

BY-LAWS  
OF  
CREATIVE COMMONS CORPORATION

ARTICLE I - THE CORPORATION

1. Name. The name by which the Corporation shall be known is Creative Commons Corporation (which shall hereinafter be referred to as the "Corporation"). These By-Laws, the powers of the Corporation, the powers of its Directors and officers, and all matters concerning the conduct and regulation of the affairs of the Corporation, shall be subject to such provisions in regard thereto, if any, as are set forth in the Articles of Organization as from time to time in effect.

2. Purpose. The Corporation is a corporation organized under Chapter 180 of the Massachusetts General Laws for the purposes enumerated in its Articles of Organization, as they may be amended from time to time. The principal office of the Corporation in the Commonwealth of Massachusetts shall initially be located at the place set forth in the Articles of Organization of the Corporation. The Directors of the Corporation may change the location of the principal office in the Commonwealth of Massachusetts effective upon the filing of a certificate with the Secretary of State of the Commonwealth.

ARTICLE II - MEMBERSHIP

1. Members. The corporation will have no members. Any action or vote permitted or required under Chapter 180 of the Massachusetts General Laws, the Articles of Organization or these By-Laws to be taken by the members of the Corporation shall be taken by action or vote of the same percentage of the Directors of the Corporation, provided that the Directors abide by the same notice and meeting requirements as if the action or vote were taken by members. However, the Directors shall under no circumstances have the power to remove another Director without cause.

2. Participation by Non-Members. The Board of Directors may, from time to time, designate certain persons or groups of persons as advisors, friends, sponsors, or contributors of the Corporation or may designate such persons by such other title as the Board deems appropriate. Notwithstanding any such designation, however, such persons shall not be members of the Corporation, and shall have no right to notice of meetings and no right to vote at or to participate in any meeting of members, and shall have no other rights with respect to the Corporation.

## ARTICLE III - BOARD OF DIRECTORS

1. Powers. The Board of Directors shall have general management and control over all of the property, affairs and funds of the Corporation and shall exercise all of the powers of the Corporation, except as otherwise provided by law, the Articles of Organization or these By-Laws. The Directors may determine their own duties in addition to those prescribed by the By-laws but shall not receive compensation for their services as Directors. The Board of Directors may determine the compensation and duties of all officers, agents, and employees of the Corporation.

The Corporation may amend or restate its Articles of Organization if approved by a two-thirds affirmative vote of the Board of Directors then in office at a meeting duly called for the purpose and with notice given for such meeting.

2. Composition. The Board of Directors shall consist of no less than three (3) Directors. The Directors shall not be divided into classes. At each Annual Meeting, the Directors shall fix the number of Directors and shall elect for a term of one year the successors to the Directors.

3. Tenure. Each Director shall hold office until the next Annual Meeting (or Special Meeting in lieu of the Annual Meeting) and until his successor is elected and qualified, or until the Director sooner dies, resigns, is removed or becomes disqualified.

4. Resignation. A Director may resign by delivering his resignation in writing to the Corporation at its principal office or to the President or the Clerk of the Corporation. Such resignation shall be effective upon its receipt or upon such date (if any) as is stated in such resignation, unless otherwise determined by the Board.

5. Removal. A Director may be removed from office at any time with cause by vote of a majority of the Directors at a special meeting called for that purpose. A Director may be removed for cause only if notice of such action shall have been given to all of the Directors prior to the meeting at which such action is to be taken and if the Director so to be removed shall have been given reasonable notice and opportunity to be heard before the body proposing to remove him.

6. Vacancies. Any vacancy in the Board of Directors, including a vacancy resulting from the enlargement of Board, may be filled by vote of a majority of the remaining Directors present at a meeting of Directors at which a quorum is present or by appointment of all of the Directors if less than a quorum shall remain in office. Each such Director elected to fill a vacancy for the unexpired term of the Director whom he replaced shall hold office until a successor is elected and qualified, or until his earlier death, resignation or removal. The Directors shall have and may exercise all of their powers notwithstanding the existence of one or more vacancies in their number.

7. Enlargement or Decrease in Number of the Board. The number of members of the Board of Directors may be increased or decreased at any Annual Meeting or Special Meeting by a vote of a majority of Directors then in office; provided that the number of Directors may

only be decreased to eliminate vacancies resulting from the death, resignation, removal or disqualification of one or more Directors.

