directing officers referenced above can be fulfilled by other volunteers including departmental or staff directors, or consultants who can advise the board of directors, without being a member of the board of directors.

3. Focus Teams and Committees

Section 3.1. Committee Operations. Conference committees operate under the auspices of the board of directors and are empowered to function under the direction of the Executive Director in carrying out their duties. Committees have wide latitude to operate as they deem appropriate. However, committees shall structure themselves and conduct their deliberations in a similar manner as that of the Conference's operating guidelines for its officers, except that committees

shall adjust for the number of persons assigned and the diminished scope of operations. Administrative structure should at a minimum consist of:

- a. Committee Director
- b. Recorder

Officers may serve (for the purpose of a quorum) on no more than two committees. Officers may also serve on Focus Teams. Officers serving on teams or committees must ensure they operate as equal team or committee members when they are in team and committee deliberations. Each standing committee shall promulgate a mission and vision statement that guide its assigned activities in support of the Conference's overall goals.

Section 3.2 Standing Committees. The Conference shall constitute, empower, and financially support permanent committees to help administrate CWSC. The number of permanent committees is subject to revision based on a continuous assessment of needs and resources. The addition of new committees or dissolution of such shall be recommended and approved by a simple majority of the Conference. See website for more information including committee descriptions. The following are established as permanent standing committees:

1. American Muslim 360
2. Audit
3. Awards
4. Ethics & Human Relations
5. Finance (held in abeyance)
5. Fundraising
6. Recruiting
7. Scholarship
8. Strategic Planning

Section 3.3. Special Committees. Special ad hoc committees may be chartered and appointed from time to time by the Conference through the office of the Executive Director. Special committees are temporary and suspend or expire at the discretion of the Conference. See website for more information. The following are established as ad hoc Committees:

1. MCNRD
2. Bylaws
3. Town Hall / Event Planning

Section 3.4 The CWSC Executive Committee. In the event of a circumstance deemed to require emergent action in the opinion of the Executive Director, then either the Secretary or other officer will assist in contacting all officers of the board for emergency deliberation. In the event, all officers cannot be contacted, and/or a quorum is not obtained within the required time, then the Executive Director, and two more officers are empowered and authorized to take such action as deemed to be in the best interest of CWSC. At a special meeting of the directors or the next regularly scheduled board meeting, the Executive Director will brief the board of directors on the action taken.

Section 3.5. Teams. Teams are CWSC volunteers from around the country and across a breadth of disciplines, training and experience working in self-directed groups facilitated by team

directors. Teams explore new opportunities and study chronic issues affecting the communities we serve. Focus Teams are formed when 3 or more persons select the same focus area as their top volunteer priority. See the website for currently established focus teams.

Section 3.6. Staff Directors. The Executive Director is empowered to appoint persons as non-board staff directors to fulfill critical responsibilities or administrate CWSC departments. The following are current directors appointed by the Executive Director:

1. Director for CWSC Strategic Planning & Development. Reports directly to the Executive Director and is responsible for developing organizational strategy, design, and tactical and strategic implementation to support CWSC's mission and vision in accordance with the organization's guiding principles and overall strategic plan. Works closely with board, staff, and all volunteers and CWSC departments to recommend to the Executive Director and the board ways to achieve goals and improve results in any area of CWSC.

2. Other Staff Directors. [Reserved]

Section 3.7 Consultants and Other Volunteers. All CWSC volunteers can be consultants in the MCNRD Program and provide remote or onsite assistance to requesting institutions who have also registered in the MCNRD Program. See the website.

1. Other Volunteers. The Executive Director may appoint persons as CWSC Ambassadors or establish other volunteer positions and appointments to further CWSC goals.

Section 3.8 American Muslim 360 (AM360). The Board shall appoint a Governance Committee to oversee the strategic development of its broadcast network and promulgate such other directives to enhance the network's successful operations.

1. Lifetime Tenure Appointments. The board of directors grants irrevocable lifetime appointment on the AM360 Governance Committee to the founder and chief executive officer of AM360, Dr. Aisha Kareem, to ensure corporate continuity and knowledge. Such appointment is intended to apply for all future boards.

2. CEO Appointment. The Board shall appoint the AM360 chief executive officer.

3. Executive Producer Appointment. The AM360 Governance Committee shall appoint the executive producer with the approval of the CWSC board.

4. Remuneration. The board shall determine reasonable and just compensation for the executive producer and chief executive officer or other selected AM360 staff based on revenues and profitability.

Section 3.7 Funding and Fundraising Policy for Committees, Teams, and Departments. The Board shall promulgate fiscal funding and fundraising policies for guidance to the Treasurer, so that financial resources are properly budgeted and/or allocated to CWSC operating entities.

Section 3.8 Current & Pending Major Initiatives. Officers must be familiar with all current and pending initiatives and understand the relationship between CWSC's interconnected components as part and parcel of a national intelligentsia.

1. Model Communities National Resource Directory (MCNRD) & Network
2. Speaker's Bureau
3. Bookshelf
4. Scholarships
5. Internships & Leadership Development Council
6. National Leadership Advisory Council
7. Think Tank Intake & Review
8. CWSC Ambassadors
9. CWSC Publications Division
10. Townhall
11. American Muslim 360 (reciprocal integration and evolution)
12. Roundtables (and other information, training & development programs)

4. Performance, Competency and Evaluation of Officers

Section 4.1. Performance Criteria. Each officer of the Conference is expected to familiarize himself thoroughly with all applicable policies, guidelines, and all pertinent corporate and operational documents and to fulfill his duties to the best of his ability. The emphasis on organizational learning, personal mastery and performance underscore the importance of the Conference's responsibilities and obligations. Accomplishing goals for the model community demand commitment and attention. Often, a problem in performance can be remedied simply through better communication. As such, the Executive Director may meet at least semi-annually by telephone conferences with each member individually to discuss individual performance and the perception of overall Conference performance. Overall individual performance includes superior management and demonstrated commitment to continuous improvement of assigned functional area; assisting with other assigned tasks, attendance and/or punctuality at meetings and teleconferences; timely submission of reports; support for Conference events; assistance granted to fellow officers and other CWSC volunteers; and adherence to the operating guidelines and other governing documents. Appendix D will be used to evaluate performance. The Executive Director shall solicit feedback from fellow officers via an evaluation of the Executive Director. All evaluations are confidential for Conference use only. To assist the Executive Director and board, each officer and advisor will provide a resume and or summary (Appendix F) to assist in cataloging skills, abilities, and knowledge readily available to the board.

