

Family, Career and Community Leaders of America, Inc.

Bylaws



2013

Family, Career and Community Leaders of America is incorporated as a nonprofit national career and technical student organization for young women and men in Family and Consumer Sciences education, as determined by the state department of education, in public and private schools through grade 12. It is open to students of all races and religious beliefs.

CREED

We are the Family, Career and Community Leaders of America.

We face the future with warm courage and high hope.

For we have the clear consciousness of seeking old and precious values.

For we are the builders of homes,

Homes for America's future,

Homes where living will be the expression of everything that is good and fair,

Homes where truth and love and security and faith will be realities, not dreams.

We are the Family, Career and Community Leaders of America.

We face the future with warm courage and high hope.

(Revised July 1999)

ARTICLE I

Name, Sponsors and National Headquarters

Section 1. Name

The name of the organization shall be Family Career and Community Leaders of America, Incorporated. The name shall be used only by the national organization, state associations, and affiliated chapters.

Section 2. Sponsors

The sponsors of the organization are the United States Department of Education and the American Association of Family and Consumer Sciences.

Section 3. National Headquarters

The location of the national headquarters of the organization shall be determined by the National Board of Directors.

ARTICLE II

Mission Statement and Purposes

Section 1. Mission Statement

The mission of Family, Career and Community Leaders of America is to promote personal growth and leadership development through Family and Consumer Sciences education. Focusing on the multiple roles of family member, wage earner and community leader, members develop skills for life through character development; creative and critical thinking; interpersonal communications; practical knowledge; and career preparation.

Section 2. Purposes

Organized instruction relating to the mission is part of the Family and Consumer Sciences education program in schools. The purposes of the organization shall be as follows:

1. to provide opportunities for personal development and preparation for adult life
2. to strengthen the function of the family as a basic unit of society
3. to encourage democracy through cooperative action in the home and community
4. to encourage individual and group involvement in helping achieve global cooperation and harmony
5. to promote greater understanding between youth and adults
6. to provide opportunities for making decisions and for assuming responsibilities
7. to prepare for the multiple roles of men and women in today's society
8. to promote Family and Consumer Sciences and related occupations.

ARTICLE III

Organizational Structure

Section 1. National Organization

The national organization consists of state associations and independent chapters as approved by the national organization.

Section 2. Chartered State Associations

- A. Chartered state associations shall be composed of all affiliated chapters within the boundary of a state. As used herein, the term state shall be interpreted to apply to each state of the United States of America, the District of Columbia, Puerto Rico, the Virgin Islands, and Guam.
- B. Continued affiliation requires payment of dues and submission of a copy of current bylaws to the national organization. State bylaws shall be consistent with those of the national organization.
- C. Suspension and reinstatement of state association.
- D. Any state association failing to meet the requirements for continued affiliation may be suspended from the national organization by the National Board of Directors.
- E. Upon meeting the requirements for affiliation and the approval of the National Board of Directors, the state association may be reinstated to the national organization.

Section 3. **Regions**

There shall be four designated regions of Family, Career and Community Leaders of America composed of the states, District of Columbia, Puerto Rico, the Virgin Islands and Guam as follows:

CENTRAL REGION--Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin

NORTH ATLANTIC REGION--Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, West Virginia

PACIFIC REGION--Alaska, Arizona, California, Colorado, Guam, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming

SOUTHERN REGION--Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, Oklahoma, Puerto Rico, South Carolina, Tennessee, Texas, Virginia, Virgin Islands

Section 4. **Chapters**

- A. Affiliated Chapters. A chapter may be affiliated in public and private schools in which Family and Consumer Sciences instruction is offered, as determined by the state department of education. The chapter shall be composed of students possessing the qualifications for membership.
- B. Organization. A chapter may be organized whenever, in the judgement of the teachers, students and administrators, it would be advantageous to do so.

Section 5. **Independent Chapters**

An independent chapter may be affiliated where state associations do not exist but Family and Consumer Sciences instruction is offered, as determined by the state department of education. The chapter shall be composed of students possessing the qualifications for

membership. An independent chapter may be organized whenever, in the judgment of the teachers, students, and administrators, it would be advantageous to do so.

