

# CREON General Assembly Meeting 2013

## Agenda

### 1) *Welcome*

Welcome by Ole Jonny Klakegg

### 2) *Registration of members*

The General Meeting will be open for all interested. Only those registered as members of CREON is allowed to vote. Registered members will be given a voting mark.

If the use of Power of attorney is approved in item 5, agents/attorneys with a written statement from members not present will then be given a voting mark for those members.

### 3) *Approval of chair of meeting*

Ole Jonny Klakegg is suggested as the chair of the 2013 General Meeting.

### 4) *Approval of keeper of the minutes*

Kim Haugbølle is suggested as the keeper of minutes.

### 5) *Approval of changes to constitution*

The promoters suggest the following as changes to the constitution (see Appendix A).

- Minor changes/corrections (Article 1 and 15)
- A new institutional membership model to supplement individual membership (Article 3)
- The use of power of attorney added (Article 3)
- Membership fee (Article 5)

### 7) *Election of committee members*

Election of committee members: The committee 2011-2013 suggests the following as committee members for 2013-2015:

Chairman: Kalle Kähkönen, Tampere University

Members:

- Stefan Christoffer Gottlieb, Danish Building Research Institute, SBi, Aalborg University
- Kim Haugbølle, Danish Building Research Institute, SBi, Aalborg University
- Ole Jonny Klakegg, Norwegian University of Science and Technology
- Göran Lindahl, Chalmers University of Technology
- Suvi Nenonen, Aalto university

- Kristian Widén, Lund University
- Kari Hovin Kjølle, Sintef (substitute member)
- Christian Thuesen, Technical University of Denmark (substitute member)

*8) Election of internal auditor*

The committee suggests that Stefan Olander, Lund University is elected as internal auditor.

*9) Budget, including membership fee*

See Appendix B for details.

*10) Debate on the value of CREON membership*

One main task for the committee is to increase the number of members and the involvement in between conferences. Therefore all present meeting participants are invited to share thoughts and ideas regardless of membership or not. The result of this discussion, together with the action plan for 2013-2015 will guide the committee's work in the next period.

*11) Action plan for the coming two years*

See Appendix C for details.

*12) Other proposals*

Are there any incoming proposals from potential members?

*13) Any other business*

General information for the participants, ideas and suggestions for the committee to continue working with etc.

**Appendix**

- A. Constitution
- B. Budget
- C. Action plan for the coming two years 2013-2015



## Appendix A Constitution

<p><b>1<sup>st</sup> version was approved at the CREON Founding meeting in Copenhagen 15 April 2011.</b></p>	<p><b>Suggested changes for approval at General Assembly in Trondheim 13 June 2013.</b></p>
<p><i>Article 1: Name of association</i> The name shall be “Construction Researchers on Economics and Organisation in the Nordic region”, also known as the CREON network.</p> <p>The registered office of the Association founded is located at the following address:</p> <p>Danish Building Research Institute, Aalborg University Dr. Neergaards Vej 15 D-2970 Hørsholm</p> <p>The name, the abbreviation of the name and the address of the Association may be changed at any time by decision of the Committee ratified by the General Assembly.</p>	<p><i>Article 1: Name of association</i> The name shall be “Construction Researchers on Economics and Organisation in the Nordic region”, also known as the CREON network.</p> <p>The registered office of the Association founded is located at the following address:</p> <p>Danish Building Research Institute, Aalborg University A. C. Meyers Vænge 15 DK-2450 Copenhagen SV</p> <p>The name, the abbreviation of the name and the address of the Association may be changed at any time by decision of the Committee ratified by the General Assembly.</p>
<p><i>Article 2: Aims</i> CREON is a voluntary, non-profit association for people who study, work, teach and research into the management in and of construction in all of its aspects.</p> <p>The aims are, among other things:</p> <ul style="list-style-type: none"> <li>– to promote education, dissemination and research connected with management in and of construction by any means available;</li> <li>– to encourage excellence in the research of CREON members;</li> <li>– to hold conferences, workshops and seminars for members, notably the recurrent conference series “Nordic Conference on Construction Economics and Organisation”;</li> <li>– to encourage the exchange of ideas and experiences through a newsletter;</li> <li>– to host a web-based repository of publications from the Nordic conference series; and</li> <li>– to provide a forum for debate about all matters concerned with management in and of construction.</li> </ul>	<p><i>Article 2: Aims</i> CREON is a voluntary, non-profit association for people who study, work, teach and research into the management in and of construction in all of its aspects.</p> <p>The aims are, among other things:</p> <ul style="list-style-type: none"> <li>– to promote education, dissemination and research connected with management in and of construction by any means available;</li> <li>– to encourage excellence in the research of CREON members;</li> <li>– to hold conferences, workshops and seminars for members, notably the recurrent conference series “Nordic Conference on Construction Economics and Organisation”;</li> <li>– to encourage the exchange of ideas and experiences through a newsletter;</li> <li>– to host a web-based repository of publications from the Nordic conference series; and</li> <li>– to provide a forum for debate about all matters concerned with management in and of construction.</li> </ul>