8. Annual Meetings. An annual meeting of the Directors ("Annual Meeting") shall be held within six months after the end of each fiscal year of the Corporation on a date to be fixed by the Board of Directors or the President (which date shall not be a legal holiday in the place where the meeting is to be held) at the time and place to be fixed by the Board of Directors or the President and stated in the notice of the meeting. If no Annual Meeting is held in accordance with the foregoing provision, a special meeting may be held in lieu thereof with the same effect as the Annual Meeting and in such case all references in these By-Laws, except in this Section, to the Annual Meeting shall be deemed to refer to such special meeting.

9. Regular Meetings. In addition to the Annual Meeting, other regular meetings of the Directors may be held at such places and at such times as the Directors may determine.

10. Special Meetings. Special meetings of the Board of Directors may be held at any time and at any place when called by the President, the Clerk, two or more Directors, or by one Director in the event that there is only a single Director in office.

11. Notice of Meetings.

(a) The following notice requirements shall apply to all Annual Meetings, special meetings in lieu of Annual Meetings and any meeting called for the purpose of amending or restating the Corporation's Articles of Organization: A written notice of such meeting stating the place, day and time thereof and the purpose for which the meeting is called, shall be given by the Clerk or other person calling the meeting at least seven days before the meeting to each Director. Notice shall be deemed properly given when deposited in the mail, postage paid and properly addressed to the Director at the Director's address as it appears in the records of the Corporation, or when left with the Director or at the Director's residence or usual place of business, or when sent by telephone, telegram, telecopy, e-mail or other electronic means to the Director at the Director's telephone number, address or e-mail address as it appears in the records of the Corporation, at least seven days before the meeting. Whenever notice of a meeting is required, such notice need not be given to a Director if a written waiver of notice, executed by him (or his duly authorized attorney) before or after the meeting, is filed with the records of the meeting.

(b) The following notice requirements shall apply to all regular meetings and special meetings called for any purpose other than to amend or restate the Corporation's Articles of Organization and shall apply to all special meetings except a special meeting in lieu of an Annual Meeting: Notice of the time and place of each meeting of the Board of Directors shall be given to each Director by mail (postage prepaid and properly addressed) posted at least five days before such meeting, or by telephone, telegram, telecopy, e-mail or other electronic means sent at least forty-eight hours before the meeting, or by delivery in person at least twenty-four hours before the meeting. Notice shall be deemed properly given by mail, telecopy or telegram when addressed and sent to the Director at the Director's address as it appears in the records of the Corporation. Whenever notice of a meeting is required, such notice need not be given to any Director if a written waiver of notice, executed by him (or his attorney duly authorized) before or

after the meeting, is filed with the records of the meeting, or to any Director who attends the meeting without protesting the lack of notice before the meeting or before action is taken at the meeting. Neither such notice nor waiver of notice need specify the purposes of the meeting, unless otherwise required by law, the Articles of Organization or these By-Laws.

12. Action of Board of Directors With and Without a Meeting. When a quorum is present at any meeting of the Directors, a majority of the Directors present and voting (excluding abstentions) shall decide any question, including the election of officers, unless otherwise provided by law, the Articles of Organization, or these By-Laws. Any action required or permitted to be taken at any meeting of the Board of Directors may be taken without a meeting, if all of the Directors consent to the action in writing and the written consents are filed with the records of the meetings of the Board of Directors. Such consents shall be treated for all purposes as a vote at a meeting. Directors or members of any committee designated by the Directors may participate in a meeting of the Board of Directors or such committee by means of a conference telephone or similar communications equipment, provided that all persons participating in the meeting can hear each other at the same time; in such event, participation by such means shall constitute presence in person at a meeting.

13. Quorum. At any meeting of the Board of Directors, a majority of the Directors then in office shall constitute a quorum. Each Director shall have one vote. Any meeting may be adjourned by a majority of the votes cast upon the question, whether or not a quorum is present, and the meeting may be held as adjourned without further notice.

14. Board Committees. The Directors may elect or appoint one or more committees (including but not limited to an Executive Committee) and may delegate to any such committee or committees any or all of their powers, provided that any committee to which the powers of the Directors are delegated shall consist solely of Directors. Unless the Directors otherwise determine, an Executive Committee elected by the Directors shall have the power to act for the full Board of Directors on all matters between meetings of the Directors, except for such matters as are specified in Section 55 of Chapter 156B. Unless the Directors otherwise designate, committees shall conduct their affairs in the same manner as is provided in these By-Laws for the Directors. The members of any committee shall remain in office at the pleasure of the Board of Directors.

15. Board of Advisors. The Directors may create a board of advisors in an advisory capacity to the Board of Directors and appoint to such board certain persons who are interested in furthering the purposes of the Corporation. The Directors may appoint one or more additional advisory boards for the sole purpose of advising the Board of Directors. Any advice rendered by the board of advisors or any such advisory board may be considered by the Board of Directors but shall not be binding on the Board of Directors.