Section 6. **Membership Qualifications**

- A. Active Membership. Any student who is taking or has taken a course, determined by the state department of education as comprehensive or occupational Family and Consumer Sciences through grade 12 shall be eligible for active membership in an organized chapter within the school. Active members shall be eligible to hold office, make motions and vote.
- B. Alumni & Associates Membership. Former active members and other adults who share the goals and purposes of Family, Career and Community Leaders of America and its programs and who wish to support the continuing development of FCCLA youth shall be eligible for Alumni & Associates membership. Members of Alumni & Associates shall not be eligible to hold office, make motions, or vote.
- C. National Honorary Membership. Any individuals whose professional responsibilities are not directly related to Family, Career and Community Leaders of America, who have made outstanding contributions and who are giving continued service to the national organization by advancing its purposes, are eligible for honorary membership in the national organization. Honorary members have the privilege of attending all meetings of the organization but have no vote.

ARTICLE IV Dues, Fiscal Year, Budget and Audit

Section 1. **National Dues**

- A. The amount of national dues for active members shall be determined by the National Executive Council and the National Board of Directors subject to approval of the voting delegates at a national meeting.
- B. The amount of dues for the Alumni & Associates member category shall be determined by the National

Executive Council and National Board of Directors.

- C. National honorary members pay no dues.

Section 2. **Fiscal Year**

The fiscal year shall be September 1 through August 31.

Section 3. **Budget**

The budget shall be developed by the National Board of Directors Finance Committee in consultation with the national headquarters staff. The budget shall be approved by the National Board of Directors.

Section 4. **Audit**

An audit of the financial statements shall be conducted annually by a certified public accountant and presented to the National Board of Directors for approval.

ARTICLE V

Dissolution or Liquidation of Assets

Upon final dissolution or liquidation of the national organization and after the discharge or satisfaction of all outstanding obligations and liabilities, the remaining assets shall be used by the National Board of Directors in accordance with the purposes of the national organization or shall be transferred to a qualified exempt organization within the meaning of section 501 (c) (3) of the Internal Revenue Code of 1954.

ARTICLE VI

National Executive Council

Section 1. **National Officers**

The national organization shall have 10 elected officers. Such officers shall be members of the National Executive Council. The offices shall be President, 1st Vice-President, Vice-President of Community Service, Vice-President of Competitive Events, Vice-President of Development, Vice-President of Finance, Vice-President of Membership, Vice-President of Parliamentary Law, Vice-President of Programs, Vice-President of Public Relations. The designation of each National Executive Council members office shall be determined by the incoming National Executive Council.

Section 2. **Qualifications**

National Executive Council members shall have the following qualifications:

- A. currently an active member in an affiliated chapter and has been an active member in good standing for at least one year
- B. a minimum of one year of comprehensive or occupational Family and Consumer Sciences classes
- C. approval of the state association
- D. not a present or former member of the National Executive Council.

Section 3. **Nominations and Elections**

National Officer Candidates

- A. Each state association may nominate two national officer candidates. The candidates must be enrolled in or have taken a comprehensive or occupational Family and Consumer Sciences class.
- B. A nominating committee shall be composed of three student representatives from each region to be selected on a rotating basis by states within the region. It will be chaired by the immediate past National Executive Council president.
- C. The nominating committee shall evaluate the national officer candidates and select 20 candidates for consideration by the voting delegates. Unless precluded by lack of candidates from a category, the final 20 candidates will include at least two candidates with a comprehensive Family and Consumer Sciences membership and at least two candidates with an occupational Family and Consumer Sciences membership, as well as at least one candidate from each region, to move on to the next round of round robins or other type of session.
- D. All voting delegates shall evaluate the 20 national officer candidates as presented by the nominating committee. One voting delegate from each state must cast one vote for ten National Officer Candidates of their choice. At least one

occupational candidate, one comprehensive candidate, and one candidate per region are elected to the National Executive Council. The candidate receiving the highest number of votes will represent their respective region.

- E. If it is impossible to hold a national meeting, the election may be conducted electronically or by mail. Such a decision is to be made by majority vote of the National Board of Directors.

