



## **Community Advisory Council (CAC)**

### **Member Handbook**

As updated on May 2, 2025

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## Community Advisory Council (CAC) Membership

### Overview

The Community Advisory Council (“CAC”) was created by agreement of the Attorney General and the New Hanover Community Endowment (“The Endowment”) as part of the Attorney General’s oversight role under the North Carolina Nonprofit Act regarding the transfer of non-profit assets. The CAC is “composed of a reasonable cross-section of the community . . . [to] provide formal feedback and recommendations to the Board of Directors” of The Endowment.<sup>1</sup> The purpose of the CAC is to provide to The Endowment Board of Directors (the “Board”) feedback and recommendations from the community regarding The Endowment’s activities. The CAC is intended to assist the Board in better understanding the needs of the community by serving as a conduit for grassroots community conversations.<sup>2</sup> As a practical matter, CAC members also provide feedback and recommendations to management and serve as ambassadors between The Endowment and multiple facets of our community. They act as liaisons and provide advice to the Board and management on local challenges and opportunities. Members also provide expert guidance and different lenses of experience on The Endowment’s focus areas including education, health and social equity, community safety and community development.<sup>3</sup>

### Organization

The Board determines the CAC’s operating charter, size and organization, and approves appointments of all CAC members. In making appointments, the Board strives to create a reasonable cross-section of the community with consideration of gender, racial, ethnic, geographic, experience, perspective, and overall diversity. The CAC currently consists of 18 members who serve for staggered three-year terms to ensure broad and inclusive representation of community interests and perspective.

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<sup>1</sup> NCDOJ Letter of January 21, 2021, at p. 3; Endowment Agreement §5.

<sup>2</sup> CAC Charter, as approved June 2, 2022.

<sup>3</sup> [www.theendowment.org](http://www.theendowment.org)

## Selection of CAC Members

### Application

CAC members are recruited and selected through a public application process. Available positions will be posted on the “Careers” section of The Endowment website, [www.theendowment.org](http://www.theendowment.org), as well as posted on social media and announced to the media. The selection criteria will be based on the applicant’s knowledge and lived experiences in one or more of The Endowment’s four pillars – Community Development, Community Safety, Education, Social & Health Equity.



In the selection of members of the CAC, The Endowment Board shall consider a reasonable cross-section of the community with regard to demographics, with consideration of gender, racial, ethnic, geographic, experience, perspective, and overall diversity represented on the CAC. The Board also will consider demonstrated collaboration skills, prior interest in CAC membership and service to the community, and alignment with the mission of The Endowment.

To be eligible to serve as a member of the CAC, an individual **must reside in New Hanover County at all times during their service**. Membership on the CAC is open to persons who are affiliated with an organization that receives or applies for funding by The Endowment. All such persons will be subject to recusal from participating in any decisions or consideration regarding grant awards to any organization.

The following persons shall not be eligible to serve on the CAC: (1) elected officials, (2) current members of The Endowment Board, and (3) members of the governing body of Novant Health Coastal Region, LLC or any of its affiliates.

### Process



The Endowment Board determines the application process through which CAC members are nominated and reserves the right to modify the process in its discretion.

Generally, a nominating committee consisting of the Vice President of External Affairs, the Chief People Officer, a representative of the Programs & Grants department, and current member of the CAC designated by the CEO, is formed to review applicants and recommend finalists to the CEO to propose to the Governance & Nominating Committee (GNC) of The Endowment Board. The CEO shall consider the recommendations of the nominating committee in making his or her recommendations to the GNC. The GNC reviews the CEO’s recommendation and nominates a slate of finalists to recommend to the full Board for appointment.

The Endowment Board decision(s) regarding membership on the CAC is by majority vote and final.

## **Term of Service**

A CAC member is appointed for a three-year term unless a member is appointed to complete the unexpired term of a previous member who has left the CAC or, for newly created CAC positions, is appointed to an initial term of less than three years. In such case, the member will serve out the remaining term of the member they are replacing. Newly created positions on the CAC may be for staggered initial terms of 1 to 3 years, to ensure continuity of membership, in the resolution of appointment.