Section 4.2. Professional Competency.

1. To improve the technical or professional competency of the board, all officers and advisors, required reading includes the Directing Officers Operating Guidelines plus:

- a. Articles of Incorporation
- b. Bylaws
- c. 501(c)(3) application
- d. Compiled federal and state regulations
- e. Annual reports
- f. Team & Committee Best Practices [Pending]
- g. MCNRD Operating Guidelines [Pending]
- i. CWSC Participant Information Guide
- j. Other CWSC policy, planning and operating documents

2. Board members must understand, accept and respect the difference in roles between the board, the executive director and senior staff, ensuring that any honorary officers, the board, the executive director and senior team, work effectively and cohesively for the benefit of CWSC and develop a mutually supportive relationship.

Having given the executive director delegated authority, board members should be careful individually and collectively, not to undermine the Executive Director's authority and office of responsibility by word or action.

3. **Suggested Reading.** All directors should help compile online links and other resources that will aid the board in executing its duties. Such publications could include diverse articles on Shuraa Baynahum to governance to nonprofit law. See Appendix (L).

5. Resignation, Suspension and Dismissal of Conference Members

Section 5.1. Resignation. It is understandable that occasionally, personal circumstances may prevent an officer or advisor from properly fulfilling his or her duties. In such instances, the Conference shall not be weakened nor should the member be unduly burdened by such turn of events. Deliberations including voting shall continue in the member's absence. The absent member should make every reasonable effort to make known her position on a matter set for the Conference's deliberations and to distribute to others in advance of her absence, information or research required for the Conference's deliberations. Under no circumstances will the Conference delay its deliberations only because of a member's absence. In the event a member determines personal hardship will significantly interfere with his responsibilities over an extended period, the member should immediately notify the Executive Director of the conflict who will then determine if the member's normal duties can be reassigned temporarily to assist the member while preserving continuity and stability of the Conference. If however, the member or the director does not foresee any other alternative except resignation, then the member is requested to provide (if possible) a 60-day notice and a letter of resignation, and suggest, if possible, another qualified candidate. The resulting vacancy shall be held in accordance with paragraph 6.1 and 6.2.

Section 5.2. Suspension or Dismissal. Any officer or advisor of the Conference may be suspended or dismissed for incompetence, poor attendance, conflicts of interest, willful infractions of the Conference's policies and procedures, by-laws, other governing documents, or for acts of conduct deemed disorderly, injurious or hostile to the interests and objectives of the Conference, provided the Executive Director gives written notice to such offending member of the proceedings against him or her and the member is provided an opportunity to be heard in his or her own defense.

Section 5.3. Initiation of Suspension or Dismissal. Proceedings under this section shall be initiated by resolution of the Conference or on complaint against any member signed by a simple majority of members and filed with the Secretary. On adoption of the resolution or receipt of the complaint, as the case may be, the Conference shall schedule the matter to be heard at the first regular or a special meeting. At least 30 days in advance, the Secretary shall cause to be delivered to the accused member a copy of the resolution or complaint together with a notice of the time and place of hearing.

Section 5.4. Hearing. The Executive Director shall preside at such hearing and shall read the charges (or circumstances in the case of conflicts of interest) against the accused member. Such member shall be allowed to make a statement in his or her own behalf, cross-examine opposing witnesses, and call witnesses on his or her own behalf.

Section 5.5. Determination of Hearing. The Conference may, by the affirmative vote of all its board of directors, except the member who is the subject of the hearing, request the offending member to resign or may suspend or dismiss the member. Should he or she decline to act accordingly upon such request, the member's name shall be stricken from the rolls of the Office of the Conference's board of directors and shall be considered dismissed. The Secretary shall, via the Executive Director, forward a letter of dismissal to the dismissed member and request return of any Conference property immediately. If the Conference casts less than the required majority vote to dismiss the member, then the matter is resolved and the member shall be retained with no further deliberations on the matter.

6. Conference Vacancy

Section 6.1. Unplanned Loss. When an officer or advisory vacancy exists and is due to an unplanned, emergency or catastrophic event in which a quorum no longer exists, the Executive Director may appoint a directing officer to meet the minimum number required by the bylaws.

Section 6.2. Standard Process of Nomination and Appointment. A candidate for membership to the directing officers must be proposed by a directing officer and seconded by at least one other directing officer. The candidate shall be notified and a confirmation of their acceptance or declination of the nomination shall be confirmed. Further action on the nomination and appointment will proceed in accordance with Appendix E. The Conference, will vote and the member, if affirmatively accepted, shall become a directing officer with full responsibilities and subscribe to the rules, regulations, policies and procedures of the Conference.

Section 6.3 Standard & Emergency Succession Planning. The board of directors shall publish a written plan for short term, intermediate and long term succession for its directing officers to address illness, injury or death; planned departure; and strategic leadership development. The strategic aim of the plan will be to over time develop a diverse group intellect with the mix of experiences, talents, and skills necessary to be an effective CWSC board.

The plan will include redundancy strategies, cross management training, and secure, dispersed database management planning for adequate access to all CWSC accounts and relationships with third parties. The succession plan will be reviewed annually.

Every officer should be looking for his or her replacement or assistant, by identifying talent of equal or superior ability and capability. Any officer who identifies a candidate with superior training, knowledge, and experience who is willing to lead that officer's department or otherwise perform that officer's duties, should consider recommending that person as his or her replacement and staying on to work as the assistant to the prospective candidate.

