

Policies & Procedures MANUAL

ACRM

AMERICAN CONGRESS OF
REHABILITATION MEDICINE

Improving lives through
interdisciplinary rehabilitation research



ACRM Policy & Procedures Manual
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ACRM History, Core Values and Vision Statement

HISTORY OF THE ACRM

The Congress was founded on September 18, 1923 as the American College of Radiology and Physiotherapy, a professional society of physicians who used physical agents to diagnose and treat illness and disability. The first elected president of the organization was Samuel B. Childs, MD.

The first issue of the Journal of Radiology appeared in January 1920, founded and published by the President of Radiological Society, Albert F. Tyler, MD. The journal was being published under heavy financial loss and the board of the Radiological Society voted in 1922 to stop publication. Dr. Tyler continued to publish the journal without the financial support of the society.

In 1925, the trend toward specialization in medicine resulted in a separation of radiology from physical therapy and a change in name to the American Congress of Physical Therapy. The 1925 Annual Meeting of the Congress was promoted in the Journal of Radiology. In 1926 the name of the journal was changed to the Archives of Physical Therapy, x-ray, Radium, and was declared the official journal of the American Congress of Physical Therapy. In 1930, Dr. Tyler presented the Archives to the Congress as a debt free, unencumbered gift.

In 1933, the American Congress of Physical Therapy merged with the American Physical Therapy Association, whose membership at that time was composed of Physicians only. The Congress obtained all assets of the APTA, including title, copyrights, trademarks and interest in their official journal Physical Therapeutics which was incorporated into the Archives with its subscription lists and advertising contracts. The journal name was shortened in 1938 to the Archives of Physical Therapy due to the decreased emphasis on x-ray and radium.

In 1939 a specialty society was founded called the Society of Physical Therapy Physicians, eventually to become the American Academy of Physical Medicine and Rehabilitation in 1956. The society was restricted to physicians who devote themselves exclusively to the practice of physical therapy. The Archives was designated as its official journal.

In 1944, the Congress again changed names, dropping the word "Therapy" in favor of American Congress of Physical Medicine. In 1945, prior to the end of World War II, the name of the journal became the Archives of Physical Medicine. The term "physical medicine" represented a change of emphasis from the purely clinical to the scientific and diagnostic basis of the medical use of physical agents. It also served to clarify the distinction between physicians and technicians of physical therapy, which the AMA had also recently adopted.

The postwar period following World War II promoted an increasing recognition of the relationship between physical medicine and the rapidly growing field of rehabilitation. An increasing emphasis on rehabilitation finally resulted in names changes in 1952 to the American

Congress of Physical Medicine and Rehabilitation and in 1953 to the journal's present name, Archives of Physical Medicine and Rehabilitation.

From its founding, the one constant of the organization was its limitation of membership to physicians only. However, by the mid-1960s rehabilitation specialization was flourishing among psychologists, nurses, physical therapists, occupational therapists, speech pathologists, social workers, vocational counselors, and others. A foresighted group of physicians in the Congress recognized the need for a forum where the talents of the many rehabilitation disciplines would share professional, scientific, and technical cross-fertilization.

They believed that a restructured Congress could fulfill the need, and in 1966 they effected an amendment to the Congress constitution, which extended membership privileges to persons "holding an earned doctoral degree and active in and contributing to the advancement of the field of rehabilitation medicine."

Also in 1966, members approved changing the organization's name to the American Congress of Rehabilitation Medicine. Four years later, in 1970, another constitutional amendment opened the membership door to rehabilitation professionals who have earned Master's degrees, and in the late 1980s rehabilitation professionals with Bachelor degrees were admitted into active membership.

In September of 1990, the American Congress of Rehabilitation Medicine separated operationally from the shared offices and management of the American Academy of Physical Medicine and Rehabilitation.

On June 25-27, 1993 the Congress held its 70th Annual Meeting in Denver, Colorado. This was the first meeting that was held independently from the American Academy of Physical Medicine and Rehabilitation since 1938.

On September 1, 2002, the American Congress of Rehabilitation Medicine became an independently staffed organization based in Indianapolis, Indiana.

CORE VALUES

- Stand for the highest quality multidisciplinary research and practice
- Nurture and maintain members, promoting a network of partners for research, practice and education
- Rehabilitation science includes research and clinical practice and must be relevant and understandable to all team members
- Disseminate research and promote science-based practice by facilitating collaboration with many organizations
- People with disabilities have input into policies affecting them

LONG TERM STRATEGIC VISION

- The ACRM will be seen as the preeminent organization leading to the advancement of rehabilitation science through research aimed at improving the quality of life of people with disabilities
- National organizations will seek ACRM's advice and collaboration on rehabilitation clinical practice, science and policy
- Research on science based multidisciplinary rehabilitation will affect public policy
- The ACRM will have increased credibility with consumers, payers and professionals
- The ACRM will be seen as the best forum for development and presentation of scientific research on medical rehabilitation and science based practice
- All of those involved in clinical rehabilitation and rehabilitation research will want to become members of the ACRM

General Guidelines

Policy Creation and Amendments

1. The purpose of ACRM Policies and Procedures Manual is to explicitly define the policies and procedures that have been established by the ACRM Board of Governors. The policies and procedures are consistent with and could be construed as being an extension of the ACRM Bylaws (Appendix I). They have been established to assist the Board of Governors, CEO and ACRM staff in their operation of the association's affairs.
2. Responsibilities of the Board with Regard to Policies:
 - a) Policies will be established, reviewed and amended by the Board.
 - b) When a problem or issue is identified by the Board, ACRM staff, a committee, or an individual, the key elements are identified and the policy drafted by the same body or by an individual or group appointed by the President. The policy draft is disseminated to the Board for input and revision.
 - c) The Board adopts and amends policy by majority vote and disseminates as appropriate. After the policy and any accompanying rules are implemented, the policy's effectiveness is evaluated periodically by the Board.
 - d) The Manual will be reviewed and updated by the Bylaws, Policies and Procedures Committee, and reviewed and approved by the Board at the Board meetings held during the ACRM mid-year-meeting and the annual meeting

Recusal for Conflict of Interest

In their capacity as members of the Board of Governors (The “Board”) of the ACRM must act at all times in the best interests of ACRM. The purpose of this policy is to help inform the Board about what constitutes a conflict of interest, assist the Board in identifying and disclosing actual and potential conflicts, and help ensure the avoidance of conflicts of interest where necessary. This policy may be enforced against individual Board members as described below.

CONFLICT OF INTEREST POLICY

1. Board members have a fiduciary duty to conduct themselves without conflict to the interests of ACRM. In their capacity as Board members, they must subordinate personal, individual business, third-party, and other interests to the welfare and best interests of ACRM.
2. A conflict of interest is a transaction or relationship which presents or may present a conflict between a Board member’s obligation to ACRM and the Board member’s personal, business and other interests.
3. All conflicts of interest are not necessarily prohibited or harmful to ACRM. However, full disclosure of all actual and potential conflicts, and a determination by the disinterested Board (or ACRM Executive-Finance Committee) members – with the interested Board member(s) recused from participating in debates and voting on the matter – are required.

4. All actual and potential conflicts of interest shall be disclosed by Board members to the ACRM Executive-Finance Committee through the annual disclosure form and/or whenever a conflict arises. The disinterested members of the ACRM Executive-Finance Committee shall make a determination as to whether a conflict exists and what subsequent action is appropriate (if any). The ACRM Executive-Finance Committee shall inform the Board of such determination and action. The Board shall retain the right to modify or reverse such determination and action, and shall retain the ultimate enforcement authority with respect to the interpretation and application of this policy.
5. On an annual basis, all Board members shall be provided a copy of this policy and be required to complete and sign the acknowledgment and disclosure form below. All completed forms shall be provided to and reviewed by the ACRM Executive-Finance Committee, as well as all other conflict information provided by Board members. (Appendix II)

Advocacy as an Organization

Processes For Taking Policy / Advocacy Positions

The ACRM takes positions on policy issues to achieve its fundamental mission and goals. Such positions must be approved by the Board of Governors or the Executive-Finance Committee acting on behalf of the Board.

These procedures should be followed for approval of ACRM positions. The President has the authority to add the ACRM's name to letters being generated by other organizations consistent with positions previously taken by the ACRM.

Summary of Procedures

1. Presentation - Memo is prepared recommending position to the Board
2. Action
 - a. Board of Governors meets, discusses issue and takes action
 - b. If Board meeting is not scheduled in time to take effective action, the Executive-Finance Committee will act for the Board. Executive-Finance Committee action will be reported to the Board at its next meeting at which time Board concurrence of the Executive-Finance Committee action will be requested.
3. Implementation - CEO implements Board action.

Full Procedures

1. Presentation

Recommended positions on appropriate policy issues will be presented to the Board for review, discussion and action. General background information in the form of a memo should be provided to the Board about the issue which will include the pros and cons of the issue, similar action previously taken by the ACRM in the past, how the position supports the ACRM's priorities.

2. Action

- a. The Board will discuss the recommendation at a Board meeting and take action.
- b. The Executive-Finance Committee takes action.
 - i. From time to time, government initiatives may be taken on issues which are relevant to the ACRM's mission and goals but on which the Board has not taken positions. If a timely action is required before the next meeting of the Board, the Executive-Finance Committee may act for the ACRM during the interim periods between meetings of the Board of Governors. The Executive-Finance Committee may decide that an issue is too complex or controversial and that it should be discussed/evaluated with the entire Board.
 - ii. If the Executive-Finance Committee is not meeting in time to take action, written background information (as described above) should be sent to each member of the Executive-Finance Committee requesting a written vote by a specified deadline. A majority of the Executive-Finance Committee must concur on any action. If a majority of votes do not concur, no action is taken.
 - iii. The Board will be notified immediately of any action on these issues as well as these issues being placed on the agenda of the next Board meeting for Board confirming action.

3. Implementation

Once a position is approved, the CEO is charged to implement the policy through a variety of activities which may include but not be limited to developing position papers, providing testimony; issuing public statements, writing letters and op-ed pieces, and forming coalitions to lead advocacy efforts on the issue.

If a position paper is to be developed, or in its absence, testimony for a public statement, the staff will consult with experts including Board members and/or the President may appoint a small group of Board members to serve as a resource to staff. The final document must be approved by the Board or the Executive-Finance Committee acting on behalf of the Board, with a majority concurring.

Endorsement of Grant Applications

Due to the abundance of rehabilitation researchers within ACRM, typically letters are not written when requested by grant investigators. Under special circumstances, on a case by case basis, letters can be written if required by the funding agency for a grant proposal.

Letters will be considered if ACRM has a role in the grant. Examples of these roles include where the grant PI is a member of ACRM, and a member of one of ACRM's community groups (i.e., newly forming groups, committees, NG, ISIGs, or a status as otherwise indicated by the president).

The grant should be related, and in accordance with ACRM's mission. In most circumstances a letter would only reflect general support of the proposal as supporting the advancement of rehabilitation research, but not specific support of the research goals and can only be based on the information provided by investigators.

A request of a grant letter of support by ACRM will be provided to the president. The request will be reviewed by a panel of at least two (2) members of the Board of Governors, appointed by the President, on an ad hoc basis.

Records Retention

It is the policy of ACRM that its records be retained only so long as they are

1. necessary to the current conduct of the Association's business;
2. required to be retained by statute or government regulation; or
3. relevant to pending or foreseeable investigations or litigation or fall under the requirements of the ACRM Document Archives Policy.

In furtherance of this policy, the ACRM has adopted a Record Retention Schedule (Appendix III) and the following principles and procedures for its Record Management Program, which shall be strictly observed by the ACRM, the Board of Governors, ACRM staff and committee members.