<p><i>Article 3: Membership</i>        Membership is open to anyone engaged or interested in studying, working, teaching or researching in management in and of construction.</p> <p>The Committee reserves the right to refuse membership when, in their opinion, there is good reason.</p> <p>Every member shall be entitled to one vote in decisions at general meetings and through postal ballots. Only members with a valid membership are entitled to vote.</p>	<p><i>Article 3: Membership</i>        Membership is open to anyone engaged or interested in studying, working, teaching or researching in management in and of construction.</p> <p>Membership is open to institutions. Institutions at division level (not university or faculty level) will be eligible for institutional membership.</p> <p>The Committee reserves the right to refuse membership when, in their opinion, there is good reason.</p> <p>Every member shall be entitled to one vote in decisions at general meetings and through postal ballots. Only members with a valid membership are entitled to vote.</p> <p>An institutional member shall be entitled to five votes in decisions at general meetings and through postal ballots. Institutional members shall point out one individual to cast votes on their behalf. Only members with a valid membership are entitled to vote.</p> <p>If a member is not able to be present at the General Meeting he can in writing appoint another member as his attorney. This attorney needs to be present at the General Meeting and waive a signed power of attorney in order to vote on behalf of the absent member.</p>
<p><i>Article 4: Exclusion of members</i>        Members can be excluded by the committee when, in their opinion, there is good reason.</p>	<p><i>Article 4: Exclusion of members</i>        Members can be excluded by the committee when, in their opinion, there is good reason.</p>
<p><i>Article 5: Membership fee</i>        A biennial membership fee will be charged and the amount of this fee will be decided every second year at a general meeting (GM). It is payable by 1 September following the GM.</p>	<p><i>Article 5: Membership fee</i>        A biennial membership fee will be charged and the amount of this fee will be decided every second year at a general meeting (GM). It is payable by 1 September following the GM.</p> <p>The membership fee for institutional members is equivalent to five individual membership fees.</p>
<p><i>Article 6: General Meetings</i>        General Meetings (GM) are those meetings concerned with the policy and general administration of CREON.</p> <p>General Meetings will normally be held biennially in</p>	<p><i>Article 6: General Meetings</i>        General Meetings (GM) are those meetings concerned with the policy and general administration of CREON.</p> <p>General Meetings will normally be held biennially in</p>



<p>relation to the Nordic Conference on Construction Economics and Organisation or at a time and place to be chosen by the committee.</p> <p>Extraordinary General Meetings (EGM) may be called either by the committee, the secretary with the written support of any two committee members, or any member with the written support of eight other members. In the latter case, such an application must be made to the secretary, in writing, with a reasoned statement as to why an EGM is required.</p> <p>A quorum at any general meeting shall be ten members. If a meeting is inquorate it shall be adjourned to a time and place chosen by the committee. Such a subsequent meeting will be deemed to be quorate regardless of how many members attend.</p> <p>The secretary shall give 28 days' clear notice of all general meetings and such notice shall include venue, time and agenda.</p>	<p>relation to the Nordic Conference on Construction Economics and Organisation or at a time and place to be chosen by the committee.</p> <p>Extraordinary General Meetings (EGM) may be called either by the committee, the secretary with the written support of any two committee members, or any member with the written support of eight other members. In the latter case, such an application must be made to the secretary, in writing, with a reasoned statement as to why an EGM is required.</p> <p>A quorum at any general meeting shall be ten members. If a meeting is inquorate it shall be adjourned to a time and place chosen by the committee. Such a subsequent meeting will be deemed to be quorate regardless of how many members attend.</p> <p>The secretary shall give 28 days' clear notice of all general meetings and such notice shall include venue, time and agenda.</p>
<p><i>Article 7: Committee</i>  CREON business will be dealt with by the committee.</p> <p>The committee shall consist of 5-7 persons.</p> <p>The committee shall as a minimum consist of the chair, secretary and treasurer. Other posts may include vice-chair, international liaison officer and communication manager, which are decided by the committee at their constitution meeting. The immediate past chair is born member of the committee. In addition, two other members may be elected to the committee.</p> <p>All committee members will endeavour to co-operate and to assist other committee members in their duties.</p> <p>The main responsibilities of the committee members, on behalf of CREON, include the following:</p> <ul style="list-style-type: none"> <li>• The chair shall safeguard the interests of CREON; offer guidance and leadership to the committee and membership of CREON; help to organize conferences and meetings; and assist in preparing proceedings for publication where relevant.</li> <li>• The chair, upon ceasing to be the chair, becomes the immediate past chair and remains a committee member for two years with the purpose of advising the new chair</li> </ul>	<p><i>Article 7: Committee</i>  CREON business will be dealt with by the committee.</p> <p>The committee shall consist of 5-7 persons.</p> <p>The committee shall as a minimum consist of the chair, secretary and treasurer. Other posts may include vice-chair, international liaison officer and communication manager, which are decided by the committee at their constitution meeting. The immediate past chair is born member of the committee. In addition, two other members may be elected to the committee.</p> <p>All committee members will endeavour to co-operate and to assist other committee members in their duties.</p> <p>The main responsibilities of the committee members, on behalf of CREON, include the following:</p> <ul style="list-style-type: none"> <li>• The chair shall safeguard the interests of CREON; offer guidance and leadership to the committee and membership of CREON; help to organize conferences and meetings; and assist in preparing proceedings for publication where relevant.</li> <li>• The chair, upon ceasing to be the chair, becomes the immediate past chair and remains a committee member for two years with the purpose of advising the new chair</li> </ul>