7. Strategic Management Review and Reporting

Section 7.1. Key Indicators and Performance Standards. The Conference seeks to measure its effectiveness through the monitoring of key indicators over a relevant period including:

1. Individual registrations
2. Organization registrations
3. Direct volunteer hours to CWSC
4. Volunteer hours to CWSC registered organizations
5. Rating levels of consultant evaluations
6. Number of CWSC sponsored panels, forums, seminars, roundtables, etc.
7. Growth in base operating revenue
8. Growth in value and sources of charitable contribution including recurring donations
9. Cost of administrative operations
10. Growth of re-grant dollars
11. Amount of scholarships awarded
12. Online Store Sales
13. Speakers Bureau Requests
14. NLAC Participation
15. CWSC Social media metrics for electronic footprint
16. Volunteer engagement as measured by attendance and other participation
17. AM360 funding and operating metrics
18. Number of CWSC community service projects completed
19. Number of “CWSC How to...” publications produced
20. Other as may be prescribed by the board of directors

Section 7.2. Identification, Reporting and Monitoring of Key Indicators. The key indicators identified shall be monitored and reported by the Conference for the purpose of modifying internal operating policies and attracting working capital in the form of grants and other charitable contributions. The term “specified period” means the reporting of key indicators monthly, quarterly or annually as prescribed. The Conference will seek to establish baseline standards and desired goals in an effort to identify potential problems before they occur.

8. General Conduct of Conference Affairs

Section 8.1. Conference Funding. Revenue and/or capability to operate shall be derived initially from the resources of the organization’s founding officers. Thereafter, revenues shall flow from fundraising, gifts, bequests, investments, grants, loans and such other sources as may be authorized.

Section 8.2. General Communication. All directing officers and advisors are expected to engage in honest, open, and respectful communication, request assistance if needed and to maintain confidential matters when required.

Section 8.3. Consultation. The Conference will consider agent advice, consultants, and information, opinions, and reports from advisors, other appointees, and legal counsel to help in managing operations.

Section 8.4. Remuneration. Officers are non-salaried. The property of the Conference is dedicated to the functional purposes of the Conference. No part of the net earnings, properties, or assets of the Conference shall inure to the benefit of any private person or individual, or any member, officer, director of this association, on dissolution or otherwise, except for employees that work in Conference operations and undertake responsibilities to generate revenue for such operations or engage in other activities to manage or operate such activities. Use of Conference funds are authorized for specific expenses incurred on behalf of the Conference, including meals, transportation, supplies, postage, duplication, reimbursement for authorized expenses advanced on behalf of or in service to the Conference, other miscellaneous and incidental expenses arising out of Conference activities. Any company, venture or investment that renders services or goods and has a direct or indirect financial relationship with a Conference shall not be automatically barred from providing goods and services, but shall instead be evaluated on an individual basis.

Section 8.5. Professional References. Serving on the Conference is a significant personal achievement demonstrating commitment to community service, citizenship and volunteerism. A reference can assist in one's career or professional development. All volunteering members are encouraged to highlight their participation as a member of this body and shall be given letters of reference when such requests are made.

Section 8.6. Liability and Indemnification. When the directing officers are properly carrying out their duties within the scope of their assigned responsibilities, they may be indemnified by the Conference when claims or suits are brought against them for their actions.

Section 8.7. Restriction or Limitation on Activities. The Conference shall have and exercise all rights and powers conferred on incorporated associations generally under the laws of the State of North Carolina, provided, however, that the Conference is not empowered to engage in any activity which is not itself in furtherance of its purposes and as set forth in this section paragraph 8.7.1.

1. The Conference shall not as a substantial part of its activities, carry on propaganda or otherwise attempt to influence legislation. Nor shall it participate or intervene (by publication or distribution of any statements or otherwise) in any political campaign on behalf of any candidate for public office. Any activities carried on by the board, teams, committees, ambassadors, speakers' bureau must adhere to the restriction on activities and the board shall ensure such restrictions are communicated to all of CWSC.

2. The Conference shall take no actions inconsistent with the religious doctrines, or principles of morality contained in the Qur'an and the Life Example of Muhammed the Prophet (S).

Section 8.7.1 Other Specific Restrictions. The Executive Director and/or the board may authorize programs and services that may require specific restrictions to CWSC personnel and volunteers due to compliance with a governmental entity or to protect CWSC's internal accountability to stakeholders, or to prevent the appearance of any impropriety. The following current CWSC component(s) are identified as restricted activities to certain CWSC persons or groups:

1. CWSC Scholarship Programs. No CWSC Scholarship can be awarded to any student who has a family member serving on the scholarship selection committee or board of directors.

Section 8.8. Empowered Authority. In furtherance of the objectives described throughout this document, but not in limitation thereof, the Conference shall have the power, insofar as such power is conferred, or is limited, by law, to make and perform contracts for any lawful purpose, to engage in various funding and fund-raising activities and to acquire, own, hold, operate and maintain real or minor property as to effectuate its purposes. There is no property or monies possessed by the Conference at the time of executing these Operating Guidelines.

Section 8.9. Dissolution. On liquidation or dissolution, all properties and assets of the Conference remaining after payment or provision for all debts and obligations shall be distributed and paid over to such fund, foundation or corporation organized and operated for charitable or religious purposes as the Conference shall determine by a simple majority of its members, and as shall at the time qualify as a tax-exempt organization under Section 501(c)(3) of the U.S. Internal Revenue Code of 1986, or corresponding provisions of any subsequent federal tax laws.

9. Suspension of Rules, Amendments and Agreement

Section 9.1. Suspension of Rules. This document is published for the use of current and future directing officers and seeks to prescribe rules that support operations under ideal conditions and/or a standard operating environment. Circumstances that may negatively affect the Conference's operations can necessitate suspension of administrative provisions contained herein. The Conference, by simple majority vote, can suspend or hold in abeyance for any period, certain administrative portions of the Operating Guidelines for the express purpose of preserving its structural integrity, stability or perpetuity when circumstances warrant. Such periods may include, but are not limited to the initial start-up of the Conference and an ensuing period of 3 years after initial start-up. Suspension of specific provisions, justification and an alternative course shall be proposed and if approved, shall become an addendum to the Operating Guidelines. Lifting of the suspension shall be by simple majority vote of the directing officers.