## ARTICLE IV - OFFICERS

1. Enumeration. The officers of the Corporation shall consist of a President, a Treasurer and a Clerk, or such other officers having other titles but having the powers of President, Treasurer and Clerk as the Board of Directors may determine. The Corporation may have such other officers and assistant officers as the Board of Directors may determine, including, without limitation, a Chairman of the Board and one or more Vice-Presidents, Assistant Treasurers or Assistant Clerks. Any two or more offices may be held by the same person, except that the President and the Clerk shall not be the same person. An officer may but need not be a Director of the Corporation. If required by the Directors, any officer shall give the Corporation a bond for the faithful performance of his duties in such amount and with such surety or sureties as shall be satisfactory to the Directors.

2. Election. The President, Treasurer and Clerk shall be elected annually by the vote of a majority of the Board of Directors present and voting (excluding abstentions) at the Annual Meeting. Other officers shall be elected by the affirmative vote of a majority of the Board of Directors present and voting (excluding abstentions) at the Annual Meeting or at any other meeting at which there is a quorum, for such term as the Board of Directors may specify.

3. Tenure. Except as otherwise provided by law, by the Articles of Organization or by these By-Laws, the President, Treasurer, Clerk and all other officers shall hold office until the next Annual Meeting and thereafter until his successor is chosen and qualified.

4. Resignation. An officer may resign by delivering his written resignation to the Corporation at its principal office or to the President or Clerk. Such resignation shall be effective upon receipt or upon such date (if any) as is stated in such resignation, unless otherwise determined by the Board.

5. Removal. The Board of Directors may remove any officer with or without cause by a vote of a majority of the entire number of Directors then in office, at a meeting of the Board of Directors called for that purpose. An officer may be removed for cause only if notice of such action shall have been given to all of the Directors prior to the meeting at which such action is to be taken and if the officer so to be removed shall have been given reasonable notice and opportunity to be heard by the Board of Directors.

6. Vacancies. A vacancy in any office may be filled by vote of a majority of the Directors at any meeting of Directors at which a quorum is present or by appointment of all of the Directors if less than a quorum of Directors shall remain in office. Each such successor shall hold office for the unexpired term of his predecessor and in the case of the President, Treasurer and Clerk, until his successor is chosen and qualified, or in each case until he sooner dies, resigns, is removed, or becomes disqualified.

7. Chairman of the Board. If there is a Chairman of the Board, that Chairman shall, when present, preside at all meetings of the Directors.

8. President. The President shall be the chief operating officer and, unless otherwise voted by the Board of Directors, the chief executive officer of the Corporation. The President

shall have, subject to oversight by the Directors, general supervision and control of the business of the Corporation. In the absence of a Chairman of the Board, the President shall, when present, preside at all meetings of the Directors. The President shall have such other powers and duties as may be vested in him by the Board of Directors. Unless otherwise determined by the Board, at each Annual Meeting the President shall submit a report of the operations of the Corporation for such year and a statement of its affairs, and shall from time to time report to the Board all matters within his knowledge which he believes the interests of the Corporation require to be brought to its notice.

9. Vice President. The Vice President, if any, or if there shall be more than one, the Vice Presidents in the order determined by the Directors, shall assist the President in the performance of his duties and shall, in the absence or disability of the President, perform the duties and exercise the powers of the President and shall perform such other duties and shall have such other powers as the Directors may from time to time prescribe.

10. Treasurer and Assistant Treasurer. The Treasurer shall be the chief financial officer and the chief accounting officer of the Corporation. The Treasurer shall, subject to oversight by the Directors, maintain general supervision over the financial affairs of the Corporation, including its long-range financial planning, and shall cause to be kept accurate books of account. Unless otherwise determined by the Board, the Treasurer shall prepare a yearly report on the financial status of the Corporation to be delivered at the Annual Meeting. The Treasurer shall also prepare or oversee all filings required by the Commonwealth of Massachusetts, the Internal Revenue Service, or other federal and state agencies.

The Assistant Treasurer, if any, or if there shall be more than one, the Assistant Treasurers in the order determined by the Directors, shall, in the absence or disability of the Treasurer, perform the duties and exercise the powers of the Treasurer, and shall perform such other duties and shall have such other powers as the Directors may from time to time prescribe.