After a CAC member has completed a term of more than one year, they must have at least a one (1) year break in service before they can be appointed to serve again.

## **Roles & Responsibilities of CAC Members**



### **CAC Member Role**

CAC members provide feedback and recommendations from the community regarding The Endowment's activities. The CAC is intended to assist the Board and staff in better understanding the needs of the community by serving as a conduit for grassroots community conversations.

### **CAC Member Responsibilities (CAC Function)**

1. Share news of available Community Grants and Capacity Grants and other grant programs with community organizations to encourage their engagement with opportunities created by The Endowment.
2. Serve as a focus group to provide early feedback, suggestions, ideas, and concerns to staff for evaluation of potential or pending strategy or areas of focus and other pending decisions by management.
3. Advise on challenges and opportunities within the community, potential focus areas for The Endowment, and community needs and interests.
4. Develop reports on the above, alongside The Endowment staff, that will be provided to the Board on a quarterly basis.
5. Provide subject matter expertise into the four pillars of focus of The Endowment: education, health and social equity, community safety, and community development.
6. To function as ambassadors between The Endowment and the community.

## **Examples of CAC Member Responsibilities**

The following are examples of the types of responsibilities you may execute as a CAC member:

- Identify and share with The Endowment Board and staff any areas of concern, problems, challenges or opportunities in the community where Endowment resources can make a measurable and meaningful positive difference for the benefit of the community, keeping in mind that even small progress is progress.
- Inform the community of the Community Grants and Capacity Grants program and application process and other grant opportunities provided by The Endowment.
- Direct grass roots organizations and non-profits that have been in existence for less than two years to fiscal partners and other feeder organizations funded by The Endowment (i.e. Arts Council) where such organizations can indirectly benefit from the support of The Endowment.
- Alert Endowment staff of events and meetings in the community where the presence of The Endowment leadership or sponsorship will underscore a message of engagement, educate The Endowment first-hand regarding challenges or concerns in the community, and help build credibility and trust between The Endowment and the community.
- Attend celebratory events in the community where The Endowment has provided funding to share in the celebration and to network with attendees to develop new ideas to build on early successes and efforts.
- Participate in the twice-yearly public listening sessions hosted by the Board and leadership to share the work of the CAC and to engage in listening during those sessions and daily in your work as a CAC member to continuously improve the value of The Endowment to the community.
- Participate in The Endowment strategic planning by providing input and/or feedback. Provide specific subject matter expertise as requested.
- Offer insights into community needs and priorities based on area of expertise and relationships within the community. Support The Endowment in community outreach – for example – help arrange local venues to convene in locations convenient and accessible to members of the public.
- Review The Endowment website, social media, and newsletter and help share news and information within the community using your own social media platform and personal networks.
- Participate in CAC subcommittees to address specific topics or needs, as requested.

## **Expectations of a CAC Member**

### **Participation in Meetings**

The CAC will hold regular meetings on a quarterly basis, organized and facilitated by The Endowment staff. Special sessions on specific issues may occur at the request of The Endowment Board. Upon the request of the majority of members of any CAC pillar, the staff will convene a special meeting in person and/or via Zoom of that pillar's membership for discussion and input as CAC members may wish to provide. Meetings of the CAC may be held in connection with public listening sessions conducted by The Endowment.

Additionally, the staff from time to time may schedule focus group sessions via Zoom and/or in person for which CAC member attendance is optional but encouraged. A quorum of the CAC will consist of the majority of the CAC members then serving; a quorum of CAC pillar meetings will consist of the majority of the CAC members then serving on that pillar. Only a majority of the CAC may represent the views of the CAC by meeting with due notice at which a quorum is present. No individual member of the CAC has authority to speak for the CAC in any public forum, except by vote of a majority of the CAC. The staff will prepare meeting minutes of every CAC meeting.