Section 9.2 Amendments. The Operating Guidelines may be amended by the directing officers by simple majority vote at any regular or special Conference meeting, provided notice of such amendment(s) and the nature thereof shall have been given to the officers at least 30 days prior to the meeting date at which such amendment(s) are being considered. Any adopted amendments shall be binding on all members, including those who abstained or voted against them.

Section 9.3. Signatory Agreement. We, the undersigned members of the CWSC board of directors, acknowledge by signature we have received a copy of and read the Operating Guidelines, acknowledge their suitability, and agree their adoption (or re-adoption) is in the best interest of the Conference. We agree to abide by the Operating Guidelines as they exist on the date of our signing and as they may be amended thereafter. CWSC Operating Guidelines shall be certified by the Secretary, placed in the minutes, and retained at the Conference's principle office for inspection by members at all reasonable times during business hours or as appropriate according to organizational resources and documents storage and distribution capabilities.

Name & Signature _____ Date _____

APPENDIX (A)

CWSC ANNUAL CALENDAR OF EVENTS & HOLIDAYS

Listing of Dates for the CWSC Planning Calendar (CWSC Events Pending. See CWSC Website)

EVENT	DATE	DAY	TIME	LOCATION
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[See the [CWSC Official Calendar of Events](#)]

APPENDIX (B)

Basic Group Discussion and Resolution Procedures

Directing officers shall review the attached “Parliamentary Procedure made Simple: The Basics” to be familiar with the general proven principles of managing meetings, discussions, debate, etc. However, the Conference, in its internal process, will not use the entire contents or even the exact wording of the attached document. Parliamentary process is best utilized when it is necessary to do so, such as in lively and long debate on an issue. Members are asked (at a minimum) to be familiar with the following process designed more to fairly allow members to conduct effective but timely debate or discussion and resolution of issues without infringing upon one another’s rights:

1. Issue has been discussed for an unreasonably lengthy period (as determined by the members themselves and if necessary finally by the Executive Director); further debate appears to be unduly prolonged. Either a definite time period for the group to decide can be invoked or a definite time period for each person to offer a summary (only once) of his opinion, with a resolution occurring only after each person has had a chance to speak once on the issue. The process follows as such:

- a. Someone makes a motion to vote on the matter
- b. Someone seconds the motion
- c. The chair (or Executive Director) repeats the motion and asks is there any further discussion. If there is, one final round of discussion with no person speaking twice or exceeding his authorized time limit ensues. The person making the motion speaks first.

2. Debate is finished.

- a. Chair takes a vote
- b. Chair: All in favor say “Aye” . . . opposed say “No”
- c. Chair: The “Ayes” have it . . . or the “No’s” have it and we will or will not do . . .

As the group size increases e.g. a general session with consultants, and discussion or votes are necessary, it will be important for the Chair and Co-Chair to be more familiar with the attached parliamentary procedures and use portions thereof that contribute to enhanced group dynamics. An explanation shall be given to the entire group on how discussion and voting will proceed. For example, with a large group, hand voting or standing are generally more effective. For teleconferences, it can be more efficient to obtain a vote by stating "All opposed" first. If it is still difficult to discern majority opinion, then each member's name can be called in turn with each answering "Yes" or "No" as applicable.

3. Point of Order is a phrase to call attention to the presiding chair or other members that the accepted process of resolution has been violated. Otherwise, “Point of order” should be avoided.

APPENDIX (C)

CWSC Directing Officers & Advisors Contact Roster

Caution: CONFIDENTIAL INFORMATION.
Not for general distribution. For official use of the CWSC Board of Directors and its Advisors.
Safeguard in accordance with the Privacy Act and CWSC Privacy Policy.

Directing officers and advisors are responsible for ensuring current contact information is submitted to the Secretary. All members are asked to assist one another expeditiously with the resolution of matters. A standard of not more than 24 hours is prescribed for acknowledging another member's attempt to establish contact. All members are asked to inform their employer or jobsite staffs and assistants to flag any telephone call or message originating from a Conference member. All members are required to supplement telephone access with at least voice mail service and e-mail. If you will be unable to return calls or emails due to personal emergency for more than 48 hours, please notify the Secretary, Executive Director or other member. Confidential faxes or e-mails should to the fullest extent possible, be handled directly by the member to whom it is sent. Distribution of this list shall be made by the Secretary to all directors.

NAME	EMAIL*	TELEPHONE	MAILING ADDRESS

* When sending email to fellow directors, please info cwsconline@gmail.com
^ Non-board member departmental advisor

APPENDIX (D)

Member Performance Review

(Confidential: for Conference Use Only)

	SAT	UNSAT
1. ATTENDANCE, PARTICIPATION & PREPARATION	<input type="checkbox"/>	<input type="checkbox"/>
a. Percent attendance at all scheduled meetings/conferences (%).	<input type="checkbox"/>	<input type="checkbox"/>
b. Percent on-time to all scheduled meetings/conferences. (%).	<input type="checkbox"/>	<input type="checkbox"/>
c. Reports/agendas presented w/ advance copies distributed (%).	<input type="checkbox"/>	<input type="checkbox"/>
d. Meets minimum prescribed volunteer hours per CharityCounts.org	<input type="checkbox"/>	<input type="checkbox"/>

Suggestions: _____

2. TEAM PLAYER	<input type="checkbox"/>	<input type="checkbox"/>
a. Initiates improvements and help to board members.	<input type="checkbox"/>	<input type="checkbox"/>
b. Assists other CWSC members (staff, teams, and committees).	<input type="checkbox"/>	<input type="checkbox"/>
c. Always supports and implements decisions of the board of directors.	<input type="checkbox"/>	<input type="checkbox"/>