<p>and the committee and ensuring continuity.</p> <ul style="list-style-type: none"> <li>• The secretary shall organise administrative meetings of the committee; organise general meetings of the membership; keep the minutes of such meetings; and deal with the day to day correspondence of CREON. The secretary, in conjunction with the treasurer, shall maintain an accurate list of members; administer applications for membership; and remove lapsed members from the record.</li> <li>• The treasurer shall keep accurate accounts of all financial transactions of CREON; ensure the safe-keeping of CREON's assets; administer CREON's bank account; and report to general meetings on the financial state of CREON. This report should include an income and expenditure account and a balance sheet.</li> <li>• The international liaison officer shall sign collaborative agreements with other relevant national or international bodies; and maintain collaboration with other similar bodies where relevant.</li> <li>• The communication manager will produce a newsletter from time to time; maintain the website of CREON; maintain a repository of CREON publications; and seek opportunities to publicise CREON and its activities.</li> </ul> <p>The ordinary members will attend general meetings, attend administrative meetings and generally co-operate with and assist the committee in all aspects of its work.</p>	<p>and the committee and ensuring continuity.</p> <ul style="list-style-type: none"> <li>• The secretary shall organise administrative meetings of the committee; organise general meetings of the membership; keep the minutes of such meetings; and deal with the day to day correspondence of CREON. The secretary, in conjunction with the treasurer, shall maintain an accurate list of members; administer applications for membership; and remove lapsed members from the record.</li> <li>• The treasurer shall keep accurate accounts of all financial transactions of CREON; ensure the safe-keeping of CREON's assets; administer CREON's bank account; and report to general meetings on the financial state of CREON. This report should include an income and expenditure account and a balance sheet.</li> <li>• The international liaison officer shall sign collaborative agreements with other relevant national or international bodies; and maintain collaboration with other similar bodies where relevant.</li> <li>• The communication manager will produce a newsletter from time to time; maintain the website of CREON; maintain a repository of CREON publications; and seek opportunities to publicise CREON and its activities.</li> </ul> <p>The ordinary members will attend general meetings, attend administrative meetings and generally co-operate with and assist the committee in all aspects of its work.</p>
<p><i>Article 8: Main task of the committee</i> On behalf of the association, the prime task of the committee is to ensure the continued execution of the conference series "Nordic Conference on Construction Economics and Organisation".</p> <p>The committee will appoint a local organiser of the upcoming conference. Usually the chairman of CREON and the local organiser will be the same person.</p> <p>CREON has no liability in relation to the execution of the conference. The local organiser will be solely financially responsible for the execution of the conference.</p> <p>The committee will sign a collaborative agreement with the local organiser in which, among others, the local organiser will be required to pay a fixed sum or</p>	<p><i>Article 8: Main task of the committee</i> On behalf of the association, the prime task of the committee is to ensure the continued execution of the conference series "Nordic Conference on Construction Economics and Organisation".</p> <p>The committee will appoint a local organiser of the upcoming conference. Usually the chairman of CREON and the local organiser will be the same person.</p> <p>CREON has no liability in relation to the execution of the conference. The local organiser will be solely financially responsible for the execution of the conference.</p> <p>The committee will sign a collaborative agreement with the local organiser in which, among others, the local organiser will be required to pay a fixed sum or</p>