Section 4. **Officer Duties**

- A. The President shall preside over all business meetings of the organization and of the National Executive Council; be a member of the National Board of Directors; appoint, after consultation with the Chair of the National Board of Directors and executive director, the chairperson and members of all executive council committees; and be a member ex officio of all National Executive Council committees.
- B. The 1st Vice-President shall assume responsibility in the absence of the president and shall keep the minutes of all national meetings and meetings of the National Executive Council.
- C. The Vice-President of Community Service shall provide leadership in planning and implementing the organization's community service programs.
- D. The Vice-President of Competitive Events shall provide leadership in planning and implementing the organization's Competitive Events.
- E. The Vice-President of Development shall provide leadership in seeking and continuing corporate sponsorships for the organization's programs and events.
- F. The Vice-President of Finance shall provide leadership by serving as a member of the National Board of Directors and the Finance Committee.
- G. The Vice-President of Membership shall provide leadership in planning and implementing programs for membership promotion and development.

- H. The Vice-President of Parliamentary Law shall provide leadership in assuring that the business sessions for the national organization and meetings of the National Executive Council are conducted in accordance with acceptable parliamentary law.
- I. The Vice-President of Programs shall provide leadership in planning and implementing the organization's individual recognition and peer education programs.
- J. The Vice-President of Public Relations shall provide leadership in planning and implementing the organization's public relations programs.

Section 5. **National Executive Council Duties**

The elected representative body of Family, Career and Community Leaders of America shall be the National Executive Council. The essential function of the council shall be program development, program implementation and public relations. The National Executive Council shall have the following responsibilities:

- A. Review the aims and objectives of the national program of Family, Career and Community Leaders of America.
- B. Recommend the establishment of programs, projects and activities.
- C. Plan the program for the national meetings sponsored by the national organization.
- D. Conduct the official business of the organization at the National Leadership Conference.
- E. Interpret and advocate the goals and program activities of Family, Career and Community Leaders of America to groups and individuals within and outside the organization.

Section 6. **Advisers**

- A. The executive director shall serve as official adviser to the National Executive Council.
- B. State or chapter advisers accompanying council members to meetings shall serve as consultants to the National Executive Council.

Section 7. **Term of Office**

Officers shall serve for one year on the National Executive Council, or until their successors are elected.

Section 8. **Vacancies**

- A. If the office of president should become vacant, the 1st vice-president shall automatically assume the office and duties of the president.
- B. Appointments for vacancies in offices other than the president, which occur before one-half of the officers term, shall be made by the president in consultation with the executive director.
- C. With the exception of the office of president, if a vacancy occurs after one-half of the officer's term has been completed, then the other members of the National Executive Council assume responsibilities of that office. The president, in consultation with the executive director, shall make such assignments.

ARTICLE VII

National Board of Directors Section

1. Authority and Powers The legal governing body of Family, Career and Community Leaders of America shall be the National Board of Directors. The primary functions of the board shall be to set policy related to program, personnel, and fiscal matters and to be responsible for sound management. The board shall employ the executive director who shall be the chief administrative officer of the organization. The board receives and acts upon the recommendations of the executive director relative to the management of personnel, program, and fiscal matters.

Section 2. **Membership**

The National Board of Directors shall consist of members elected by related organizations and groups, members ex officio, youth members, and members elected by the board, the total number of which shall not exceed 19.

- A. **Members Elected by Related Organizations and Groups.** There shall be seven directors elected by related organizations and groups (according to their election procedures) as follows: Family and Consumer Sciences teacher educator who shall be elected by

the Family and Consumer Sciences Education Association; two (2) state administrators of Family and Consumer Sciences who shall be elected by the National Association of State Administrators for Family and Consumer Sciences; two (2) state advisers of Family, Career and Community Leaders of America who shall be elected at the State Advisers Management Meeting; and two local advisers elected by the local advisers attending the National Leadership Conference, of which one shall be a teacher of comprehensive Family and Consumer Sciences and one of which shall be a teacher of occupational Family and Consumer Sciences.