Suggestions: _____

3. COMMUNICATION	<input type="checkbox"/>	<input type="checkbox"/>
a. Always engages in respectful discussion with other members.	<input type="checkbox"/>	<input type="checkbox"/>
b. Seeks to understand in addition to wanting to be understood.	<input type="checkbox"/>	<input type="checkbox"/>
c. Asks for assistance when needed.	<input type="checkbox"/>	<input type="checkbox"/>
d. Accepts and gives constructive criticism.	<input type="checkbox"/>	<input type="checkbox"/>
e. Seeks consensus in Conference deliberations.	<input type="checkbox"/>	<input type="checkbox"/>
f. Seeks on-time resolution of official matters with others	<input type="checkbox"/>	<input type="checkbox"/>
g. Engages with other members outside of scheduled meetings	<input type="checkbox"/>	<input type="checkbox"/>

Suggestions: _____

4. DEPENDABILITY & RELIABILITY	<input type="checkbox"/>	<input type="checkbox"/>
a. Follows through on commitments and meets deadlines.	<input type="checkbox"/>	<input type="checkbox"/>
b. Seeks to meet (or exceed) Conference standards.	<input type="checkbox"/>	<input type="checkbox"/>
c. Sets a good leadership example for others.	<input type="checkbox"/>	<input type="checkbox"/>
d. Models the CWSC values and ethics.	<input type="checkbox"/>	<input type="checkbox"/>
e. Serves as an excellent recruiting ambassador for CWSC.	<input type="checkbox"/>	<input type="checkbox"/>

Suggestions: _____

5. TECHNICAL COMPETENCY	<input type="checkbox"/>	<input type="checkbox"/>
a. Understands/Applies Operating Guidelines and other standing policies.	<input type="checkbox"/>	<input type="checkbox"/>
b. Fulfills expertly all assigned responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>
c. Solves challenges and continually seeks to improve CWSC.	<input type="checkbox"/>	<input type="checkbox"/>
d. Participates in and conducts training & development for others.	<input type="checkbox"/>	<input type="checkbox"/>
e. Suggests books, articles, videos, etc. for professional development.	<input type="checkbox"/>	<input type="checkbox"/>
f. Seeks to apply Qur'anic-based problem solving.	<input type="checkbox"/>	<input type="checkbox"/>

Suggestions: _____

Member Name/Signature/Date

Evaluator/Signature/Date

APPENDIX (E)

Nomination, Interview & Selection of Board Members

The following procedures are promulgated for selection of CWSC Board Members.

Board Member Skills and Experience

Current Board members (“Board”) or a Board Development Committee (“the Committee”) if appointed will assess the Board’s skill set requirements and needs. The Committee will evaluate prospective members of the board against the following criteria:

- Proven leadership ability;
- Previous experience serving on boards (either for-profit or nonprofit);
- Diversity gain, including but not limited to gender, ethnicity, race, age, disabilities and geography;
- Experience with large and complex organizations;
- Current or prior chief executive officer, chief operating officer, or chief financial officer level experience or equivalent title responsibility (either for-profit or nonprofit);
- Knowledge and experience regarding nonprofit and volunteer organizations;
- Specific skills such as finance, audit, legal, international relations, information, technology, diversity awareness, governmental affairs, public relations, marketing, leadership development, social media, traditional media, specialized Islamic education, fundraising, philanthropy, or other areas as may be considered;
- Community experience and knowledge of the Muslim American, other faith-based and historically disadvantaged communities.

Nomination Process

Step One: Receive recommendations for potential new board members:

The Board or Committee will consider nominees recommended by board members or other CWSC staff, and volunteers.

Step Two: Request nominee confirm interest, complete Appendix (F) and provide resume/cv and or bio to include:

- Skills, experience or other qualifications as may be reasonably necessary to determine if candidates meet the needs of the skills and experience outlined above; and
- Information as may be reasonably necessary to determine whether the candidate meets the independence standards outlined in the bylaws of the Corporation.
- Completion of CWSC Volunteer Registration Form

Step Three: Review candidates’ resumes.

Step Four: First interview.

Step Five: Second interview with entire current board of directors.

Step Six: Simple majority vote.

Step Seven: Notice to candidate.

APPENDIX (F)
Brief Resume Summary
Confidential: Official Conference Use Only. Safeguard in accordance with
the Privacy Act and CWSC Privacy Policy.

Please attach resume/cv and or bio.

SECTION 1 - PERSONAL DATA

Full Name _____

E-Mail (s) _____

Home Phone/Pager/Cellular _____ Work Phone _____

Facebook page address _____

Linkedin page address _____

Other website _____

SECTION 2 - EDUCATION

High School (skip and go to next line if you have obtained a college degree): Check here if you earned a diploma Check here if you participated in college prep curriculum.

Community/Tech/Trade Schools: Check here if degree earned _____
Type of Degree/Certificate

College/University: Check here if degree earned. _____
Type of Degree Majors/Minors/GPA

Graduate School: Check here if degree earned. _____
Type of Degree Majors/Minors/GPA

Post Graduate School: Check here if degree earned _____
Type of Degree Majors/Minors/GPA

Religious Schooling: Check here if degree earned _____
Type of Degree Majors/Minors/GPA

SECTION 3 - TRAINING, LANGUAGES, MILITARY SERVICE

GENERAL TRAINING: Indicate in this section, courses or subjects you have received on the job or on your own. Place a ✓ in each box that applies:

Software Expertise _____

- | | | | |
|---|---|---|--|
| <input type="checkbox"/> Database Management | <input type="checkbox"/> Spreadsheets | <input type="checkbox"/> Web Design | <input type="checkbox"/> Total Quality / Six Sigma |
| <input type="checkbox"/> Training/Development | <input type="checkbox"/> Accounting | <input type="checkbox"/> Professional Fund Raising | <input type="checkbox"/> Legal/Risk Management |
| <input type="checkbox"/> Social Media Expertise | <input type="checkbox"/> Desktop Publishing | <input type="checkbox"/> Proposal/Grant Writing | <input type="checkbox"/> Professional Event Planning |
| <input type="checkbox"/> Personnel Management | <input type="checkbox"/> Lobbying | <input type="checkbox"/> Public Affairs/Media Relations | <input type="checkbox"/> Other _____ |

Check here if you have foreign language proficiency _____
List Language(s)

MILITARY SERVICE: Branch _____ Last Rank _____ Specialty _____ Current Status _____

SECTION 4 - CIVICS, HONORS, AWARDS

Include here volunteer positions you have held and describe responsibilities. Add additional sheets if necessary.