A CAC member is expected to attend at least the quarterly meetings of the CAC in person or via Zoom. Given the diversity of CAC members' lives, there is recognition that attendance at all meetings may not be possible. However, given the broad interest in New Hanover County by persons wishing to serve on the CAC, regular attendance of the quarterly meetings is a minimum expectation for continued membership on the CAC.





## Voluntary Resignation

If circumstances have changed since being appointed and a member can no longer actively participate on the CAC, a written or emailed notice of resignation is requested so that the position may be filled. Written notice can be provided to the Vice President of External Affairs who will forward the notice appropriately to the CEO and Chair of the GNC.

## Removal of a CAC Member

CAC members serve at the pleasure of the Endowment Board. The Endowment Board may remove any one or more members of the CAC with or without cause upon the affirmative vote of at least two-thirds (2/3) of the Endowment directors then in office.



## Code of Conduct

- **Avoidance of Conflict or Appearance of Conflict.** All CAC members shall annually sign and comply with The Endowment's Conflict of Interest policy. All CAC members are expected to conduct themselves with integrity and a collaborative mindset, in accordance with The Endowment's mission and values, and are expected to avoid any actual conflict of interest or reasonable perception of conflict of interest.
- **Recusal.** To avoid even the appearance of impropriety, in addition to the affirmative obligations described in this section, any CAC member who serves as an officer, board member or has any leadership, fiduciary or development role of any organization that is receiving or seeking funding from The Endowment should err on the side of recusal from advising, voting or otherwise participating in any involvement regarding any grant applications pending before The Endowment.
- **Examples of Conflict.** Examples of actual or perceived conflict of interest include, without limitation, situations where the CAC member or their immediate family or household member or business colleagues has a financial interest, benefit or harm from any matter under consideration by the CAC, or where a member's organization is applying for grant funding and the CAC is requested to make a recommendation on such funding to the Board or management, or where the CAC is requested to provide feedback or a recommendation regarding a grant sought by an organization that the CAC member's employer considers to be a competing organization. In such circumstances, or any other situation of actual or perceived conflict of interest, the CAC member shall publicly disclose the conflict, recuse themselves from any discussion, deliberation or vote regarding the matter, and absent themselves from



the room or meeting where such matters will be discussed until invited back for discussion of new business.

- **Conflict Guidance.** Any CAC member who has any question regarding compliance with this expectation, or who needs training or more information regarding conflict of interest, should confer directly with the Chief People Officer of The Endowment.

## **Representation of The Endowment**

The CAC is not a committee of the Endowment Board. CAC members are not directors, officers, employees, or authorized agents of The Endowment. CAC membership does not confer authority over internal Endowment processes, the Endowment Board decisions, or the grant making process. CAC members do not have the authority to enter into contracts or agreements on behalf of the Endowment.

CAC members should refer media inquiries regarding New Hanover Community Endowment to The Endowment's Communications Director. CAC members publicly reflect the reputation and mission of The Endowment and members should avoid any conduct that they would not be proud to be known to the community.

## **CAC Civility and Meeting Procedure**

The CAC will operate as a collaborative group, with meetings led by a staff facilitator employed or contracted by the Endowment.

**Shared leadership** – All CAC member voices are equal. Members should generally refrain from repeated discussion until all members who have not been heard have an opportunity to speak.

**Facilitated meetings** - The Endowment staff liaison provides facilitation of meetings and reporting support.



**Consensus** – If a singular recommendation or decision on a specific issue is requested by The Endowment Board or staff, consensus decision-making is used to narrow the collective perspective into a singular recommendation. In the event a consensus cannot be reached, any questions should be decided by majority vote.

**Dissenting opinions** – Individual members holding dissenting opinions from a consensus are welcome to share their perspective with the Vice President of External Affairs. Any CAC member who feels uncomfortable sharing a contrary point of view is welcome to privately share their views with the Vice

President of External Affairs or, on matters involving integrity, compliance or grant advice, with the CEO directly.

### **Grant Eligibility**

Organizations associated with any CAC member are eligible for grant consideration, subject to the requirements regarding Conflict of Interest and recusal. CAC membership does not impact grant consideration favorably or unfavorably for a members' associated organization(s).