<p>fee per participant at the conference to CREON. The fixed sum or fee per participant will be decided at the General Meeting.</p>	<p>fee per participant at the conference to CREON. The fixed sum or fee per participant will be decided at the General Meeting.</p>
<p><i>Article 9: Order of business</i> The committee decides itself on its order of business, including the appointment of a vice-chair and other posts if deemed necessary.</p>	<p><i>Article 9: Order of business</i> The committee decides itself on its order of business, including the appointment of a vice-chair and other posts if deemed necessary.</p>
<p><i>Article 10: Elections</i> The committee of CREON is elected biannually at the General Meeting, which is held during the biannual Nordic Conference on Construction Economics and Organisation.</p> <p>The General Meeting shall elect chairman, members and substitute members.</p> <p>In immediate continuation of the General Meeting, the committee will constitute itself and appoint committee members to the posts as vice-chair, secretary, treasurer and internal auditor as well as any other posts deemed relevant. The internal auditor cannot be an ordinary member of the committee, but have the opportunity to participate in committee meetings.</p> <p>Each candidate for the committee must be proposed and seconded by CREON members on the basis of their personal knowledge of the candidate and the candidate must have signified a willingness to serve if elected.</p> <p>If only one candidate is proposed and seconded for a committee post, then the candidate will be deemed to be elected unopposed provided that the members are given an opportunity to object at a General Meeting.</p> <p>The committee may co-opt members of CREON to the committee whenever they consider necessary, provided that such members are willing to serve.</p>	<p><i>Article 10: Elections</i> The committee of CREON is elected biannually at the General Meeting, which is held during the biannual Nordic Conference on Construction Economics and Organisation.</p> <p>The General Meeting shall elect chairman, members and substitute members.</p> <p>In immediate continuation of the General Meeting, the committee will constitute itself and appoint committee members to the posts as vice-chair, secretary, treasurer and internal auditor as well as any other posts deemed relevant. The internal auditor cannot be an ordinary member of the committee, but have the opportunity to participate in committee meetings.</p> <p>Each candidate for the committee must be proposed and seconded by CREON members on the basis of their personal knowledge of the candidate and the candidate must have signified a willingness to serve if elected.</p> <p>If only one candidate is proposed and seconded for a committee post, then the candidate will be deemed to be elected unopposed provided that the members are given an opportunity to object at a General Meeting.</p> <p>The committee may co-opt members of CREON to the committee whenever they consider necessary, provided that such members are willing to serve.</p>
<p><i>Article 11: Use of income</i> Income shall only be used for the furtherance of the aims of CREON.</p> <p>Money will not be paid by way of a bonus or profit to the members, provided that this shall not prevent reasonable reimbursement of expenditure validly incurred in the pursuit of CREON's objectives or in the administration of CREON and provided also that</p>	<p><i>Article 11: Use of income</i> Income shall only be used for the furtherance of the aims of CREON.</p> <p>Money will not be paid by way of a bonus or profit to the members, provided that this shall not prevent reasonable reimbursement of expenditure validly incurred in the pursuit of CREON's objectives or in the administration of CREON and provided also that</p>