List awards given to you by organizations or employers. For each award, identify the giving organization.

SECTION 5 - TEN YEAR OCCUPATIONAL HISTORY

For each job held, list information for the last 10 years or if retired the last 10 years prior to retirement.

Job Title, Company Name, City, State

1. _____
2. _____
3. _____
4. _____
5. _____

SECTION 6 - INTERESTS

List hobbies and places you have visited or would like to visit.

Hobbies _____

Places visited _____

Places you would like to visit _____

Email a professional profile photo (jpg, tiff, bmp, png file only) to cwsconline@gmail.com.

APPENDIX (G)
Community Wide Shuraa Conference, Inc. (CWSC)
Board Resolution on Bank Account

To:

Ref:

I, **MARTHA NAILAH WILLIAMS**, Corporate Secretary, certify that at a meeting of the Community Wide Shuraa Conference, Inc. hereinafter “the Conference,” on **November 18, 2015**, the following resolutions were adopted and they are in conformity with applicable regulations of the Conference and are in full force and effect.

THAT **ADAM K. BEYAH** (Accountant), **MUKHTAR MUHAMMAD** (Executive Director), and **MARTHA NAILAH WILLIAMS** (Corporate Secretary) is/are hereby authorized on behalf the Conference to draw, sign, endorse, or make checks, bills of exchange, warrants issued in payment of dividends or interest, and other orders for the payment of money (whether the account is overdrawn by the payment thereof in credit), and to withdraw any or all securities or other property in the hands of the Bank including any box or boxes, sealed envelopes or packets, and their contents, and to arrange for credit facilities for the Conference (including letters of credit and forward exchange contracts, and to sign in favor of the Bank guarantees of the obligations of third parties, an in connection with any such credit facilities or guarantees of the obligations of third parties, and in connection with any such credit facilities or guarantees to give security to the Bank on all or any of the property, real, person, present or future of the Conference.

THAT **ADAM K. BEYAH, MUKHTAR MUHAMMAD, and MARTHA NAILAH WILLIAMS** or any one of them be and is hereby authorized to endorse by rubber stamp, or otherwise and to deposit, discount or otherwise deal with checks, bills of exchange, promissory notes and any other paper negotiable or non-negotiable and other orders for the payment of money, and to receive all paid checks and vouchers and sign and deliver to the Bank the Bank’s form of balance and releases.

FURTHER THAT the Bank be and is hereby authorized to honor the signature of any other official of the Conference in the place of the Secretary in certification of documents from the Conference, on notice signed by the Executive Director and the Secretary or by two Directors being given to the Bank of his authority to sign.

THAT the Bank be furnished with a list of the names of the Directors, Officers, or Staff of the Conference and other persons authorized to sign for it, together with specimens of their signatures and that the Bank be notified in writing of any change of such Directors, Officers, or Staff being given to the Bank of his authority to sign.

It is hereby certified that the Officers, Directors and/or staff of the CWSC with bank signature authority are as follows:

Officers	Name	Signatures
Executive Director	Mukhtar Muhammad	_____
Secretary	Martha Nailah Williams	_____
Staff	Name	Signatures
Accountant	Adam K. Beyah	_____

THAT this resolution be communicated to the Bank and remain enforce until written notice to the contrary shall have been given to the Bank and receipt of such notice duly acknowledged in writing.

It is hereby certified by the undersigned that the foregoing resolution was duly passed by the Board of Directors of the Community Wide Shuraa Conference on the **18th** day of **November 18, 2015**, in accordance with the By-laws and Articles of Incorporation or Operating Guidelines and policies governing the Conference and that the said resolution has been duly recorded in the Minutes (a copy of which is included) and is in full force and effect.

EXECUTIVE DIRECTOR

SECRETARY OR DIRECTOR

Community Wide Shuraa Conference, Inc. (CWSC) Certification of Board Resolution on Bank Account

WHEREAS, the Board of Directors has determined it to be in the best interest of the Community Wide Shuraa Conference, Inc. (CWSC) to establish a banking resolution with...

be it:

RESOLVED, that the Corporation execute and deliver to said bank a duly signed original of the completed banking resolution as is annexed thereto, and that the authority to transact business, including but not limited to the maintenance of savings, checking and other accounts as well as borrowing by the Corporation, shall be as contained in said resolution with the named officers therein authorized to so act on behalf of the Corporation as specified hereto.

The undersigned hereby certifies that he/she is the duly elected and qualified Secretary and the custodian of the books and records and seal of a corporation duly formed pursuant to the laws of the state of North Carolina and that the foregoing is a true record of a resolution duly adopted at a meeting of the CWSC and that said meeting was held in accordance with state law and the Bylaws of the above-named Corporation on **November 18, 2015**, and that said resolution is now in full force and effect without modification or rescission.

IN WITNESS WHEREOF, I have executed my name as Secretary and have hereunto affixed the corporate seal of the above-named Corporation this, **18th** day of **November, 2015**.

CERTIFICATION

I, **Martha Nailah Williams**, Secretary of the CWSC, a North Carolina nonprofit corporation, hereby files this letter of bank resolution into the official records of the organization.