1. The responsibility for administering the ACRM's Record Management Program in accordance with this policy is designated to the CEO, who shall have the title Supervisor of Record Retention. In addition, the Supervisor of Record Retention, with the assistance of legal counsel, shall be responsible for an annual audit of the program.
2. Destruction of specific records shall be carried out only in accordance with the authority of the Supervisor of Record Retention.

3. All records, including those maintained on electronic data processing storage media, shall be covered by this policy.
4. Despite any retention periods specified in the attached Record Retention Schedule, all records shall be retained for at least the minimum period as stated in applicable state or federal laws or regulations. Once the period for office retention of records has passed, a determination will need to be made whether the records fall under the Document Archives Policy and should be transferred there.
5. The destruction of records shall be suspended immediately upon receipt of legal process or other notice of pending or foreseeable investigations or litigation, whether government or private. In addition, upon such notice, all of the ACRM's records shall be secured immediately in order to prevent deliberate destruction of documents. No such suspension of the ACRM's Record Management Program shall be lifted except upon the written authorization of legal counsel.
6. Requests for exemptions from the Program should be submitted to the CEO and legal counsel. Exemptions will be given only in accordance with the basic objectives of this Policy Statement.
7. The CEO, with the assistance of legal counsel, shall be responsible for interpreting this Policy Statement for application to specific situations.

ACRM Media Archives

Recognizing the volume of materials currently "born electronic" and available in no other format, it is important to ensure these items are transferred to an electronic archive when appropriate, using Box.net as a gateway by providing a link on the home page. Additionally, whenever possible print items should be digitized and placed in the electronic archive.

It is not possible or sensible to include every item produced by ACRM. The ACRM maintains an archives, not a museum. Final versions of materials in print, electronic, and future formats are included, as well as objects. The Archivist has final judgment on specific submissions and their uses based on this policy and guidelines. Business records of the ACRM are not included in the policy and guidelines.

Items to be transferred include:

1. Official records: constitutions and by-laws, minutes and proceedings, transcripts, lists or officers and members.
2. Office files: correspondence and memoranda (incoming and outgoing) and subject files concerning projects, activities and functions.
3. Historical files documenting policies, decisions, committee and task force reports, questionnaires, including Board Books and other materials produced in conjunction with Board meetings.
4. Publications: one final record copy of all programs, journals, monographs, newsletters, brochures, posters and announcements issued by the association or its subdivisions. "Publications" as used here also refers to electronic discussion lists, blogs and other information in electronic or other formats whose final version may be included, or for which a periodic snapshot may be made for archival purposes.

5. Audio-visuals: photographs and sound recordings.
6. Personal papers of members which relate directly to association work.
7. Charts and maps.

Records which should not be transferred to the Archives include:

1. Records of specific financial and membership transactions.
2. Letters of transmittal where the date and routing information is on the document transmitted.
3. Requests for publications or information after the requests have been filled.
4. All blank forms and unused printed or duplicated materials.
5. All duplicate material: keep only the original copy and annotated copies.
6. Papers, reports, work papers and drafts; which have been published;
7. Replies to questionnaires if the results are recorded and preserved either in the archives or in a published report.

ACRM FINANCIAL GUIDELINES

Expense Reimbursement

1. President – Expense Reimbursement
 - a) The President of ACRM could be allocated an expense fund, based on availability of funds, in the ACRM annual budget to cover expenses incurred during the presidential term of office.
 - b) The President's registration and lodging at the ACRM Annual Meeting will be complimentary.
2. Board Members – Expense Reimbursement
 - a. Mid-year Meetings and Planning Sessions
 - (1) Board members will be reimbursed for travel-related expenses incurred at ACRM Mid-year meetings and planning sessions for Board related business.
 - (2) ACRM will reimburse coach class direct airfare or other public conveyance, at the most economical rate. Reimbursement when traveling by private car will be at the rate paid in accordance with current federal guidelines (standard mileage rate).
 - (3) Ground transportation expenses will be reimbursed for travel between the airport and hotel, and for expenses incurred within the dates of the Board meetings and/or planning sessions.
 - (4) Lodging expense will be at the single room rate for as many nights as are required by the duration of the Board meetings and/or planning sessions (typically one night). Board members must use the hotel contracted by ACRM for the meeting. Extended stays and incidental hotel charges will be at the Board member's own expense.
 - (5) Food and other incidental out of pocket expenses are reimbursed at the current federal per diem rate for the city in which the meeting occurs (see www.gsa.gov/perdiem). Board members should submit a written expense

reimbursement form (Appendix IV) within 30-days of the meeting and reimbursement checks will be received within a month of request for reimbursement. Receipts must be attached for plane or other transportation fare, meals and charges greater than \$20. For charges less than \$20 an explanatory note must be attached. Unverified expenditures will be deducted from the total reimbursement.

- b) Annual Meeting
 - (1) Board members will not be reimbursed for any ACRM annual meeting expenses (registration, travel & lodging).

3. Expense Reimbursement Form

ACRM reimbursement will be approved only through the use of the official ACRM Expense Report Form. The reimbursement form will be updated annually.

4. Check signing

- a) The CEO, President, Treasurer, and Secretary of ACRM are authorized to sign ACRM checks.
- b) ACRM checks written for amounts greater than \$10,000 require two authorized signatures.

5. Membership

- a) Structure of Dues

Dues for Active Members

Regular/International Members	\$350
Early Career	\$150
Student/Resident/Fellow Members	\$85
Emeritus Members	\$95
Consumer	\$350

- b) Emeritus Members: ACRM Active member for at least 15 years, 65 years of age or older, retired from active paid employment in the field or medical rehabilitation. Dues include *Archives Journal*. An Emeritus who meets these qualifications may also have no dues, but without receiving the Archives Journal or any other ACRM publications.
- c) Networking Group Dues
 - (1) All ACRM members may be members of any ACRM Networking Group without additional assessment of dues.
 - (2) A non-member of ACRM may join a Networking Group for three years, and then must become a member of ACRM.
- d) Interdisciplinary Special Interest Group (ISIG) Dues
 - (1) All ACRM members may join any or all ISIGs by expressing interest on their membership profile or membership application.
 - (2) A non-member of ACRM may join an ISIG for two years prior to becoming a full member of ACRM. Dues are assessed at \$95 for the two-year period, and must be paid in advance.

- (3) A two-year membership is allowed for as many ISIGs as the non-member is interested in joining. Each ISIG membership is assessed the \$95 two-year dues, and must be paid in advance for the full two-year period.
 - (4) At the conclusion of the two-year ISIG-only membership, a full ACRM membership must be purchased. This two-year membership in an ISIG is not renewable.
- e) Membership Invoicing
- (1) ACRM membership is based on a quarterly billing cycle. Renewal months are October, January, April and July. The member will be given 60-days from the time payment is due before receiving a final notice and exit survey. If payment of dues is not made within the next 30 days, that member shall be dropped from the active membership status.
 - (2) The membership will be invoiced annually during quarter period of joining. The first dues invoice is sent 30-days before payment is due. A second dues invoice is sent to non-renewals 30-days after the first invoice. A third and final invoice, with exit survey, is sent to non-renewals 30-days after the second invoice.
 - (3) Non-renewing members are dropped from active membership status 30-days after the third and final invoice.
 - (4) New members, upon processing of invoices, receive a membership welcome packet and cover letter welcoming them to ACRM.
- f) Complimentary Memberships
- (1) A one-year complimentary membership in ACRM may be awarded as a prize during the ACRM annual meeting. Complimentary memberships have been awarded to the best paper presentation, the best poster presentation, and as a raffle item in the exhibitor drawing.
 - (2) At the President's discretion, complimentary memberships or membership benefits may be extended to individuals in leadership positions of rehabilitation related organizations or to relevant positions in governmental agencies.
 - (3) The President will inform the national office of complimentary memberships to be granted, the duration of the complimentary status, and the benefits to be granted.
 - (4) At the CEO's discretion, a maximum of two one-year complimentary memberships or membership benefits may be extended to individuals (members and/or non-members) based on special or extenuating circumstances. These memberships will be concurred by the chair of the Membership Committee.
 - (5) Individuals who receive a one-year complimentary membership must otherwise be eligible for membership in ACRM and must fill out the membership application form. They will receive the full benefits of their membership category. At the end of the complimentary year, the member will receive an invoice for all subsequent years they wish to remain as a member of ACRM.

6. ACRM Investment Policy Statement

- a) **GENERAL OBJECTIVES:** The organization recognizes that ultimate responsibility for prudent investment and satisfactory investment performance of the Investment Fund rests with the Executive Finance Committee of ACRM. This responsibility is

best achieved by “managing the investment management function” rather than by “being the investment manager”. The organization believes that the correct approach is to:

- (1) Establish an investment philosophy for the Investment Fund.
- (2) Set policy guidelines and objectives for the Investment Fund which will be reviewed at least annually.
- (3) Select qualified independent investment manager(s) for the Investment Fund.
- (4) Monitor investment results to assure that policy objectives are being met.
- (5) Communicate closely with those responsible for investment results.

Based upon the current FY budget and the recommendation of the Treasurer, the Executive Finance Committee of ACRM will annually determine the amount of the Investment Fund to allocate between two separate investment classifications: The Operating Fund and the Reserve Fund. Upon this approval, the Investment Manager will select appropriate investments for each Fund.

The objective of the Operating Fund is to insure safety of principal, provide adequate liquidity for operations, and be managed for total return within the context of providing principal protection and sufficient liquidity. It is expected the Fund will be managed as a high quality, diversified fixed income portfolio consistent with this objective and within the constraints and list of eligible securities identified within this Policy.

The objective of the Reserve Fund is to provide support to ACRM for its operational and strategic needs. Many of these needs are determined to be long-range in nature and thus growth of Fund assets, coupled with preservation of capital, should drive investment decisions. However, the operational and strategic needs can and will change over time. Thus the objective of the Fund may differ substantially in the future for the objective stated above.

b) **PHILOSOPHY**

- (1) The Investment Fund should be managed with the philosophy, objectives, and guidelines expressed in this statement. The investment manager(s) is responsible for optimizing the return on the assets within these guidelines. Extreme positions or variations in the investment manager’s style, unless specifically approved, are not consistent with these objectives.
- (2) Each investment classification has its unique investment objective and requires a disciplined and consistent management philosophy that accommodates all relevant, reasonable, and probable events.
- (3) The Operating Fund will support the FY budget and stability of principal is the primary objective. Safety is of paramount importance with these funds. The Reserve Fund is long-term in nature and is considered a permanent fund. Careful investment management should ensure a total return (yield plus capital appreciation) necessary to enhance in real dollar terms the principal of the fund, while providing a dependable source of income from the fund for the organization’s current purposes.
- (4) The purpose of equity investments is to provide current income, growth of income, and appreciation of principal.