- B. **Members Ex Officio.** There shall be six ex officio members of the board as follows: a United States Department of Education representative from the Office of Vocational and Adult Education who is Family and Consumer Sciences education program specialist with primary responsibility for Family and Consumer Sciences education programs; vice-president of the Family and Consumer Sciences Education Division of the Association for Career and Technical Education; executive director of the American Association of Family and Consumer Sciences; the National Executive Council president; the immediate past chairperson of the board of directors; and the executive director.
- C. **Youth Members.** In addition to the current president of the National Executive Council, there shall be three youth members as follows: the most recent past president of the National Executive Council, the current National Executive Council vice-president of finance and the most recent past National Executive Council vice-president of finance.
- D. **Members At-Large.** There shall be two members representing business and industry and one secondary school administrator elected by the board.
- E. **Terms of Directors.** Members elected by related organizations and groups and members elected by the board shall serve a term of three

years. Such directors may be reelected for a second three-year term. At least 12 months must have elapsed before any such director having served two consecutive terms may be elected for another term. The board chairperson, National Executive Council president and National Executive Council vice-president of finance shall each serve one year following their terms of office; other members ex officio shall serve on the board until the time they vacate their respective offices.

- F. **Voting Privileges.** Each member of the board (except for the executive director) shall have the power to cast one vote on any issue to be determined by the board.
- G. **Vacancies.** The board may fill vacancies at any stated meeting upon special elections by related organizations and groups and the National Executive Council. Any director elected for the balance of an unexpired term shall, in addition, be eligible for the maximum number of complete consecutive terms as director as provided in these bylaws.
- H. **Representation.** Members of the board shall serve as directors of Family, Career and Community Leaders of America as a whole and not solely as a representative of any other body, while taking into consideration the views and interests of others.
- I. **Assumption of Office.** Persons elected to the board shall ordinarily assume their office as director immediately following the annual national meeting of Family, Career and Community Leaders of America.

Section 3. **Officers of the Board**

The officers of the board shall consist of a chairperson, a vice-chairperson, a treasurer, a secretary and the immediate past chairperson.

- A. **Election, Terms and Vacancies of Officers.** The above officers shall be elected by the members of the board from among voting members of the board. They shall serve for a term of one year or until their successors shall have been elected and assume office. Officers may be eligible for reelection. No director, however, shall serve in the same office for

more than three consecutive terms. Any vacancy among the officers may be filled at any duly constituted meeting of the board.

- B. Chairperson and Vice-Chairperson. The chairperson shall preside at all meetings of the board and shall perform the duties customary to that office. The chairperson shall chair the Executive Committee and shall be a member ex officio of all committees of the board. In the absence of the chairperson, the vice-chairperson shall perform all duties pertaining to the office of chairperson. The vice-chairperson shall serve as chair-elect and succeed to the position of chairperson at the next election of officers. The chairperson shall appoint all standing and ad hoc committees of the board annually.
- C. Treasurer. The treasurer of the board shall serve as chair of the Finance Committee; shall have authority to sign any official documents duly prepared and requiring signature of the treasurer of the board.
- D. Secretary. The secretary of the board shall record all motions and actions and keep a record of all meetings. The secretary's records shall be kept in the headquarters office of the organization.

Section 4. **Meetings of the Board**

The board shall have regular and special meetings as follows:

- A. Regular Meetings. There shall be at least two regular meetings of the board each year.
- B. Special Meetings. Special meetings may be called by the chair of the board of directors or shall be called for upon the written request of five voting members of the board of directors. Written notice of any special meeting shall be sent to each member at least 15 days in advance, with a statement of time, place and meeting agenda.
- C. Location. One regular meeting of the board shall be in conjunction with the National Leadership Conference. One regular meeting each year shall be at the site of the national headquarters or at a nearby location determined by the executive

committee. Special meetings shall be designated by the board or executive committee.

- D. Notice. The board shall establish a calendar of regular meetings at least six months in advance upon the recommendation of the executive committee.
- E. Order and Nature of Business. The selection and order of business during board meetings shall be determined by the chairperson in consultation with the executive committee. Agenda items submitted by any voting member of the board shall be considered by the executive committee.
- F. Attendance by Non-Directors. Non-directors may attend all board meetings except when the board of directors are called into executive session.
- G. Executive Session. The board may hold an executive session in the course of any meeting in which only voting members shall participate.
- H. Expenses. The board shall make provision for the reimbursement of expenses incurred by its members in attending meetings and conducting official board business that are not otherwise covered or contributed.