IN WITNESS WHEREOF, I have hereunto set my hand this **18th** day of November **18, 2015**,

COMMUNITY WIDE SHURAA CONFERENCE, INC.,
A North Carolina nonprofit corporation

By: _____
Secretary

cc: Corporate Files, Banking Institution

APPENDIX (H)

Community Wide Shuraa Conference (CWSC)

Oath of Office

“Fulfill the Covenant of Allah when ye have entered into it and break not your oaths after ye have confirmed them; indeed ye have made Allah your surety; for Allah heareth and knoweth all that ye do.” Al-Qur’an, Suratul Nahl (the Bee): 91

Abdur Rahman bin Samura (RAA) narrated that the Noble Prophet (SAW) said: “O ‘Abdur-Rahman bin Samura! Do not seek to be a ruler, because if you are given authority for it, then you will be held responsible for it, but if you are given it without asking for it, then you will be helped in it (by Allah (SWT)): and whenever you take an oath to do something and later you find that something else is better than the first, then do the better one and make expiation for your oath.” (Bukhari)

Hazrat Abdullah ibn ‘Amr bin Al’Aas (RAA) relates that the Noble Prophet (SAW) said: “The just and fair persons will be seated on chairs of light before Allah (SWT). Such persons are those who decide justly and deal justly in the matters relating to their families and other affairs entrusted to them.” (Muslim)

“We require a degree of integrity from those we will entrust with leadership . . . We look for principle and broad-mindedness., bigheartedness, kindness, and love for everybody from those who seek public office along with the qualifications he/she would need to do the practical job.”

—Imam W. Deen Mohammed

The Oath is a public pledge of support to uphold the Laws of Islam, the traditions of the Prophet (SAW), and the allegiance to the Community and its leadership (the Resourceful People and Group Intellect) in the fulfillment of the responsibilities of the office of leadership in which one enters. In the tradition of the Companions of the Prophet, the Oath is preceded by reciting the Tashahud:

“All reverence, all worship, all sanctity are due to Allah. Peace be upon you O Prophet and the Mercy of Allah and His Blessings. Peace be on us and all the righteous servants of Allah. I bear witness that none is deserving of worship except Allah and I bear witness that Mohammed is His Servant and Messenger.”

Oath of Office:

I [state your name] in accordance with the applicable laws of the State of North Carolina and the United States, do accept appointment as [Title of Office] for the Community Wide Shuraa Conference in service to the Believers. I solemnly affirm before Allah (SWT) and before the believers present as witnesses, that I will fulfill my duties and obligations as both a leader and follower and that I will faithfully discharge the duties and responsibilities assumed to the best of my ability.”

APPENDIX (I)
Community Wide Shuraa Conference (CWSC)
Letter of Appointment

With Allah's Name, The Merciful Benefactor, The Merciful Redeemer

To all who shall see these presents, may the Peace and Mercy of Allah be upon you:
Know ye that reposing special trust and confidence in the loyalty, fidelity and abilities of

I, acting with the authority vested in the Office of the Executive Director, Community Wide Shuraa Conference, Inc. (CWSC), do confirm your appointment to serve the CWSC as _____, effective this ____ day of _____, 20XX. The appointee shall therefore, with the help of Allah (SWT) and in accordance with the ethics in the Noble Qur'an and as exemplified in the life example of the Prophet (SAW), carefully and diligently discharge the obligations of the office to which he/she is appointed by doing and performing all manner of things belonging thereunto, in accordance with the Qur'an, the life example of Prophet Muhammed (SAW), the applicable laws of the State of North Carolina and the United States, and CWSC, Inc. bylaws, articles, an operating guidelines.

This appointment is to continue in force during the period approved including any modifications by the CWSC and its directing officers according to its bylaws, operating guidelines and/or policies already established or that shall be established by administrative decree.

Done for recording purposes at CWSC corporate offices, Fayetteville, North Carolina, this ____ day of _____ 20XX.

By the Executive Director

Executive Director

Appointee Signature of Acceptance

CERTIFICATION

I, _____, Secretary of the CWSC, a North Carolina nonprofit corporation, hereby files this letter of appointment into the official records of the organization.

IN WITNESS WHEREOF, I have hereunto set my hand this ____ day of _____, 20XX.

COMMUNITY WIDE SHURAA CONFERENCE, INC.,
A North Carolina nonprofit corporation

By: _____
Secretary

cc: Corporate Files

APPENDIX (J)
Guidelines for Expenditure of Funds

[To be developed by the Financial Manager and/or Treasurer]

APPENDIX (L)

Recommended Reading

Add a resource to this list and consult as many of the resources listed here as possible.
See also the CWSC Bookshelf, Online Store and Library

Title	Link	Description
About.Com Nonprofit News Sources	http://nonprofit.about.com/?once=true&	Nonprofit Listing of over 30 different informational links
An Apology: Heartfelt Reflections on the Passing of a Legendary Black American Muslim Leader, Azhar Usman.	http://dawudwalid.wordpress.com/2008/09/13/an-apology-azhar-usman/	An Apology: Heartfelt Reflections on the Passing of a Legendary Black American Muslim Leader, Azhar Usman.
Association for the Study of African American Life and History	http://asalh.org	Black history month founder, advances Dr. Carter G. Woodson's work of creating disseminating knowledge about Black History while serving all humanity.
Black Demographics	http://blackdemographics.com/culture/religion/	African American Statistics
Board Source	Boardsource.org	Resource for funders, partners, and nonprofit leaders magnifying their impact through exceptional governance practices.
Center Nonprofit Excellence	www.thecne.org/news/featured-grants	Nonprofit education, assistance
Cisco Foundation	http://csr.cisco.com/pages/support-for-nonprofits	Cisco & Cisco Foundation provide cash, products & people to help organizations w/scalable, replicable & sustainable solutions that use Internet and network technology to benefit individuals & communities globally.
Contributions Magazine: The How-To Source for Nonprofit Professionals	www.contributionsmagazine.com/index.html	practical tips and advice on a broad array of topics.
Free Management Library	http://managementhelp.org/	Online integrated library for personal, professional and organizational development.
Genesis of New American Leadership	Genesis.famacopublishers.com http://famacopublishers.com/32.html	Leadership, organization and management in American Muslim Institutions and Communities
Grant Makers for Effective Organizations	www.geofunders.org	Advanced smarter grantmaking practices that enable nonprofits to grow stronger and more effective.
Ideal Ware	www.idealware.org	An authoritative online guide to software allowing nonprofits to be more effective.
Imam W. Deen Mohammed and the Third Resurrection, Dr. Sherman Abd al-Hakim Jackson.	http://muslimchaplains.org/resources/articles/105-imam-w-d-mohammed-and-the-third-resurrection-	On the future of Islam in America.
MAP for nonprofits	www.mapfornonprofits.org/resources	Connecting organizations to sound governance, strategy, the law, and business practices.
National Public Radio	Npr.org	National international in depth news.