- (5) The purpose of fixed income investments is to provide a predictable and dependable source of income and to reduce portfolio volatility.
 - (6) The purpose of alternative asset classes is to secure the benefits of low correlation of returns relative to traditional assets, such as equity and fixed income investments, and thus reduce the overall volatility of the portfolio.
 - (7) The fixed income and equity portions of the investment portfolio shall be diversified in order to provide reasonable assurance that a single security (investment) or class of securities (investments) will not have a meaningful impact on the total portfolio.
 - (8) The investment manager(s) will have full investment discretion with the understanding that the assets of the fund will be invested with care, skill, prudence, and diligence and based on the asset allocation described below.
- c) **INVESTOR RESPONSIBILITY:** The Executive Finance Committee is cognizant of it's role as a responsible investor. Notwithstanding the investment objectives of each Fund, individual companies or industries which could be considered to cause concern to the organization will be regularly reviewed by the Committee. The Committee may draw on publicly available information, reports by other organizations, or direct research to assist them in their review.
- d) **GENERAL**
- (1) The lending of securities will not be a permissible activity as part of the Investment Program.
 - (2) As a general guideline that applies to all assets managed, transactions should be entered into on the basis of best execution, which normally means best realized price.
- e) **INVESTMENT MANAGER(S)**
- (1) The investment manager(s) is responsible for frequent and open communication with the organization on all significant matters pertaining to the assets managed. Periodic objective evaluations of the investment manager(s) will be done.
 - (2) The Committee will meet as necessary with the investment manager(s), but not less than once a year. Teleconference meetings are an acceptable format. The frequency of these meetings will in part be determined by the performance evaluation results compared to predetermined objectives and manager(s) characteristics.
 - (3) Custodial responsibility for all securities will be approved by the Committee.
- f) **INVESTMENT GUIDELINES – OPERATING FUND**
- (1) **Constraints:**
 - Only securities rated investment grade (BBB and higher) are to be utilized.
 - No more than 5% of the market value of the portfolio may be invested in any single credit, with the exception of securities issued by the U.S. government and its agencies.
 - All securities must be denominated in the U.S. dollar.
 - Derivatives, such as futures and options, are not permitted.

- The maximum final maturity of any individual investment is 1 year.
- a) **Eligible Investments:** Under normal market environments, the following securities will be utilized within the investment pool. However, from time to time and as market conditions warrant, additional security types may be utilized with the written consent of the investment office and providing they are not specifically constrained by this policy.
- U.S. Treasury and Agency securities.
 - U.S. Agency mortgage-backed securities.
 - Corporate securities issued in U.S. dollars.
 - Asset-backed securities rated AAA by at least two national ratings agencies.
 - United States municipal securities.
 - Certificates of Deposit.
 - Commercial Paper issued by the highest rated companies (A1 by S&P and P1 by Moodys).
 - Commingled funds, provided that all securities in the fund are eligible under these guidelines.
 - Money market funds, provided that all securities in the fund are eligible under these guidelines.

g) **INVESTMENT GUIDELINES – RESERVE FUND**

- (1) **ASSET ALLOCATION:** The intent of this Policy is to diversify investments within both variable (equity and alternatives) and fixed income securities so as to provide a balance that will enhance total return, while avoiding undue risk concentrations in any single asset class or investment category. The asset mix of the Investment Fund will range within the following appropriate limits:

	%
Cash and cash equivalents	0-10
Fixed income securities	30-60
Domestic equities	30-70
International equities	0-15
Alternative Assets	0-15

h) **EQUITY SECURITIES**

- (1) Equity investments may be made with either individual securities or mutual funds and shall be based upon fundamental financial analysis of prospects for an acceptable return over a two to three year period. Emphasis should be placed on capital appreciation and growth of earnings.
- (2) Investments shall be made primarily in well-established, quality companies with adequate marketability, or mutual funds with similar investment objectives. Quality is not synonymous with size or recognition. Further, it is recognized that equity investments in high quality, well-established, smaller companies could represent superior vehicles for preservation and enhancement of capital.

- (3) The investment manager(s) shall not invest more than five percent of the assets of the fund in securities of organizations having a record of less than five years of operation.
- (4) The investment manager(s) shall not concentrate more than thirty percent of the market value of the equity portion of the fund in any single economic sector as defined by S & P standards or more than five percent of the market value of the equity portion of the fund in any single company without prior approval of the Executive Finance Committee.
- (5) Investments in equity or debt issues of smaller or small emerging companies may be made within the overall guidelines expressed in this statement. These investments may not be made in restricted stock or unregistered or privately placed securities without prior approval of the Executive Finance Committee.
- (6) The use of options, futures, and other hedging strategies is only permissible subject to prior review and approval by the Committee.
- (7) The investment manager(s) shall not engage in the short selling of securities without prior approval of the Executive Finance Committee.
- (8) Investments in foreign securities, either as ADR's or direct investment, are appropriate as a form of diversification. These investments may be made up to fifteen percent of the total portfolio.

i) **FIXED INCOME SECURITIES**

- (1) The composition of the fixed income portfolio and the selection of individual securities or mutual funds are matters of investment management discretion, developed primarily in response to changing market relationships, interest rate prospects, and economic circumstances.
- (2) The fixed income (excluding convertible issues) portfolio should be comprised of high quality issues or bond mutual funds limited to the first four grades of a national rating system (e.g., Moody's Investor Service, Standard & Poors).
- (3) The weighted average maturity of the fixed income portfolio should not exceed ten years unless approved by the Executive Finance Committee.

j) **ALTERNATIVE ASSETS**

- (1) Other alternative asset classes that offer the benefits of low correlation to traditional assets and result in the reduction of portfolio volatility may be employed, providing the investment vehicles used have adequate liquidity to achieve the Fund's objectives.
- (2) All investments in the Alternatives category will employ no leverage and will take the form of diversified individual holdings or mutual or closed-end funds to maintain daily liquidity.
- (3) Eligible investment strategies include Real Estate Investment Trusts (REITs), high yield bond funds, hedged equity or fixed income funds, master limited partnerships (MLPs), and managed commodities, currency, and futures funds.
- (4) No single Alternative asset strategy will represent more than 5% of the portfolio.

k) **PERFORMANCE OBJECTIVES:** The total return net of fees of the Fund is expected to exceed the return of a target Balanced Index, which is comprised of the following:

- (1) 60% S&P 500 Index, 40% Barclays Capital Intermediate Government Credit Bond Index.

- (2) The performance objectives should be achieved with volatility not to exceed 1.2X the Balanced Index.
 - (3) Performance will be reviewed quarterly, but measured over rolling time periods of 3 to 5 years.
7. Annual Audit: Board of Governors shall ratify the Executive-Finance Committee's recommendation for selection of an outside firm for the annual audit.
8. The fiscal year for the ACRM is January 1 to December 31.
9. The ACRM annual budget will be presented to the BOG for approval each year at the February BOG meeting.

BOARD OF GOVERNORS

Purpose of the Board of Governors

The ACRM Board adopted the Governance model, wherein the Board makes policy and the CEO implements policy and manages the affairs of the association. The purpose of the Board is to:

1. Determine the mission and purposes of the ACRM. The statement of mission and purposes should serve as a guide to organizational planning, Board and staff decision-making, volunteer initiatives, and setting priorities among competing demands for scarce resources. It sets the stage for developing fund-raising strategies and strategic planning as well as the Board's other responsibilities.
2. Select, support, and review the executive functions. The Board and the CEO should agree on purposes and processes. If annual goals are mutually discussed and agreed upon, they become the primary criteria for review. The primary purpose is to help the CEO and staff perform more effectively. The Board and the CEO accept the fact that their effectiveness is interdependent.
3. Ensure effective organizational planning. The Board has primary responsibility for the annual planning process and long-term strategic planning. The Board should formally approve the plan. Semi-annual reports by the CEO and committee chairs will keep the Board aware of progress on priorities.
4. Establish adequate resources and manage resources effectively. Developing and approving the annual budget is one of the Board's most significant policy decisions. The Board's fundamental role begins with the question of whether current and proposed programs and services are consistent with the ACRM's stated mission and purposes. The Board must decide among competing priorities.
5. Enhance the ACRM's public image. Provide written annual reports, timely and informative press releases, consistent communication initiatives with government leaders, and timely speeches by appropriate Board members to implement elements of a comprehensive public relations strategy. The President is the organization's official

spokesperson. No Board member may represent himself or herself as speaking for the Board of Governors or organization unless specifically authorized to do so by the President.

6. Assess its own performance. The Board and CEO should reflect on how the Board is meeting its responsibilities. This process should include a look at how the composition, organization or structure, and overall performance of the Board can be strengthened. Resulting recommendations may be forwarded to the Bylaws, Policies & Procedures Committee for revisions proposals.

Code of Conduct for the Board of Governors

AMERICAN CONGRESS OF REHABILITATION MEDICINE (“ACRM”) CODE OF CONDUCT FOR BOARD OF GOVERNORS

1. When acting on behalf of ACRM, Governors shall act:
 - A. In good faith;
 - B. With the care of an ordinary prudent person in a like position would exercise under similar circumstances; and
 - C. In a manner the Director reasonably believes to be in the best interests of the organization.
2. Governors will work to further the organization’s mission and to ensure that the organization’s assets are used for lawful purposes consistent with the category of tax exemption granted to ACRM under the Internal Revenue Code.
3. Governors shall endeavor to protect and enhance the resources of ACRM, including its investment assets, human capital, good name and goodwill.
4. While representing ACRM to members and the public, Governors will conduct themselves in a manner so as to protect and enhance the good name and goodwill of ACRM.
5. Governors shall treat members and staff of ACRM and members of the public respectfully and in a manner which does not discriminate on the basis of race, ethnicity, creed, gender, sexual orientation, age or disability.
6. Governors shall respect the contributions of others and their right to their opinions held in good faith, regardless of agreement with that opinion.
7. Governors shall promote an atmosphere within ACRM that discourages harassment and respects professionalism.

Any volunteer or staff member who believes that a Governor has violated this Code of Conduct shall inform the President or Treasurer and the CEO, who may resolve the issue, or seeks assistance from the Executive-Finance Committee, the full Board, or legal counsel, at their discretion.

I have reviewed the foregoing confidential code of conduct, and agree to comply within the best of my ability. I agree to follow the process for escalating a concern as listed above.

Name: _____
Position with ACRM: _____
Date: _____
Signature: _____

Responsibilities of the Officers

1. **President's Responsibilities**

The President has the uniquely demanding and rewarding responsibility to lead the Board of Governors in determining achievable goals, and to develop a shared commitment to those goals among the Board, committees, members, and staff.

This involves giving attention to planning, recruitment and orientation of the organization's leadership. The President functions as a motivator by maintaining regular personal communication with the Board and committee chairs. The President regularly confers and consults with the CEO in planning and implementing the organization's goals.

The President shall:

- a) Preside at the annual business meeting. Develop agendas for all meetings in cooperation with the CEO.
- b) Support and encourage the Board and committee chairs in the performance of their responsibilities and monitor progress toward goals.
- c) Preside at regularly scheduled conference call meetings of the Board.
- d) Monitor the charges given to the committees to ensure they are being carried out according to the goals of the strategic plan.
- e) Submit President's messages for publication in *Rehabilitation Outlook*.
- f) Maintain open channels of communication with the CEO, the Board, and the members.
- g) Act as the official spokesperson for the organization.
- h) Present an address at the annual meeting.
- i) Assure that the President-Elect is informed and consulted so that there is a smooth transition from one presidency to the next.
- j) Appoint any special committees deemed necessary to serve during the President's term of office.
- k) Be responsible for oversight of Meetings, along with the CEO and Program Committee Liaison.

- l) Appoint committee chairs, committee members, and liaisons to serve during the President's two-year term.

2. **President-Elect's Responsibilities**

The President-Elect shall:

- a) Become knowledgeable about the organization as a whole before assuming responsibility as President.
- b) Prepare charges for committees based upon the strategic plan, with the advice and approval of the Board of Governors.
- c) Serve as an ex officio member of all committees except as otherwise stated in the Bylaws.
- d) Prepare goals and accomplishments to be completed during the term of his or her presidency, with Board approval and in line with the strategic plan.
- e) Prepare agenda for post annual meeting Board of Governors' meeting, if any.
- f) Plan and present an orientation session for new Board members and committee chairs in cooperation with the CEO.
- g) Coordinate the development of the special issue of the *Archives of Physical Medicine and Rehabilitation* in collaboration with the ACRM Editor of the *Archives* and the Publication Committee chairperson or committee representative.
- h) Serve as Chair of Chairs Council and it the Board of Governors liaison to the ISIG, NG and Committees.