<p>this does not preclude payment of reasonable interest on money borrowed by CREON.</p> <p>No member of CREON, whether elected to a committee or not, shall be entitled to any kind of honorarium. Only actual out of pocket expenses can be reimbursed.</p> <p>The treasurer has the right not to reimburse expenditure which was not previously approved.</p>	<p>this does not preclude payment of reasonable interest on money borrowed by CREON.</p> <p>No member of CREON, whether elected to a committee or not, shall be entitled to any kind of honorarium. Only actual out of pocket expenses can be reimbursed.</p> <p>The treasurer has the right not to reimburse expenditure which was not previously approved.</p>
<p><i>Article 12: Auditing</i> The internal auditor shall audit the income and expenditure account as well as the balance sheet on an annually basis or whenever it is deemed relevant.</p>	<p><i>Article 12: Auditing</i> The internal auditor shall audit the income and expenditure account as well as the balance sheet on an annually basis or whenever it is deemed relevant.</p>
<p><i>Article 13: Changes of constitution</i> Changes to this constitution can be made with the consent of more than two-thirds (qualified majority) of the members present at a General Meeting.</p> <p>If qualified majority cannot be reached at a General Meeting, changes can be mandated by an absolute majority in favour of the changes at two consecutive General Meetings or Extraordinary General Meeting</p>	<p><i>Article 13: Changes of constitution</i> Changes to this constitution can be made with the consent of more than two-thirds (qualified majority) of the members present at a General Meeting.</p> <p>If qualified majority cannot be reached at a General Meeting, changes can be mandated by an absolute majority in favour of the changes at two consecutive General Meetings or Extraordinary General Meeting</p>
<p><i>Article 14: Dissolution</i> CREON can be dissolved if a resolution to that effect is passed at a General Meeting (GM) or an Extraordinary General Meeting (EGM) convened for that purpose, provided that the GM or EGM also resolves to appoint a qualified accountant to act as a liquidator.</p> <p>Liquidation can only be realised if a qualified majority sanctions the liquidation. If qualified majority cannot be achieved at a GM or EGM, absolute majority at two consecutive GMs or EGMs will suffice.</p> <p>Any assets remaining after the discharge of all liabilities and debts shall be transferred to some other institution(s), preferably, but not necessarily, having similar objectives to CREON's.</p>	<p><i>Article 14: Dissolution</i> CREON can be dissolved if a resolution to that effect is passed at a General Meeting (GM) or an Extraordinary General Meeting (EGM) convened for that purpose, provided that the GM or EGM also resolves to appoint a qualified accountant to act as a liquidator.</p> <p>Liquidation can only be realised if a qualified majority sanctions the liquidation. If qualified majority cannot be achieved at a GM or EGM, absolute majority at two consecutive GMs or EGMs will suffice.</p> <p>Any assets remaining after the discharge of all liabilities and debts shall be transferred to some other institution(s), preferably, but not necessarily, having similar objectives to CREON's.</p>
<p><i>Article 15: Choice of Law and Venue</i> The association is subject to Danish Law. Any dispute which cannot be settled amicably by the Parties, shall be tried by the Court of Lyngby.</p>	<p><i>Article 15: Choice of Law and Venue</i> The association is subject to Danish Law. Any dispute which cannot be settled amicably by the Parties, shall be tried by the Court of <b>Copenhagen</b>.</p>



*Article 16: Authority to sign*

The chairman is authorised to sign on behalf of the association. In the absence of the chairman or if he is prevented from fulfilling this task, the secretary can be his substitute and sign on behalf of the association.

None of the members of the association are liable in any ways for the association's obligations.

*Article 16: Authority to sign*

The chairman is authorised to sign on behalf of the association. In the absence of the chairman or if he is prevented from fulfilling this task, the secretary can be his substitute and sign on behalf of the association.

None of the members of the association are liable in any ways for the association's obligations.



## Appendix B

### Budget

#### ***Fee model***

The committee suggests the following fee model for 2013-2015:

- Annual personal membership fee: 30 Euro
- Bi-annual personal membership fee: 50 Euro
- Institutional membership fee (bi-annual): 250 Euro (applicable if institutional membership is approved)
- Fee to be paid by the conference organisers for using the brand of “N<sup>th</sup> Nordic Conference on Construction Economics and Organisation”: 25 Euro per participant, alternatively a fixed sum of 2,000 Euro.

#### ***Discount model***

Discount policy at the Nordic conference series:

- A discount per participant if a personal membership fee has been paid through the past two years. The participant needs to be a member at the time of the conference.

#### ***Budget (Bi-annual)***

Expected income in the coming two years, total of 4,300 Euro distributed on:

- Year 1: 20 bi-annual individual membership fees each paying 50 Euro = 1,000 Euro
- Year 2: 10 additional one-year individual membership fees each paying 30 Euro = 300 Euro
- Institutional membership fees: 4 x 250 Euro = 1,000 Euro.
- Conference fee ultimo second year: 80 participants of 25 Euro = 2,000 Euro

#### ***Costs***

Most of the cost of running a Nordic organisation will be related to the use of manhours. Due to the high personnel costs in the Nordic countries, the organisation will have to rely on voluntary labour to operate. The direct out of pocket costs will be rather small.



## Appendix C

### Action plan for the coming two years 2013-2015

The activities of the committee in the coming two years will be to:

- Appoint the organiser, venue, theme etc. of the 8<sup>th</sup> Nordic Conference in 2015.
- Sign a collaborative agreement with the local organizers of the 8<sup>th</sup> Nordic Conference in Finland in 2015.
  
- Develop the CREON website to be a more active resource for members
  - Establish repository of material from all previous conferences.
  - Keep information on CREON activities updated
  
- Involve members in developing CREON and activities that support the objectives of the organisation.
  
- Seek funding for one or more collaborative projects that helps make CREON more visible and attractive to members.
  
  
- Establish membership form and payment system for institutional membership fees (if applicable).
- Recruit new members.