Nonprofit Expert	www.nonprofitexpert.com/publications	Free resources for nonprofits of all types and sizes! Providing tools, guides and advice to nonprofits.
Philanthropy Journal	http://philanthropyjournal.org/	Daily!website!and!weekly!email!bullet in,! they!deliver!online!news!and!informati on!about!philanthropy!and!nonprofits.!
Philanthropy Roundtable	www.philanthropyroundtable.org/who_we_are/mi ssion/	America's leading network of charitable donors working to strengthen our free society, uphold donor intent, and protect the freedom to give. Our members include individual philanthropists, families, and private foundations.
Pulse	www.allianceonline.org	Publication of The Alliance for Nonprofit Management gives answers to FAQs on board development, financial management, fundraising & strategic planning.
Society for Nonprofit Organizations	www.snpo.org	A resource for board members, paid staff, and volunteers who lead or help nonprofit organizations all around the world.
Strengthening Nonprofits: A Capacity Builder's Resource Library	http://strengtheningnonprofits.org/resources/guide books/Leading_a_Nonprofit_Organization.pdf	Leading a nonprofit organization: Tips and Tools for Executive Directors and Team Leaders
Tech Soup	http://home.techsoup.org/	Comprehensive source of technology information for nonprofit
The Chronicle of Philanthropy	www.philanthropy.com	Bi-weekly newspaper useful for latest news about philanthropy to management to fundraising and more.
The NonProfit Times	www.thenonproffitimes.com	the leading business publication for nonprofit management. News, business information and original research on daily operations of tax-exempt organizations
The Social Media Monthly	http://thesocialmediamonthly.com	Communications in the digital age
The Third Alternative: Solving Life's Most Difficult Problems.	http://famacopublishers.com/2035.html	Stephen R. Covey on high level problem solving.
Volunteer Today	www.volunteertoday.com	Newsletter for managing the work of volunteers in nonprofit, government or corporate programs.
Volunteering and Civic Life in America 2012 by the Numbers.	http://ncoc.net/VCLAPoliticalIndicators	A special report from the National Conference on Citizenship and the Corporation for National and Community Service.
Third Sector Today	http://thirdsectortoday.com/2014/07/30/cyber-security-qa-nonprofits-at-risk/	Cyber security threat basics for nonprofits
Cybersecurity 101 Tip Card - Homeland Security	http://www.dhs.gov/sites/default/files/publication s/cybersecurity-101_4.pdf	Stop, Think, Connect: Cybersecurity 101

APPENDIX (M)

CyberSecurity Guidelines

The CWSC advises all board members, staff and volunteers with access to sensitive information adopt FCC Guidelines on effective cybersecurity measures.

Broadband and information technology are powerful factors in small businesses reaching new markets and increasing productivity and efficiency. However, businesses need a cybersecurity strategy to protect their own business, their customers, and their data from growing cybersecurity threats. Here are ten key cybersecurity tips for businesses to protect themselves:

1. Train employees in security principles

Establish basic security practices and policies for employees, such as requiring strong passwords, and establish appropriate Internet use guidelines that detail penalties for violating company cybersecurity policies. Establish rules of behavior describing how to handle and protect customer information and other vital data.

2. Protect information, computers and networks from cyber attacks

Keep clean machines: having the latest security software, web browser, and operating system are the best defenses against viruses, malware, and other online threats. Set antivirus software to run a scan after each update. Install other key software updates as soon as they are available.

3. Provide firewall security for your Internet connection

A firewall is a set of related programs that prevent outsiders from accessing data on a private network. Make sure the operating system's firewall is enabled or install free firewall software available online. If employees work from home, ensure that their home system(s) are protected by a firewall.

4. Create a mobile device action plan

Mobile devices can create significant security and management challenges, especially if they hold confidential information or can access the corporate network. Require users to password protect their devices, encrypt their data, and install security apps to prevent criminals from stealing information while the phone is on public networks. Be sure to set reporting procedures for lost or stolen equipment.

5. Make backup copies of important business data and information

Regularly backup the data on all computers. Critical data includes word processing documents, electronic spreadsheets, databases, financial files, human resources files, and accounts receivable/payable files. Backup data automatically if possible, or at least weekly and store the copies either offsite or in the cloud.

6. Control physical access to your computers and create user accounts for each employee

Prevent access or use of business computers by unauthorized individuals. Laptops can be particularly easy targets for theft or can be lost, so lock them up when unattended. Make sure a separate user account is created for each employee and require strong passwords. Administrative privileges should only be given to trusted IT staff and key personnel.

7. Secure your Wi-Fi networks

If you have a Wi-Fi network for your workplace, make sure it is secure, encrypted, and hidden. To hide your Wi-Fi network, set up your wireless access point or router so it does not broadcast the network name, known as the Service Set Identifier (SSID). Password protect access to the router.

8. Employ best practices on payment cards

Work with banks or processors to ensure the most trusted and validated tools and anti-fraud services are being used. You may also have additional security obligations pursuant to agreements with your bank or processor. Isolate payment systems from other, less secure programs and don't use the same computer to process payments and surf the Internet.

9. Limit employee access to data and information, limit authority to install software

Do not provide any one employee with access to all data systems. Employees should only be given access to the specific data systems that they need for their jobs, and should not be able to install any software without permission.

10. Passwords and authentication

Require employees to use unique passwords and change passwords every three months. Consider implementing multi-factor authentication that requires additional information beyond a password to gain entry. Check with your vendors that handle sensitive data, especially financial institutions, to see if they offer multi-factor authentication for your account.

The FCC's CyberSecurity Hub at www.fcc.gov/cyberforsmallbiz has more information, including links to free and low-cost security tools.