3. **Secretary's Responsibilities**

The Secretary shall:

- a) Oversee the development, maintenance, and the twice a year revisions of the policies and procedures manual.
- b) Prepare a report of Board action items for the purpose of publication to the membership in *Rehabilitation Outlook* when requested or at least annually.
- c) Review any Board action updates prepared by the ACRM Staff and submit them for approval of the Board at its subsequent meeting.

4. **Treasurer's Responsibilities**

The Treasurer shall:

- a) Review monthly financial statements. Report to the Board any significant deviations from the budget.
- b) Develop a preliminary budget in cooperation with the CEO, review budget with Executive/Finance Committee, and recommend approval of the budget to the Board of Governors.

- c) Submit a written report to the Board of Governors at midyear and annual meetings. Respond to questions at Board meetings.
- d) Present an oral report at the annual meeting's General Business Session.
- e) With Executive-Finance Committee, establish guidelines for investments and other financial policies.
- f) Assure that an annual independent audit or review is conducted.

5. **A Member-at-Large Responsibilities**

Members-at-Large shall:

- a) Fulfill general criteria for board membership (listed below).

Responsibilities of All Board Members

The Board Members shall:

1. Know the ACRM's mission, purposes, goals, policies, programs, services, strengths, and needs.
2. Follow trends in all aspects of rehabilitation.
3. Be willing to undertake special assignments when asked.
4. Serve ACRM as a whole rather than any special interest group or constituency.
5. Prepare for and participate in Board meetings, including appropriate organizational activities.
6. Participate in scheduled Board meetings both in person and via conference call, and notify the President in a timely manner if unable to participate at specific meetings.
7. Suggest agenda items for Board meetings to ensure that significant policy-related matters are addressed.
8. Support the majority decision on issues voted upon by the Board.
9. Maintain close communication with any committee or ISIG of which a liaison assignment has been made. Assure that their concerns and interests are conveyed to the Board and report back to them on relevant Board decisions.
10. Maintain confidentiality of the Board meeting and conference calls.
11. Read and understand the organization's financial statements and otherwise help the Board fulfill its fiduciary responsibilities.
12. Counsel the CEO and President as appropriate.
13. Serve as chair, co-chair, council or task force as appointed by the President.
14. Annually complete Conflict of Interest Statement, to be submitted to the President – (Appendix II)

Responsibilities of Ex Officio Immediate Past Secretary

1. Serve as advisor to the current Secretary.
2. Attend the annual meetings of the Board of Governors.
3. Be on call for the mid-year Board of Governors meeting.

Responsibilities of Ex Officio Immediate Past Treasurer

1. Serve as advisor to the current Treasurer.
2. Attend the annual meetings of the Board of Governors.
3. Be on call for the mid-year Board of Governors meeting.
4. Serve as Senior Advisor to the Executive/Finance Committee.

Criteria for Board Members

1. Active member in good standing of ACRM.
2. Knowledgeable about and supportive of the ACRM mission and objectives.
3. Demonstrate a special commitment to ACRM through tenure of membership and participation in the organization.
4. Ability to accomplish tasks on schedule and to work effectively with other people.
5. Understand and agree to the necessary commitment of time and Board activities.

Responsibilities of Ex Officio ISIG Representatives

1. Serve as liaison between the Board of Governors and the Interdisciplinary Special Interest Group (ISIG).
2. Attend the midyear and annual meetings of the Board of Governors.
3. Serve the interests of the ISIG in collaboration with the respective Board Liaison by conveying all ISIG requests for Board action to the Board and report back to the ISIG on relevant decisions.

Operational

ACRM follows the 6M™ Model developed by CEO Jon Lindberg, MBA, CAE. (Appendix V)

Following this model, the ACRM Business Team reports to the CEO. The CEO reports to the Board as its only employee. See the Appendices referred to below for the following current documents related to the organizational structure of ACRM:

Organizational Chart (Appendix VI)
Board of Governors Contact List (Appendix VII)
Business Team Contacts (Appendix VIII)
Archives Editorial Board (Appendix IX)
Your Part-Time Controller (YPTC) (Appendix X)
Archives Search Committee (Appendix XI)

ACRM COMMITTEE GUIDELINES

Purpose of ACRM Committees

1. The work of the ACRM is accomplished through its committees. The Board of Governors establishes and terminates committees except for the Executive-Finance, and Nominating Committees, which are established in the Bylaws. All ACRM members are invited to request appointment to a committee. The membership of most committees reflects the multidisciplinary composition of the ACRM as a whole. All committee chairs and members shall be appointed by the President.
2. The Board of Governors plays a critical role in ensuring that the committees are aligned with the strategic goals of ACRM. Each committee chair is assigned a Board Liaison. This relationship assures that the committee's interests are communicated to the Board of Governors and that important information regarding Board decisions is communicated to the committee chairs.

Criteria for the Chair

1. Active member in good standing of ACRM.
2. Should be a current committee member, in order to ensure familiarity with the workings of the committee.
3. Demonstrate a special commitment to and experience with the focus area of the committee.
4. Possess a proven ability to accomplish tasks on schedule and to work effectively with other people.
5. Understand and agree to the necessary commitment of time and activity for committee work.

Chair Responsibilities

1. Review the charges from the ACRM board for the coming year.
2. Prepare agenda for committee meeting at ACRM annual meeting and send to committee members, Board Liaison, and CEO.
3. Plan committee work, timelines, and assignments, including responsibility for reporting to membership through *Rehabilitation Outlook* during the year, between annual meetings.
4. Conduct committee meeting at annual meeting, assigning a committee member to take minutes. With input from committee members, develop an action plan and make assignments to meet committee charges for the year.
5. Attend annual business meeting and other organizational events scheduled at the annual meeting.
6. Submit committee action plans to Board Liaison and CEO, listing in priority order the programs and activities the committee plans to undertake during the current year. Give projected dates of completion and indicate whether financial and staff resources will be needed for their accomplishment.
7. Send minutes of committee meetings to committee members, Board Liaison, and CEO or his designated staff person.

8. Annually submit an updated list of all Committee members, including current contact information, to ACRM Director of Community Relations. Send periodic contact updates when changes occur.
9. Schedule and conduct additional committee meetings as approved.
10. Communicate regularly with committee members. Copy the Board Liaison and CEO on correspondence and minutes of conference calls.
11. Submit interim reports to Board for the Mid-Year Board meeting. Submit year-end report to the Board with an executive summary for distribution at the annual meeting's General Business Session and subsequent publication in *Rehabilitation Outlook*.
12. Submit year-end evaluation of committee and Action Items to the Chair of Chairs Council as requested.

Formation of an Ad Hoc Committee

Ad Hoc committees may be established to undertake a short-term project, defined by a specific end date, with approval of the Board of Governors or by reappointment of the incoming President. Non-ACRM members may serve on ad hoc committees by Presidential invitation for the duration of the project.

Formation of a Special Function Committee

Special Function committees may be established to undertake a specific Board project, defined by a Board Action to serve a special business function, with approval of the Board of Governors or by reappointment of the incoming President. Non-ACRM Board members may serve on a Special Function committees by Presidential invitation for the duration of the project.

Formation of a Non-Standing Committee

Non-Standing committees may be established to undertake any purpose approved by the Board of Governors, and may be disbanded at any time by the Board of Governors. A non-standing committee is not required by the ACRM Bylaws. Non-ACRM members may serve on non-standing committees by Presidential invitation for the duration of the project.

Criteria for Committee Members

1. Must be an ACRM member in good standing unless invited to participate by the ACRM President.
2. Knowledgeable about and supportive of the ACRM mission and objectives.
3. Express an interest in working on the committee and understand and agree to the necessary commitment of time and activity for committee work.

Committee List (See Appendix XI)

Standing Committees (Required by ACRM Bylaws)

1. Executive-Finance Committee
2. Nominating Committee
3. Partnership Committee

Special Function Committees (Not Required by ACRM Bylaws)

1. Archives Steering Committee

Non-Standing Committees (Not Required by ACRM Bylaws)

1. Awards Committee
2. Bylaws, Policies and Procedures Committee
3. Chairs Council
4. Evidence and Practice Committee
5. Communications Committee
6. Fellows of ACRM Committee
7. Membership Committee
8. Past Presidents Committee
9. Policy & Legislation Committee
10. Program Committee

Committee Reporting Forms

1. Committee Budget Request Form – used by committees to officially request financial support for specific assignments and projects. (Appendix XII)
2. Board Action Request Form – used by committees to officially request Board actions and task assignments made during committee meetings. Committee members use these action notes to carry out their assignments. (Appendix XIII)
3. Midyear and Annual Report Form – used by committee chairs to submit a committee report to the board according to the schedule identified by the board. (Appendix XIV)
4. Minutes – template used by committees to record agenda and action items of committee meetings. (Appendix XV)

SPECIFIC COMMITTEE FUNCTIONS

Unless the conduct of business of the committees is spelled out differently by the Bylaws or adopted standing rules, general parliamentary rules apply (specific authority on those parliamentary rules usually referred to in Bylaws, authority used here is Robert's Rules). In smaller groups (Committee) informality and flexibility may apply.

Standing Committees

Executive-Finance Committee

Purpose of Committee: By request of the President, to exercise the powers of the Board in the management of the business and affairs of the ACRM except as may otherwise be provided by law, the ACRM Bylaws, and the Articles of Incorporation. To monitor the financial health of the ACRM.

Responsibilities: To comply with requests of the President and to direct the affairs of the ACRM, subject to the control of the Board of Governors, between regularly scheduled Board meetings.

Nominating Committee

Purpose of Committee: To present to the Board of Governors (BOG) and Membership qualified candidates for elected positions.

Responsibilities: The Nominating Committee is responsible for identifying, screening and presenting candidates for elected offices. This is accomplished by soliciting nominations from the BOG and the Membership at large. Once candidates are nominated the Nominating Committee is responsible for screening candidates to insure they are qualified and to recommend the best candidates to the BOG for inclusion on the ballot. Once the recommended candidates are approved the Nominating Committee will notify nominees and solicit candidate bios/statements and disseminate those to the Membership along with voting procedures. Following voting the Chairman of the Nominating Committee (Past President) is responsible for notifying both winning candidates and those not elected. The final step is to develop a notification plan to disseminate the names of winning candidates to the Membership at large.

Election Schedule: Post candidate statements online by May 6th. Launch election survey May 6th via email. May/June RO contains candidate statements; RO eblast announcement contains election reminder. Election survey closes June 17. Send results to ACRM Staff representative (Jenny) and Nominating Committee Chair June 18. July/Aug RO announces winners; due to mail July 15.

Partnerships Committee

Special Function Committee

Archives Steering Committee

Purpose: Manage the business affairs of the journal, to include (all ex officio): ACRM CEO (without vote), *Archives* Managing Editor (without vote), *Archives* Editor in Chief, one additional member of the executive editorial committee (without vote), ACRM Treasurer, ACRM president (or representative).

Responsibilities: Develop a yearly budget; review the logistics, policies and non-editorial procedures for the editorial office; review publisher reports and other *Archives* (financial) statements; negotiate new publisher contracts; and review advertising policies.

Non-Standing Committees

Awards Committee

Purpose: The purpose of this Committee is to assist ACRM in honoring deserving members and nonmembers.

Responsibilities:

1. Identify (based on nominations by ACRM members and by Committee members themselves) ACRM members and nonmembers who might be worthy recipients of the various ACRM prizes and awards
2. Review supporting materials submitted with nominations, and make final selections, subject to ACRM Board approval as applicable
3. Disseminate announcements of the availability of awards and prizes, and otherwise ensure that nominations are available for review
4. Communicate awards made and prizes awarded to the membership and other audiences
5. Recommend to the Board changes in the nature of, criteria for, etc. the ACRM awards and prizes.