Section 5. **Committees of the Board**

There shall be an executive committee, standing committees, and ad hoc committees of the board. Standing committees shall include: Finance Committee, Program Committee and Communications/Membership Committee. Ad hoc or advisory committees and task forces may be appointed by the chairperson of the board with the approval of the board, and they shall report to the board through the appropriate standing committee.

- A. Executive Committee. The members of the Executive Committee shall consist of all officers of the board, the chairpersons of all standing committees, the president of the National Executive Council and the executive director. The Executive Committee shall exercise all powers of the board at such times as the board is not in session, except that it

shall not have the power to alter or revoke any previous order, resolution or vote of a meeting of the board unless specifically granted such power by the board, and it shall not have the power to elect or remove officers and members of the board, elect or remove the executive director or amend the charter or bylaws of the organization. The Executive Committee shall report all its interim actions in writing at the next regular meeting of the board for approval. Meetings of the Executive Committee shall be held at the call of the chairperson. The agenda and information relative to items of business shall be sent in advance whenever possible. Conference telephone meetings shall be permissible.

- B. Standing Committees. Following the National Leadership Conference and upon recommendation of the incoming officers of the board of directors and the incoming national president, the chairpersons and members of standing committees shall be appointed by the chairperson of the board. The chairpersons of standing committees shall be directors. Non-board members may serve as voting members of the committees, except the Finance Committee. The vice-president of finance of the National Executive Council shall serve as a member ex officio of the Finance Committee. There shall be at least one member of the National Executive Council on each standing committee. Each committee shall meet at least two times a year.

Section 6. **Quorum**

A majority of the voting members of the board shall constitute a quorum for the transaction of business. The same shall pertain to all committees of the board. Proxy voting is not allowed.

Section 7. **Channel to the Board** Any official communication from individuals or groups shall be presented in writing to the board of directors.

Section 8. **Indemnification of Directors**

Any person made party to any action, suit or proceeding by reason of the fact that the person is or was a member of the National Board of Directors shall be indemnified by Family, Career and Community Leaders of America against expenses actually incurred by the person in the defense of such action.

ARTICLE VIII

Relationship of the National Board of Directors and the National Executive Council

The National Executive Council and the National Board of Directors are interdependent in matters of program development, program implementation and public relations. The council and the board are recognized in these bylaws as the two key decision making bodies of the national organization. National officers shall have membership on the board and its committees as provided in these bylaws. The council and the board shall meet jointly to discuss matters of common interest. Official business to be presented to delegates at the National Leadership Conference shall be discussed jointly by the council and the board prior to board approval.

ARTICLE IX

Meetings

Section 1. National Leadership Conference

The time and place of the National Leadership Conference shall be determined by the national professional staff upon consultation and approval by the National Board of Directors. The purpose of the conference shall be to transact business of the organization.

Section 2. Voting Delegates

The number of voting delegates to which each state is entitled shall be determined by the number of affiliated active paid members within the state on May 31 of the meeting year according to the following scale:

Each state with affiliated members shall have one voting delegate.

Each state shall have one additional delegate following the affiliation of the first 1,000 members.

Each state shall have one additional delegate following the affiliation of the second 1,000 members.

Each state shall have one additional delegate following the affiliation of each 2,000 members, thereafter.

From the total number of voting delegates per state determined by the membership as of May 31, each state shall designate one delegate to vote for all National Executive Council members.

The current National Executive Council shall cast one joint vote in the election of incoming National Executive Council members.

Section 3. Voting

- A. The privilege of making motions, debating and voting shall be limited to the designated voting delegates and the National Executive Council. Proxy voting is not allowed.
- B. Voting delegates from a majority of the state associations shall constitute a quorum.
- C. Changes in the motto and creed shall be determined by the National Executive Council and National Board of Directors, subject to approval of the voting delegates at a National Leadership Conference. Changes in the emblem and other official symbols shall be determined by the National Executive Council and National Board of Directors, subject to majority vote of approval by written or electronic mail ballot of all responding chapters affiliated as of May 31 in the year the vote is taken.
- D. One voting delegate from each state must cast one vote for ten National Officer Candidates.
- E. The current National Executive Council must cast one joint vote for ten National Officer Candidates.