11. Clerk and Assistant Clerk. The Clerk shall be a resident of the Commonwealth of Massachusetts, unless the Corporation has designated a resident agent in the manner provided by law. The minutes and records of all meetings of the Directors shall be prepared and maintained by the Clerk. The Clerk shall keep such minutes and records within the Commonwealth at the principal office of the Corporation or the office of the Clerk or its resident agent; such minutes and records shall be open at all reasonable times to the inspection of any Director for any proper purpose. Such minutes and records shall also contain records of all meetings of the incorporators and the original or attested copies of the Articles of Organization and these By-Laws and the names and addresses of all Directors. The Clerk shall have such other powers and shall perform such other duties as the Directors may from time to time prescribe.

The Assistant Clerk, if any, or if there shall be more than one, the Assistant Clerks in the order determined by the Directors, shall, in the absence or disability of the Clerk, perform the duties and exercise the powers of the Clerk and shall perform such other duties and shall have such other powers as the Directors may from time to time prescribe.

In the absence of the Clerk and Assistant Clerk from any meeting, a temporary Clerk shall be appointed by the President and shall exercise the duties of the Clerk at the meeting.

12. Other Powers and Duties. Each officer shall have in addition to the duties and powers specifically set forth in these By-Laws, such duties and powers as are customarily incident to his office, and such duties and powers as the Directors may from time to time designate.

#### ARTICLE V - AMENDMENTS

These By-Laws may be amended by a vote of a majority of the Directors then in office (excluding abstentions).

#### ARTICLE VI - DISSOLUTION

In the event of the termination, dissolution or winding up of this Corporation in any manner or for any reason whatsoever, its remaining assets, if any, shall be distributed in accordance with the provisions set forth in the Articles of Organization.

#### ARTICLE VII - MISCELLANEOUS PROVISIONS

1. Fiscal Year. Except as otherwise determined by the Directors, the fiscal year of the Corporation shall end on December 31 of each year.

2. Seal. The Corporation may have a seal in such form as the Directors may determine from time to time.

3. Execution of Instruments. All checks, deeds, leases, transfers, contracts, bonds, notes and other obligations authorized to be executed by an officer of the Corporation in its behalf shall be signed by the President or the Treasurer, or as the Directors otherwise determine. A certificate by the Clerk or an Assistant Clerk, or a temporary Clerk, as to any action taken by the Board of Directors or any officer or representative of the Corporation shall as to all persons who rely thereon in good faith be conclusive evidence of such action.

4. Transactions with Interested Parties. To the extent that the status of the Corporation as an organization exempt from federal income taxation under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code") is not affected thereby, and in the absence of fraud, no contract or other transaction between this Corporation and any other corporation or any firm, association, partnership or person shall be affected or invalidated by the fact that any Director or officer of this Corporation is pecuniarily or otherwise interested in or is a director, member or officer of such other corporation or of such firm, association or partnership or is a party to or is pecuniarily or otherwise interested in such contract or other transaction or is in any way connected with any person or persons, firm, association, partnership, or corporation pecuniarily or otherwise interested therein; provided that the fact that he individually or as a director, member or officer of such corporation, firm, association or partnership is such a party or is so interested shall be disclosed to or shall have been known by the Board of Directors or a

majority of such members thereof as shall be present or represented at a meeting of the Board of Directors at which action upon any such contract or transaction shall be taken; any Director may be counted in determining the existence of a quorum and may vote at any meeting of the Board of Directors for the purpose of authorizing any such contract or transaction with like force and effect as if he were not so interested, or were not a director, member or officer of such other corporation, firm, association or partnership, provided that any vote with respect to such contract or transaction must be adopted by a majority of the Directors then in office who have no interest in such contract or transaction.

5. Severability. Any determination that any provision of these By-Laws is for any reason inapplicable, illegal or ineffective shall not affect or invalidate any other provision of these By-Laws.

6. Articles of Organization. All references in these By-Laws to the Articles of Organization shall be deemed to refer to the Articles of Organization of the Corporation, as amended and in effect from time to time.

7. Gender. Whenever used herein, the singular number shall include the plural, the plural shall include the singular, and the use of any gender shall include all genders.

8. Successor Provisions. All references herein: (1) to the Internal Revenue Code shall be deemed to refer to the Internal Revenue Code of 1986, as now in force or hereafter amended; (2) to the General Laws of the Commonwealth of Massachusetts, or any Chapter thereof, shall be deemed to refer to such General Laws or Chapter as now in force or hereafter amended; and (3) the particular sections of the Internal Revenue Code or such General Laws shall be deemed to refer to similar or successor provisions hereafter adopted.

Approved the \_\_\_\_\_ day of December, 2001