Procedures: (Appendix XVI)

Bylaws, Policy & Procedures Committee

Purpose: To review the governing documents of the ACRM annually and any proposed revisions to the ACRM Constitution and Bylaws, and Policies and Procedures manual. To report all proposed wording changes for approval by the Board of Governors. To ensure compliance with Article XII of the ACRM Bylaws for proposed Bylaws changes.

Responsibilities: The Board Secretary serves as Chair; the committee includes the President-Elect and two additional Board members. The CEO serves as an ex-officio member. This Committee reviews Board Action items and updates the Policy & Procedure Manual twice a year. A fully updated Policy & Procedure Manual is presented to the Board at the mid-year and annual meetings for approval.

Chairs Council

Purpose: The purpose of this Council is to serve as the primary conduit for communication between committee chairs and the ACRM Board.

Responsibilities: Develop a formal process for annual review of all ACRM committees; collect and review year-end committee reports in concert with submission of requests for funding (based on written criteria for reporting requirements); and orchestrate quarterly calls with committee chairs. Each officially sanctioned group (ISIG, NG, and Committees) will have one voting member.

Evidence and Practice Committee

Purpose: The purpose of this Committee is to provide advice on all issues relevant to the collection, evaluation, and dissemination of evidence and the guidelines/practice parameters that may be based upon it.

Responsibilities: Responsible for evaluating the quality of evidence reviews and EBP recommendations that would be disseminated as ACRM systematic reviews, guidelines or practice recommendations and for facilitating the development of such materials in the ACRM. The EPC also evaluates all guidelines or recommendations developed by other organizations proposed for ACRM endorsement and provides recommendations to the Board regarding approval.

Procedures: (Appendix XVII)

Communications Committee

Purpose: The purpose of this Committee is to recommend types of materials to be published by ACRM. The Communications Committee has responsibility for stewardship of ACRM-branded products, supporting the development and production of branded products from inception to final distribution (Guide to Products - Appendix XIX), (Product Development Worksheet - Appendix XX) (Product Review Request Form - Appendix XXI)

Responsibilities: To recommend policy regarding publications affecting practices, practice guidelines, endorsements by ACRM, white papers, and position papers. To oversee all materials published by ACRM committees, task forces, and ISIGs. The Consumer Relations Committee has been incorporated into this committee.

Procedures: (Communication Committee Procedures - Appendix XVIII)

Fellows Committee

Purpose: The purpose of the Fellows committee is to annually recommend new Fellows. The ACRM honors those of its members who have made significant contributions to the field of medical rehabilitation and to ACRM with naming them as “Fellow of ACRM.”

Responsibilities: Selection and Nomination Criteria for ACRM Fellows (Appendix XXV); ACRM Fellow Subcommittee Evaluation Form (See Appendix XXVI)

Membership Committee

Purpose: To facilitate the recruitment and retention of members to the organization to 1) Increase; the total number of members in the organization by retaining current members and attracting new members; 2) Increase representation from the range of disciplines that contribute to effective rehabilitation practices; and 3) Help to ensure the continued growth and viability of the organization by attracting and retaining new entrants into the rehabilitation field (students and Early Career professionals)

Responsibilities: To plan, define, and implement new and past member recruitment efforts, as well as retention efforts for existing members. The committee may also make recommendations and implement improved membership service initiatives in concert with the CEO and national staff.

Past Presidents Committee

Purpose: The purpose of this Committee is to provide consultation to the current Board of Governors, or to be charged with a specific task at the request of the President.

Responsibilities: Chair is the outgoing Immediate Past President; Members are other past presidents; Board Liaison is the Immediate Past President

Policy & Legislation Committee

Purpose: The purpose of this Committee is to follow healthcare policy changes that may affect the ACRM membership.

Responsibilities: Review proposed bills; manage the activities of ACRM lobbyist firm; act as liaison to the Healthcare Coalition.

Program Committee

Purpose: The purpose of this Committee is to plan, organize and supervise the scientific and educational program of the annual meeting; to plan the format and content of the program to meet the needs of the members and foster the exchange of scientific knowledge.

Responsibilities: Prepare an annual Call for Proposals to solicit instructional courses, symposia, paper and poster proposals; Review and select submissions for inclusion in the Program; identify and invite potential speakers for plenary sessions; Nominate potential speakers for the John C. Coulter Lecture

Procedures: (Appendix XXVII). See also Program Poster Sub-Committee Rating Process (Appendix XXVIII) and Program Poster Sub-Committee Rating Form (Appendix XIX)

NETWORKING AND INTERDISCIPLINARY SPECIAL INTEREST GROUPS

Networking Groups (Level I)

NG General

1. Purpose: Networking Groups (NGs) are informal groups approved by the Board whose members have unique interests around a particular diagnostic group, rehabilitation issue, or focused practice area. NGs are self-directed and have an agenda of work or involvement that sustains the group throughout the year. Their goals and objectives are compatible with the overall direction of ACRM. Priorities for the group are developed in collaboration with the Board of Governors and are in line with the strategic initiatives undertaken by ACRM.
2. NGs will review and recommend priorities to the Board of Governors and advocate for their special interest area, and disseminate research information. Dissemination options may include, but are not limited to:
 - a) Developing strategies to support submission of proposals for Instructional courses, Symposia, Paper, Posters and other offerings specific to their interests at the annual meeting, contingent upon approval of the Program Committee.
 - b) Publishing articles in *Rehabilitation Outlook*.
 - c) Developing other dissemination materials appropriate to other outlets.
 - d) Forming and supporting Task Forces to develop and carry out projects of interest to NG members.
3. Make recommendations to the Board regarding official endorsements on behalf of ACRM.
4. Follow ACRM Policies and Procedures.
5. NG may include non-ACRM members. The NG's purpose is to draw in non-members who show an interest in their practice area and encourage activity which will lead to a decision to join ACRM.
6. NGs will have a governance structure in place that includes at least the following positions with identified terms of office:
 - a) Chair
 - b) Chair Elect
 - c) Secretary
7. Individuals in these leadership positions are required to be ACRM members.
8. Active and interested members of the NG constitute the voting body to vote for these leadership positions.
9. All ACRM members may be members of any ACRM NG without additional assessment of dues.
10. No separate NG dues are assessed to members of a NG.

NG Formation

1. Approval for a new NG requires approval by a majority vote of the Board of Governors.
2. Requests for the formation of a new NG should be submitted to the President Elect for review and approval, who will then present it to the Chairs Council for review and

approval, and then present it to the Board of Governors for review and approval/disapproval. The petition shall include a detailed statement of purpose and rationale showing that the proposed group is unique, pertains to an area of rehabilitation, and cannot have its members' interests served through an existing ACRM component. (Appendix XXXI) The petition will also include an explanation of how the NG will promote the 6Ms operations model of ACRM (i.e., meetings, marketing, media/publishing, mission, management, membership) (Appendix V)

List of Networking Groups

(Appendix XXXII)

1. Health Services Research (formerly Health Policy)
2. International NG
3. Measurements NG
4. Early Career NG
5. Military and Veteran's Affairs NG
6. Pediatric Rehabilitation NG
7. Neurodegenerative Diseases NG
8. Cancer Rehabilitation NG
9. Geriatric Rehabilitation NG
10. Neuroplasticity
11. Physicians and Clinicians
12. Technology
13. Arts and Neuroscience

NG Criteria for Chair

1. Demonstrate a special commitment to and experience with the focus area of the NG.
2. Ability to accomplish tasks on schedule and to work effectively with other people.

NG Chair Responsibilities

1. With input from the NG, develop and update, at least yearly, a Vision Cast that includes a vision statement (see Appendix XYZ for samples), and goals for each of the M's – Mission, Meetings, Membership, Media, Management, Marketing. The Chair will devise an action plan and make assignments to meet the goals for the year.
2. Prepare an agenda for the NG meeting at annual meeting and mail copies to CEO.
3. Plan NG projects and timelines. Plan NG assignments, including responsibility for reporting to membership through *Rehabilitation Outlook*, and responsibility to recommend membership recruitment strategies to the Membership Committee.
4. Conduct NG meeting at the annual meeting, assigning an NG member to take minutes. Circulate attendance sheet to collect names and addresses of interested members. Confirm project timelines and assignments. Send minutes to NG members and ACRM staff.
5. Submit NG action plans to CEO. Discuss with CEO any project requests that may require funding or staff support.

6. Schedule and conduct at least quarterly meetings of executive committee of the NG and any additional meetings of the membership as approved.
7. Communicate with NG members at least twice a year. Communicate with members who have accepted assignments. Maintain regular contact with Task Force Chairs to monitor projects, assess goals, progress and resource needs. (Copy President, president-elect and CEO on correspondence.)
8. Attend scheduled meetings of the Chairs Council.
9. Submit a summary of yearly activities and accomplishments, updated Vision Casts and new resource requests to the President-elect and CEO prior to the BOG meeting at the Annual Meeting (September deadline). (Appendix V), An executive summary of the NGs yearly report should be available for distribution annually.

NG Criteria for Members

NG members need only be knowledgeable about and interested in working on the NG, and understand and agree to the necessary commitment of time and activity to NG projects that may be assigned. ACRM membership is not required.

NG Membership List

The national office will maintain a listing of both ACRM members and non-members in the membership database, as long as they are identified by the NG. It is the responsibility of the NG to collect contact information of active members and submit them to the ACRM staff for inclusion in the database.

NG Dissolution

If the NG does not assemble at two consecutive annual meetings the NG will be reviewed by the Board and may be discontinued by majority vote.

Interdisciplinary Special Interest Groups (Level II)

ISIG General

1. Purpose: Interdisciplinary Special Interest Groups (ISIGs) are formal groups approved by the Board whose members have unique interests around a particular diagnostic group, rehabilitation issue, or focused practice area. ISIGs are self-directed and have an agenda of work or involvement that sustains the group throughout the year. Activities may include, but are not limited to, research projects, newsletters, policy initiatives and other targeted activities. Their goals and objectives are compatible with the overall direction of ACRM. Priorities for the group are developed in collaboration with the Board of Governors and are in line with the strategic initiatives undertaken by ACRM.
2. ISIGs will review and recommend research directions and priorities to the Board of Governors, advocate for their special interest area, and disseminate research information. Dissemination options may include, but are not limited to:

- a) Developing strategies to support submission of proposals for Instructional courses, Symposia, Paper, Posters and other offerings specific to their interests at the annual meeting, contingent upon approval of the Program Committee.
 - b) Publishing articles in *Rehabilitation Outlook*.
 - c) Developing other dissemination materials appropriate to other outlets.
 - d) Forming and supporting Task Forces to develop and carry out projects of interest to ISIG members.
3. Make recommendations to the Board regarding official endorsements on behalf of ACRM.
 4. Follow ACRM Policies and Procedures.
 5. ISIG members must be in accordance with ACRM and ISIG membership criteria.
 6. ISIGs will have a governance structure in place that includes at least the following positions with identified terms of office:
 - a) Chair
 - b) Chair Elect
 - c) Secretary
 7. Individuals in these leadership positions are required to be ACRM members.
 8. ACRM members of the ISIG constitute the voting body to vote for these leadership positions.
 9. ISIGs shall create bylaws within 12 months of approval by the Board of Governors.
 10. ISIGs shall create their annual budget within 12 months of approval by the Board of Governors.