Section 4. Regional Meetings

Regional meetings shall be held at the time and place of the National

Leadership Conference for the purpose of presenting national officer candidates and transacting necessary business. Voting delegates from a majority of the state associations within the region shall constitute a quorum.

ARTICLE X

National Staff

Section 1. Executive Director

The executive director shall be the chief administrative officer of Family, Career and Community Leaders of America and its national headquarters and shall serve as ex officio member of the National Board of Directors and of all committees of the board without vote. The responsibilities of the executive director shall be determined by the National Board of Directors. Election or removal of the executive director shall be by a majority vote of the National Board of Directors after consultation with the National Executive Council. The terms and conditions of employment shall be determined by the board.

Section 2. Personnel

- A. Department head-level staff shall be appointed or removed by the executive director with prior confirmation by the National Board of Directors.
- B. National staff shall be governed by personnel policies established by the National Board of Directors.

Section 3. Relationship to the Board

No member of the national headquarters staff, including the executive director, shall serve as a voting member of the board, as an officer of the board or act as a parliamentarian.

ARTICLE XI

Ethics

Section 1. Code of Ethics

All members of the board, National Executive Council, committees of the board and employees of the Family, Career and Community Leaders of America, Inc. shall follow a code of ethics developed by the board and reviewed annually by the board.

Section 2. **Conflict of Interest**

Any duality of interest or possible conflict of interest on the part of any National Board of Directors member, National Executive Council member, board committee member or employee of Family, Career and Community Leaders of America shall be disclosed to the board chairperson. Disclosure shall be made a matter of record either through an annual procedure or when the conflict of interest becomes a matter of board or committee action.

Section 3. **Compensation** Members of the National Board of Directors, National Executive Council or committees of the board shall receive no monetary compensation for Family, Career and Community Leaders of America services.

ARTICLE XII **Official Publication**

There shall be an official student publication of the national organization, which shall be published as determined by the National Board of Directors.

ARTICLE XIII **National Student Committees**

National student committees may be established by the National Board of Directors upon recommendation of the National Executive Council.

ARTICLE XIV **State Associations and Chapters**

Section 1. **State and Chapter Advisers**

- A. The head state supervisor of Family and Consumer Sciences education programs shall give general guidance to the program within each respective state.
- B. The state adviser shall be a qualified professional in the Family and Consumer Sciences discipline and shall function as the administrative officer of the state association.
- C. Teachers certified in comprehensive or occupational Family and Consumer Sciences education, as determined by the state department of education, shall serve as chapter advisers.

Section 2. **State Association Dues**

State membership dues shall be determined by the state association

subject to the approval of the membership. Such dues shall be in addition to the national dues.

Section 3. **Chapter Dues**

The chapter may determine local membership dues subject to approval by the members of the chapter. They shall be in addition to national and state dues.

Section 4. **Bylaws**

State and chapter bylaws shall be adopted to govern the transaction of business, provided such bylaws are in accord with those of the national organization.

ARTICLE XV **Policies and Procedures**

A policies and procedures manual shall be maintained and updated as needed. Policies in the manual will be approved by the board of directors. Procedures may be developed or revised by the executive director.

ARTICLE XVI **National Bylaws Amendments**

National bylaws may be amended at the National Leadership Conference by two-thirds of the voting delegates present and voting with the following provisions:

- A. Amendments shall be proposed by: a state association and received at the national headquarters 90 days prior to the national meeting; the National Executive Council; or the National Board of Directors.
- B. The National Board of Directors shall review and approve proposed amendments for recommendation to the voting delegates.
- C. Notice of proposed amendments shall be circulated by the National Board of Directors to all state associations for distribution to voting delegates thirty days prior to the National Leadership Conference. Bylaws amendments will be considered only as presented in the official notification to the states.
- D. Allow the Executive Committee with Board of Directors approval to make editorial changes in the Bylaws.

ARTICLE XVII **Parliamentary Authority**

Section 1. **Parliamentary Procedure**
Roberts Rules of Order, Newly Revised shall govern the business of the national organization of Family, Career and Community Leaders of America in all cases in which they are applicable and in which they are consistent with these bylaws.

Section 2. **Parliamentarian**

A qualified parliamentarian shall be available, when needed, to assist with conducting the business of the organization.