Effective May 2, 2025

Revised:

# **NEW HANOVER COMMUNITY ENDOWMENT, INC. ("THE ENDOWMENT")**

## **COMMUNITY ADVISORY COUNCIL CHARTER**

Updated and approved June 2, 2022

- PURPOSE:** The purpose of the Community Advisory Council (the "CAC") is to provide to the NHCE Board of Directors (the "NHCE Board") feedback and recommendations from the community regarding NHCE's activities. The CAC is intended to assist the NHCE Board in better understanding the needs of the community by serving as a conduit for grassroots community conversations.
- MEMBERS:** The Council shall be comprised of not more than eighteen (18) members, each of whom will be appointed by the NHCE Board.
- ELIGIBILITY:** To be eligible to serve as a member of the CAC, an individual must reside in New Hanover County at all times during their service. The following persons shall not be eligible to serve on the CAC: (1) elected officials, (2) current members of the NHCE Board, and (3) members of the governing body of Novant Health Coastal Region, LLC or any of its affiliates.
- SELECTION:** CAC members will be selected through an application process. The selection criteria will be based on the applicant's knowledge and lived experiences in one, or more, of NHCE's four focus areas (Public Education - Primary, Secondary and Post-Secondary; Health and Social Equity; Community Development; and Community Safety), as well as on demonstrated collaboration skills and prior service to the community. In the selection of members of the CAC, the NHCE Board shall consider the community demographics and characteristics at large at the time by giving serious and deliberate consideration to the balance of gender, race, and ethnicity represented on the CAC.
- APPOINTMENT:** The appointment of each member of the CAC will require approval by the affirmative vote of a majority of the NHCE directors present at a meeting of the NHCE Board at which a quorum is present.
- TERM OF SERVICE;  
STAGGERED  
TERMS; TERM  
LIMITS:** Except as provided below, each CAC member will be appointed for a term of service of three (3) years.
- To establish CAC continuity through the creation of staggered terms of service, the initial eighteen (18) appointees will be divided into three (3) classes of six (6) members each. One class will serve a one-year term, the second class a two-year term, and the third class a three-year term.
- The term of a CAC member appointed to fill a vacancy shall expire at the time the term they are filling is set to expire.

After a CAC member has completed a term of more than one year, they must have at least a one (1) year break in service before they can be appointed to serve again.

**MEETINGS:** The CAC will hold regular meetings on a quarterly basis, organized and facilitated by the NHCE staff. Special sessions on specific issues may occur at the request of the NHCE Board. The CAC will operate as a collaborative group, with meetings led by a staff facilitator employed or contracted by NHCE. Meetings of the CAC may be held in connection with public listening sessions conducted by NHCE.

**RESPONSIBILITY & STATUS:** All CAC members are expected to conduct themselves with integrity and a collaborative mindset, in accordance with NHCE's mission and values, and are expected to disclose any conflicts of interest.

Members of the CAC are volunteers supporting the mission of NHCE. No one shall receive financial compensation for their service as a member of the CAC.

CAC members serve at the pleasure of the NHCE Board. The NHCE Board may remove any one or more members of the CAC with or without cause upon the affirmative vote of at least two-thirds (2/3) of the NHCE directors then in office.

The CAC is not a committee of the NHCE Board. CAC members are not directors, officers, employees, or authorized agents of NHCE. CAC membership does not confer authority over internal NHCE processes, NHCE Board decisions, or the grant making process. CAC members do not have the authority to enter into contracts or agreements on behalf of NHCE.

**FUNCTIONS:**

1. To advise on challenges and opportunities within the community, potential focus areas for NHCE, and community needs and interests.
2. To develop reports on the above, alongside NHCE staff, that will be provided to the NHCE Board on a quarterly basis.
3. To provide subject matter expertise into the four pillars of focus of NHCE: education, health and social equity, public safety, and community development.
4. To function as ambassadors between NHCE and the community.