ISIG Formation

1. Approval for a new ISIG requires approval by a majority vote of the Board of Governors. Requests for the formation of a new ISIG should be presented for consideration to the Board of Governors for review and approval/disapproval. The petition shall include:
 - a. A detailed statement of purpose and rationale showing that the proposed group is unique pertains to an area of rehabilitation, and cannot have its members' interests served through an existing ACRM component.
 - b. Listing of at least 20 ACRM members in good standing who have indicated an interest in this topic area.
 - c. An explanation of how the ISIG will promote the 6Ms operations model of ACRM (i.e., meetings, marketing, media/publishing, mission, management, membership) (Appendix V) (Appendix XXXIV)

List of ISIGs

Appendix XXXII

- | | |
|---------------------------|-------------------------------|
| 1. Brain Injury (BI-ISIG) | – See Bylaws (Appendix XXXIV) |
| 2. Spinal Cord (SCI-ISIG) | – See Bylaws (Appendix XXXV) |
| 3. Stroke (Stroke-ISIG) | – See Bylaws (Appendix XXXVI) |

ISIG Criteria for Chair

1. Demonstrate a special commitment to and experience with the focus area of the ISIG.
2. Ability to accomplish tasks on schedule and to work effectively with other people.

ISIG Chair Responsibilities

1. With input from the ISIG, develop and update, at least yearly, a Vision Cast that includes a vision statement (see Appendix XYZ for samples), and goals for each of the M's – Mission, Meetings, Membership, Media, Management, Marketing. The Chair will devise an action plan and make assignments to meet the goals for the year.
2. Prepare an agenda for the ISIG meeting at annual meeting and mail copies to Board Liaison and CEO.
3. Plan ISIG projects and timelines. Plan ISIG assignments, including responsibility for reporting to membership through *Rehabilitation Outlook*, and responsibility to recommend membership recruitment strategies to the Membership Committee.
4. Conduct ISIG meeting at the annual meeting, assigning an ISIG member to take minutes. Circulate attendance sheet to collect names and addresses of interested members. Confirm project timelines and assignments. Send minutes to ISIG members and ACRM staff.
5. Submit ISIG action plans to CEO. Discuss with Board Liaison and CEO any project requests that may require funding or staff support.
6. Schedule and conduct at least quarterly meetings of executive committee of the ISIG and any additional meetings of the membership as approved.
7. Communicate with ISIG members at least twice a year by mail. Communicate with members who have accepted assignments by mail or conference calls. Maintain regular contact with Task Force Chairs to monitor projects, assess goals, progress and resource needs. (Copy President, President-elect and CEO on correspondence.)
8. Attend scheduled meetings of the Chairs Council.
9. Submit a summary of yearly activities and accomplishments, updated Vision Casts and new resource requests to the President-elect and CEO prior to the BOG meeting at the Annual Meeting (September deadline). (Appendix V), An executive summary of the ISIG's yearly report should be available annually.
10. Communicate to new ISIG members to request they update their ACRM membership profile or contact Members Services to indicate their membership in any ISIG.

ISIG Liaison to the ACRM Board of Governors

The ISIG shall appoint a member to serve as an ex officio member of the ACRM Board of Governors. The recommended liaison is the ISIG Chair.

ISIG Criteria for Members

1. ACRM Member in good standing, or may have non-ACRM member with special interest in the ISIG activities for a period of 2 years before membership required, non-member would be required to pay any ISIG dues or fees.
2. All ACRM members may join any or all ISIGs by expressing interest on their membership profile or membership application.
3. A non-member of ACRM may join an ISIG for two years prior to becoming a full member of ACRM.
4. Dues are assessed at \$95 for the two-year period, and must be paid in advance.

5. A two-year membership is allowed for as many ISIGs as the non-member is interested in joining.
6. Each ISIG membership is assessed the \$95 two-year dues, and must be paid in advance for the full two-year period.
7. At the conclusion of the two-year ISIG-only membership, a full ACRM membership must be purchased.
8. This two-year membership in an ISIG is not renewable.
9. Knowledgeable about and interested in working on the ISIG.
10. Understand and agree to the necessary commitment of time and activity for ISIG projects that may be assigned.

ISIG Membership List

The national office will maintain a listing of current ISIG members. This list is dependent upon a member expressing an interest in the ISIG and requesting to be a member of the ISIG. Members may be included in multiple ISIG membership lists.

ISIG Dissolution

If the ISIG does not assemble at two consecutive annual meetings the ISIG will be reviewed by the Board and may be discontinued by majority vote.

Marketing and Communication

Membership Lists

ACRM membership lists will not be sold or otherwise shared with outside organizations without the specific approval of the Board of Governors.

Social Media Policy

The ACRM recognizes the value in leveraging social media. The use of social media reflects ACRM's goal of exchanging information and ideas for a multidisciplinary approach to rehabilitation; promoting innovative research, new technologies, sharing information, and encouraging evidence-based practices in clinical settings. This policy is intended to provide guidelines for anyone employing social media on behalf of the ACRM. These provisions have also been developed to maintain the security, integrity, and proprietary rights of information communicated via social media, including but not limited to LinkedIn, Facebook, Google+, Twitter, and blogs, and to reduce the risk of adverse consequences for the ACRM resulting from improper communications using social media tools.

Social media provides a platform to reinforce our position within the communities we serve, and is a fast and increasingly efficient way to communicate directly with members, conference attendees, journal readers, authors, and others involved with ACRM. The purpose of this document is to provide guidance regarding officially sanctioned ACRM postings across social media platforms and to set parameters for professional engagement on those sites.

This policy applies to anyone using the official ACRM and *Archives of Physical Medicine and Rehabilitation* social media accounts and those who identify themselves as affiliated with ACRM or *Archives* in social media platforms or posts. This policy encompasses ACRM as a global entity, and should be adopted by all staff, regional chapters, geographic units, ACRM advisory boards, ACRM committee members, and anyone posting on behalf of or in relation to *Archives*.

Individuals who choose to create or participate in ACRM-related social media are ultimately responsible for what they write. Individuals are expected to exercise good judgment and comply with all applicable laws and ACRM policies. As the number of participants in our social media outlets grows, published content has the potential to reach numerous viewers (including members, journal readers and authors, other societies, patients/consumers and the general public) over a long period of time. If ever in doubt about a situation, seek the advice of the ACRM Director of Missions or the Publications Manager.

GUIDELINES

Always Be Professional and Appropriate.

On social media sites the lines between personal and professional are often blurred, but once the ACRM, one of its products, or your affiliation with the ACRM is mentioned, you are perceived as a representative of the ACRM or *Archives*, and you need to adhere to these guidelines.

- ACRM is a medical research-based organization, not an advocacy group. ACRM has members in government, industry, and academia. As such, avoid political postings, or those inherently critical of specific groups.
- You may point to published research, data, workshops, books, or journal articles where appropriate. Do not re-post published information unless you have permission to do so.
- Avoid providing too much personal, or overly personal, information.
- Content should always be appropriate—nothing inflammatory, insulting, or overly private.

Add Value, Offer Expertise.

If you write about the ACRM, do so in accordance with the guidelines in this policy, and in a way that adds value to the ACRM. Information provided should improve skills or knowledge, promote forthcoming ACRM activities or publications/products, contribute to discussions or debate, bolster a sense of community within the Congress, build our brand, and/or enhance our presence in the research community.

Expert Guidelines.

If you have been asked to represent ACRM or *Archives* as an “expert in the field” please use the same discretion as you would in your professional capacity. Clearly identify yourself and your role at ACRM. If you speak outside your area of expertise, say so, though it is not advisable to comment on topics outside of your area of expertise. If you have a vested interest or a conflict, point it out. If you make a mistake, admit it and correct it quickly. You assume full responsibility and liability for all actions arising from your postings.

If you are asked for or offer up personal opinions, you may use this language as a disclaimer: *“The opinions expressed on this site are my own and do not necessarily represent those of ACRM. This account is not sponsored or endorsed by ACRM.”*

Be Respectful.

ACRM is committed to providing a forum where researchers, clinicians, managers, and other professionals can exchange information and ideas to support interdisciplinary leadership and practice innovation, and this commitment extends to social media. Be respectful in your posts, and never use slurs, personal insults, or participate in inflammatory discussions. In all areas of public discussion, make sure that what is said is both respectful and factually correct. If you are unsure of whether or not a post is appropriate, seek the advice of the Publications Manager or Executive Director before publicizing it.

Be Mindful of Confidential Information.

Individuals may never use social media to disclose any confidential or sensitive information regarding the ACRM’s projected growth, sales, profits, income, member information; future products, services, or alliances; details of business relationships with authors, partners, customers, vendors, and other third-parties; business plans or prospects; legal matters; or any other proprietary information. Avoid sharing personal details, whether directly or indirectly, about members, authors, business partners, or staff. Be smart about protecting yourself and your own privacy as well.

Relevance.

Unless engaging in social media is a specific requirement of your position, make sure that your online activities don’t interfere with your professional responsibilities.

Respect Copyright and Trademark Usage.

Unless it is an ACRM-sponsored social media account, do not use ACRM trademarks in domain names and ACRM logos in social media communications. Logos and trademarks are not permitted on personal sites, as they give the impression that your post is an “official,” sanctioned ACRM communication. ACRM logos may be used only if they are supporting an official communication. Please respect others’ copyrights and trademarks.

Learn and Share Information.

There is much to learn about social media and the different ways it can benefit the ACRM. There is also an opportunity to share information with staff so that our communication network can grow, and we can learn from each other.

Keep Us Informed.

If you are using social media to promote a geographic region, regional chapter, advisory group, or committee, please inform the ACRM Director of Missions or the Publications Manager. Sharing your social media outlets and objectives helps us to better communicate and allows our social media network to grow, providing the opportunity to communicate better across channels and leverage relevant content.

ACRM reserves the right to monitor social media activity. If social media standards are subpar, you may be asked to refrain from posting on behalf of ACRM in future. Please contact the Publications Manager or the ACRM Director of Missions with any questions or concerns.

Requests to Distribute Surveys/Information To ACRM Members

Requests to distribute surveys or any other information to ACRM members should come through an ISIG or NG. If the distribution is only within that ISIG or NG, then these groups can determine the appropriateness of distributing the survey/information within their group. If the distribution is beyond the originating ISIG or NG, then the following procedure applies: Requests from external entities/individuals or ACRM members beyond the originating ISIG or NG, to distribute surveys or any other information to ACRM members should be submitted to the ACRM President Elect. The President Elect can appoint a panel of at least two (2) members of the Board of Governors, on an ad hoc basis to review the request, and make a recommendation to the BOG for approval. If the request will incur any costs to ACRM (e.g., mailing to members, staff time), the requestor will pay these costs. Once approved by the BOG, the request will be fulfilled by ACRM staff. The ACRM emails/ mailing list will not be released to the requestor.

Religious or Political Views in ACRM Communications

ACRM communications should not contain religious or political views. Communications should use religion and politics neutral language.

Events

Annual Meeting

A. Site Accessibility

- 1) The site must be approved for accessibility by the Board of Governors or their designated representative and meet all ADA requirements prior to signing the hotel contract.
- 2) A representative from the meetings of the ACRM staff insures the accessibility of the proposed site.

B. Program Content

The program content for the ACRM annual meeting will represent the diverse interests of the ACRM members. Space will be reserved annually on the program for educational venues developed by ISIGs. The amount of space reserved on the program will be directly proportional to the size of the ISIG. For example, if the membership of a particular ISIG constitutes 25% of the ACRM's general membership, the activities sponsored by or related to that ISIG will represent 25% of the ACRM annual program.

This policy will be reviewed as necessary to accommodate the interests of newly created ISIGs.

C. Faculty Reimbursement

Faculty of ACRM continuing education programs are reimbursed according to the type of educational session or presentation and in accordance with the program budget as set by the Executive-Finance Committee and approved by the Board. Formats have implications for the length and intensity of presentation required of each faculty member, and the total number of faculty per program.

- 1) Keynote, Coulter Lecturer, and Plenary sessions (General Sessions)
 - a) Round-trip economy airfare (or mileage according to ACRM policy) will be paid from originating city; one nights' hotel, and two days' per diem according to ACRM policy.
 - b) Registration fee will be waived for the day of presentation only, at the rate of an ACRM member.
 - c) Materials for inclusion in the participants' packets will be duplicated by ACRM and shipped to program site if received at headquarters six-weeks preceding the first day of the program.
 - d) Honoraria are usually paid, and may be negotiated according to circumstances, for example, keynote, plenary, Coulter, or international speaker.
 - e) If a speaker accepts other professional commitments in conjunction with an activity being reimbursed by ACRM, the speaker is asked to refer the other sponsor or agency to ACRM for a mutually negotiated package for reimbursement of expenses.
 - f) Moderators' expenses are not reimbursed.
- 2) Forums, Seminars and Workshops, including Breakfast and Concurrent Sessions/Symposia (Major Sessions)
 - a) ACRM will not pay travel, hotel, or per diem.
 - b) ACRM major session faculty will be expected to pay an appropriate registration fee for the day of their presentation and any additional program days they attend. Non-ACRM member major session faculty will not be requested to pay a registration fee for the day of presentation, but will be expected to pay a registration fee at the appropriate rate for any additional program days attended.
 - c) Materials for inclusion in the participants' packets will be duplicated by ACRM and shipped to program site if received at headquarters six-weeks preceding first day of program.
 - d) Honoraria are not usually paid, but may be negotiated under certain circumstances.
 - e) Moderators' expenses are not reimbursed.
- 3) Paper/Poster Presentations, and special forums and learning activities conducted apart from the formally planned education program (e.g., special forums and special interest sessions).
 - a) ACRM will not pay travel, hotel, or per diem.

- b) Registration fee is to be paid at the appropriate rate by the faculty for the day of presentation and any additional program days attended.
- c) Only duplication and distribution of abstracts will be assumed by ACRM.
- d) Honoraria are not paid.
- e) Moderators' expenses are not reimbursed.

D. Complimentary Registrations

- 1. Invited speakers at the annual meeting who are non-members receive a complimentary registration for the day(s) they are presenting.
- 2. Complimentary registration to the ACRM annual meeting will be extended to the ACRM President.
- 3. At the President's discretion, complimentary registrations may be extended to the leadership of rehabilitation related organizations or to relevant positions in governmental agencies.

Mid-Year Meeting

A. Site Accessibility

- 1) The site must be approved for accessibility by the Board of Governors or their designated representative and meet all ADA requirements prior to signing the hotel contract.
- 2) A representative from the meetings of the ACRM staff insures the accessibility of the proposed site.

B. Program Content

The program content for the ACRM Mid-Year meeting will be decided based on current special activities. Space will be reserved for working groups of ACRM Committees, ISIGs, and NGs.

ARCHIVES OF PHYSICAL MEDICINE AND REHABILITATION MEDICINE

Reporting Guidelines

The draft budget for the *Archives of Physical Medicine and Rehabilitation* shall be reviewed and approved by the Archives Steering Committee prior to review by the ACRM.

1. Establish a **Committee** for the business affairs of the journal, to include (all ex officio): ACRM CEO (without vote), *Archives* Managing Editor (without vote), *Archives* Editor in Chief, one additional member of the executive editorial committee (without vote), ACRM Treasurer, ACRM President (or representative). The **Steering Committee** is responsible for:
 - a. developing a yearly budget
 - b. logistics, policies and non-editorial procedures for the editorial office
 - c. review of publisher reports and other *Archives* (financial) statements
 - d. negotiating new publisher contracts
 - e. review of advertising policies

2. Establish an **Editorial Board** for the *Archives* as follows:
 - a. Approximately 40-50 Editorial Board members are appointed for terms of 6 years and may be reappointed at the conclusion of their current terms.
 - b. Editorial Board members are nominated by the editors and screened by the Executive Committee of the Archives Editorial Board, appointed with the approval of the full Editorial Board and then approved by the ACRM BOG.
 - c. Their performance is reviewed by the Editor-in-Chief and can be dismissed at any time.
 - d. Editorial Board members are not required to be ACRM members.
 - e. The responsibility of the Editorial Board is the content of the journal, including soliciting, reviewing and approving manuscripts for publication. It operates within broad guidelines and policies set by the Editorial Board at large, the EEC, and the EEC in meeting with the ACRM BOG Executive Committee (see below).

3. **An Executive Editorial Committee** consisting of:
 - a. The makeup and purpose of the Executive Committee is at the discretion of the Editor-in-Chief.
 - b. Members of the Executive Committee of the Editorial Board include the Editor-in-Chief and the Deputy Editors. The Managing Editor is an ex officio member.

4. The Archives **Editor-in-Chief** (E-I-C) will be chosen by a Search Committee. This committee will conduct an open, international search to choose the best possible candidate to lead the journal. Candidates need not be members, but must become an ACRM member if hired.
 - a. An E-I-C, invited by the EEC from inside or outside the Editorial Board, is approved by the Editors, and approved by the ACRM BOG.
 - b. The term of E-I-C shall be 6 years.
 - c. At the ACRM's invitation, this Agreement may be renewed for one (1) additional six (6) year term.
 - d. The E-I-C needs to be an ACRM member.

- e. Most likely a new E-I-C will be chosen from among the sitting deputy editors.
 - f. The E-I-C requires annual re-approval and can be dismissed for cause by the EEC, with ACRM BOG approval.
 - g. The E-I-C is an ex-officio, non-voting member of the BOG.
5. In the event that the ACRM believes it is necessary to remove an Editor-in-Chief, an extraordinary committee will be convened.
- a. This committee will be composed of seven (7) voting members: four (4) representatives from the ACRM, and three (3) from the Archives Editorial Board.
 - b. The ACRM representatives will be chosen by the ACRM Board of Governors.
 - c. The representatives from the Archives Editorial Board will be chosen by a vote of the entire Editorial Board and must exclude the Editor-in-Chief in question. Ex officio (non-voting) members of the committee will include the Managing Editor, the CEO of the ACRM, and the ACRM Publications Director.
 - d. The findings of this committee must be ratified by the ACRM BOG for removal of the Editor-in-Chief to occur. A supermajority (2/3) vote of the ACRM BOG is required for dismissal of the Editor-in-Chief.
6. In addition to the Editor-in-Chief, the Editorial Board has 1-4 **Deputy Editors**.
- a. Deputy editors are selected by the EIC and need not be chosen from the Editorial board, but will be required to become members of the ACRM if hired. They will also serve on the Steering committee as ex-officio members. The selection of the Deputy Editors is to be approved by the Archives Editorial Board and the ACRM Board of Governors.
 - b. Deputy editors serve a 6-year term and should be non-overlapping.
 - c. Deputy Editors will receive a stipend.
 - d. Deputy editors are directly responsible to the Editor-in-Chief and serve at the Editor-in-Chief's discretion.
 - e. As they serve at the pleasure of the EIC, Deputy Editors may be dismissed by the EIC.
7. **Specialized Editors** for review articles, CME articles, and possible other special roles (Media Editors); these individuals are not automatically members of the executive editorial committee.
- a. May be appointed as needed by the Editor-in-Chief
 - b. Serve at the discretion of the Editor-in-Chief and are invited to attend the annual meeting of the Editorial board.
8. One or two **Supplement Editors** on a multi-year appointment to oversee development of the two annual supplements.
- a. The Supplement editors are selected by the BOG, and take responsibility (with the ACRM supplement or communications committee) for soliciting proposals for the annual supplements, and selecting one for implementation.
 - b. Once a proposal has been selected, the Supplement editor works with the guest editor (generally, the person who organized the proposal) to deliver manuscripts to *Archives* by the set deadline.

c. Manuscripts are processed by *Archives* following its standing policies and procedures, and final decisions on appropriateness are made by the Supplement editor (and EEC, as appropriate) following existing standards.

9. Establish a **mechanism for strategic planning** of the business, editorial and other affairs of the journal between executive levels of the ACRM board and the senior *Archives* Editorial Board. A once-yearly meeting of 4-8 hours of the ACRM BOG Executive Committee and the *Archives* EEC, with staff support by the Managing Editor and the ACRM CEO, is seen as adequate.

ACRM Supplement Policy

Proposals for ACRM supplements to the Archives of Physical Medicine and Rehabilitation must be submitted to the ACRM Communications Committee. The following guidelines will be used to review proposals:

1. Topics must be of importance to readers of the Archives of Physical Medicine and Rehabilitation, and consistent with the academic and educational mission of the journal.
2. Factors taken into consideration are the significance and timeliness of the proposed topic, the scientific merit of the approach, and the qualifications of the contributors.
3. Final acceptance is based on the submitted manuscripts successfully undergoing Archives' peer review process.
4. In the case of sponsored supplements, funding must be available to cover the cost of publication and mailing to all subscribers with the journal.
5. Proposals for a supplement should be submitted to the ACRM Communications Committee Chair. The proposal must include a table of contents with authors' names and contact information.

APPENDIX I

AMERICAN CONGRESS OF REHABILITATION MEDICINE

BYLAWS

ARTICLE I – NAME AND PURPOSES.

Section 1. Name

The name of this corporation shall be the AMERICAN CONGRESS OF REHABILITATION MEDICINE (hereinafter the “Congress”).

Section 2. Mission

The mission of the Congress is to enhance the lives of persons living with disabilities through a multidisciplinary approach to rehabilitation science and to promote the science of multidisciplinary rehabilitation research and its application in clinical practice.

Section 3. Objectives

In pursuit of its mission, the Congress has the following objectives:

- To provide professional, interdisciplinary educational programs and materials;
- To provide information and services concerning medical rehabilitation to those eligible for membership;
- To advocate for the rights, care and rehabilitation of all persons with functional limitations;
- To foster, support and report scholarship and research in interdisciplinary rehabilitation;
- and
- To undertake such other programs and activities as may be necessary or proper to carry out the mission of the Congress.

ARTICLE II – OFFICES.

The Congress shall have and continuously maintain in the State of Illinois a registered office and a registered agent whose office is identical with that registered office, and may have such other offices in or out of the State of Illinois as the Board of Governors may from time to time determine.

ARTICLE III – MEMBERS.

Section 1. Membership

Membership may be granted to any individual or organization that: 1) shares interest in and agrees to support the mission and objectives of the Congress; 2) agrees to abide by these Bylaws, the principles of ethics of the Congress and such other rules and regulations as the Congress may adopt; and 3) meets the additional criteria established for each category of membership in the Congress as follows:

- A. **Members.** Membership may be granted to any individual who:
 - 1) has achieved at least the academic level of a baccalaureate degree and
 - 2) is actively engaged in the practice, administration, education or research of medical rehabilitation as evidenced by:
 - a) teaching in an accredited or approved institution in a medical rehabilitation discipline or related field for a period of not less than two (2) years immediately preceding application; or
 - b) devotion of at least seventy-five percent (75%) of his or her professional activity to the practice of a medical rehabilitation discipline or a related field for a period of not less than two (2) years immediately preceding application.
- B. **Student Members.** Student Membership may be granted to any individual enrolled in an accredited school of medicine or an accredited or approved post-graduate, graduate or undergraduate program in a medical rehabilitation discipline.
- C. **International Members.** International Membership may be granted to any individual residing in a country outside the United States who otherwise qualifies for Membership or Student Membership.
- D. **Honorary Members.** Honorary Membership may be granted to an individual who has achieved a position of prominence in the field of medical rehabilitation as determined by the Board of Governors.
- E. **Emeritus Members.** Emeritus Membership may be granted to any individual who has been a member for at least 15 years, is 65 years of age or older, and has retired from active, paid employment in the field of medical rehabilitation.
- F. **Academic/Research and Corporate/Clinical Partners.** Academic/Research and Corporate/Clinical Partnership may be granted to any facility/corporation that is engaged in or affiliated with providing medical rehabilitation services and supports the mission and objectives of the Congress.
- G. **Consumer Members.** Consumer Membership may be granted to any individual with a disability or caregiver of a person with a disability who are users of rehabilitation services and/or rehabilitation research.
- H. **Additional Membership Categories.** Additional membership categories may be developed with two-thirds approval by the Board of Governors.

Section 2. Application and Election

The Board of Governors shall from time to time adopt an application form and procedure to facilitate the consideration of applicants for membership in the Congress. The Board of Governors, or a committee designated thereby, shall evaluate the credentials of all applicants and determine, based upon the criteria set forth in these Bylaws, whether individual applicants meet the necessary qualifications for membership.

Section 3. Rights and Duties

All individual members may attend meetings and serve on committees of the Congress. All individual members that have a paid active (non-complimentary) membership may vote ("Voting Members"). Only *Members* may hold office in the Congress as defined in Article III, Section 1(A).

Section 4. Resignation

Members may resign from the Congress at any time by giving written notice to the Chief Executive Officer.

Section 5. Termination of Membership

Membership in the Congress may be terminated or other disciplinary action imposed for cause. Sufficient cause for such termination of membership or other discipline shall be a violation of these Bylaws or any rule or practice of the Congress. Termination or other discipline shall be by two-thirds of the entire membership of the Board of Governors; provided that a statement of the charges shall have been mailed by certified mail to the last recorded address of the member at least fifteen (15) days before final action is to be taken. This statement shall be accompanied by a notice of the time and place of the meeting of the Board of Governors at which the charges shall be considered, and the member shall have the opportunity to appear in person and/or to be represented by counsel and to present any defense to such charges before action is taken by the Board of Governors. In addition, the membership of any member who becomes ineligible for membership or who is sixty (60) days in default in the payment of any dues or charges shall be terminated automatically. In special circumstances, such termination may be delayed by the Board of Governors.

ARTICLE IV – MEMBERSHIP MEETINGS

Section 1. Annual Business Meeting

An annual meeting of the members of the Congress shall be held at such time and place as shall be determined by the Board of Governors. At each annual meeting, the Voting Members may elect a Secretary, Treasurer, two (2) Members-at-Large of the Board of Governors and three (3) members of the Nominating Committee, unless elections for these positions were held by mail or electronic means in the preceding six (6) months in

accordance with Section 7 of these Bylaws. One (1) Member-at-Large position will be for a member who meets the criteria for Early Career. These nominations will be put forth to the Nominating Committee by the Early Career Committee. In addition, the Voting Members shall provide direction to the Board of Governors concerning the policies of the Congress and shall conduct such other business as is necessary and appropriate.

Section 2. Special Meetings

Special meetings of the members of the Congress may be called at the request of the President or any three (3) members of the Board of Governors, or at the written request of forty (40) Voting Members of the Congress. The time and place for holding special meetings shall be determined by the Board of Governors.

Section 3. Order of Business

All meetings of the members, whether regular or special, shall proceed in the order of business announced by the Secretary at the beginning of the meeting. A majority of the Voting Members present and voting at any such meeting, however, may move to change the announced order of business.

Section 4. Notice

Notice of any annual or special meetings of the members shall state the time, date, place and purpose of the meeting and shall be given not more than sixty (60) and not less than (20) days prior to the date of such meeting.

Section 5. Quorum

Forty (40) Voting Members of the Congress shall constitute a quorum for the transaction of business at any duly called meeting of the members, provided that if less than a quorum is present, a majority of the Voting Members present may adjourn the meeting to another time without further notice.

Section 6. Manner of Acting

The act of majority of the Voting Members present at a duly called meeting at which a quorum is present shall be the act of the members, unless the act of a greater number is required by law, the Articles of Incorporation, or these Bylaws.

Section 7. Mail Vote

Voting by mail or electronic means shall be permitted for any item of business. A vote may be called by the Board of Governors or by written request of at least forty (40) Voting Members of the Congress. For the election of officers and governors or other matters, the act of a majority of forty (40) members or ten (10) percent of the membership, whichever is less, returning ballots by a date certain shall be an act of the members.

Section 8. Rules of Order

The rules contained in the current edition of Roberts' Rules of Order Newly Revised shall govern the Congress in all applicable situations insofar as they are not inconsistent with these Bylaws or any rules or regulation of the Congress.

ARTICLE V – DUES AND ASSESSMENTS.

The initial and annual dues for all members of the Congress, and the time for paying such dues and other assessments, if any, shall be determined from time to time by the Board of Governors.

ARTICLE VI – BOARD OF GOVERNORS.

Section 1. Authority and Responsibility

The affairs of the Congress shall be governed by a board of governors known as the Board of Governors (hereinafter, the "Board"), which shall be guided by recommendations of the membership. The Board shall have responsibility for governing the organization according to the Bylaws. These duties include the selection and appointment of a competent and experienced Chief Executive Officer (CEO). A formulation or approval of such Bylaws, Operating Policies and Rules and Regulations as may be desirable for the proper operation of the corporation. The Board may adopt such Rules and Regulations for the conduct of its business as shall be deemed advisable and may, in the execution of the powers granted, appoint such agents as it may consider necessary.

Section 2. Composition, Nomination, Election and Term

- A. The Board shall be composed of eleven (11) members as follows: the President, the President-Elect, the Immediate Past President, the Secretary, the Treasurer, and six (6) Members-at-Large. One (1) Member-at-Large position will be reserved for a member who meets the criteria for Early Career (nominations for this position will be put forth to the Nominating Committee by the Early Career Committee). In addition, the Editor-in-Chief of the *Archives of Physical Medical and Rehabilitation*, the CEO, and any Interdisciplinary Special Interest Groups (ISIG) Chair or designated representative shall be non-voting, ex officio members of the Board. The Board of Governors shall have the power to appoint ad hoc members based on a majority vote.
- B. The President, President-Elect, Immediate Past President, Treasurer and Secretary shall serve for two-year terms. The President-Elect must have served on the board for at least one (1) year within the five-year period immediately preceding the date of the election after which he or she would take office. The President-Elect shall be

elected by the Voting Members for a two-year term, at the end of which would transition to President.

The Secretary and Treasurer shall be elected by the Voting Members and serve concurrent for two-year terms. The Secretary and the Treasurer may serve a maximum of three (3) consecutive terms in the same office. The Secretary and Treasurer shall remain in non-voting, ex officio roles as Immediate Past Secretary and Immediate Past Treasurer for two years after the end of their term.

- C. The Members-at-Large shall be elected by the Voting Members for three-year staggered terms. Members-at-Large may serve one additional consecutive term as Members-at-Large, if elected.
- D. Members of the Board shall take office immediately after the adjournment of the annual meeting closest to their election or appointment and shall continue in office until their successors are duly elected and qualified.
- E. Notwithstanding any other provision of the Bylaws, elections shall not be held at an annual meeting occurring less than eight (8) months following the previous annual meeting, and the members of the Board of Governors shall remain in office until the next following annual meeting or until their successors are duly elected and qualified.
- F. Outgoing Board members must wait one year before being reelected to the Board.

Section 3. Regular Meetings

The Board may provide by resolution the time, date and place for the holding of a regular annual meeting of the Board and additional regular meetings of the Board without other notice than such resolution.

Section 4. Special Meetings

Special meetings of the Board may be called by or at the request of the President or upon written request of a majority of the Board.

Notice of any special meeting of the Board shall state the time, date and place of the meeting and shall be given at least five (5) days prior to date of such meeting, provided that notice of any special meeting held by telephone conference call is given at least twenty-four (24) hours prior to the call. Attendance of a governor at any meeting shall constitute a waiver of notice of such meeting except where a governor attends for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called and convened.

Section 5. Quorum

Seven (7) members (2/3 of the BOG) of the Board of Governors shall constitute a quorum for the transaction of business at any duly called meeting of the Board; provided that, if less than a quorum is present at said meeting, a majority of the governors present may adjourn the meeting from time to time without further notice.

Section 6. Manner of Acting

The act of a majority of the Board members present at a duly called meeting at which a quorum is present shall be the act of the Board, unless the act of a greater number is required by law, the Articles of Incorporation, or these Bylaws.

Section 7. Resignation and Removal

Any Board member may resign at any time by giving written notice to the President. In addition, any Board member may be removed by action of the Voting Members whenever, in their judgment, the best interests of the Congress would be served by such removal. Written notice of action to remove one or more Board members shall be delivered to all Voting Members entitled to vote. Such notice shall state that the purpose of the meeting is to vote upon the removal of one or more Board members named in the notice. Only the named Board member(s) may be removed at such meeting.

Section 8. Vacancies

A vacancy on the Board except in the office of President, because of death, resignation, removal, disqualification, election, or otherwise may be filled by a nomination of the President and a majority vote of the remaining members of the Board for the unexpired portion of the term. In the event that a vacancy of a Board position is caused by the Board member being elected into another Board position, at the time the election results are finalized, the current President can nominate, and the Board can approve by majority vote, an individual to fill the position for the unexpired portion of the term. In the event the office of president becomes vacant for any reason before the end of the term, the President-Elect shall succeed to the office of president. In that circumstance, the individual would serve both the unexpired term and the term for which he or she was elected. In the event the offices of president and president-elect become vacant for any reason before the end of the term, the Secretary shall succeed to the office of president as Interim-President and serve until the next annual business meeting in accordance with Article IV, Section 1. A vacancy of the Past President shall be by an appointment of the President. An individual filling a Board vacancy is eligible for nomination for an open Board position during or after serving the unexpired portion of the vacated term. Serving the unexpired portion of a vacated term does not impact the regular term limits of the position being elected to.

Section 9. Action by Written Consent

Any action requiring a vote of the Board may be taken without a meeting if a consent, in writing, setting forth the action taken, is signed by all of the Board members.

Section 10. Meeting by Conference Call

Any action to be taken at a meeting of the Board may be taken through the use of a conference telephone or other communications equipment by means of which all persons participating in the meeting can communicate with each other. Participation in such a meeting shall constitute presence in person at the meeting of the persons so participating.

ARTICLE VII – OFFICERS.

Section 1. Officers

The officers of the Congress elected by its Voting Members shall be a President, President-Elect, Immediate Past President, Secretary, and Treasurer. Unless otherwise provided by these Bylaws, upon expiration of his or her term, the President-Elect shall automatically succeed to the office of President, and the President shall automatically succeed to the office of Immediate Past President. No two offices may be held by the same person.

Section 2. President

The President shall preside at all meetings of the Board of Governors. The President may sign, with the Secretary or any other proper officer of the Congress authorized by the Board, any deeds, mortgages, bonds, contracts or other instruments which the Board has authorized to be executed, except documents the execution of which shall expressly be delegated by law, the Articles of Incorporation, these Bylaws, or the Board to some other officer or agent of the Congress. The President shall appoint the members of all committees except as otherwise provided by these Bylaws. The President shall be an ex officio member of all committees except as otherwise provided by these Bylaws, but shall not vote on any question in any committee except where such vote is necessary to break a tie. The President shall, in general, perform all duties customarily incident to the office of president and such other duties as may be prescribed from time to time by the Board and the President shall serve as a voting member of the Executive/Finance Committee.

Section 3. President-Elect

The President-Elect shall assist the President in the discharge of the duties of the President as the President may direct, and shall perform such other duties as may be assigned from time to time by the President or the Board. In the absence of the President or in the event of the President's inability or refusal to act, the President-Elect shall perform the duties of the President and, when so acting, shall have all the powers of and be subject to all of the restrictions upon the President. The President-Elect shall serve as a Voting Member of the Executive/Finance Committee.

Section 4. Secretary

The Secretary shall be responsible for reviewing and making modifications to the minutes of meetings of the Board and shall keep minutes and the membership in one or more books or electronically maintained for that purpose; shall see that all notices are duly given in accordance with applicable law, the Articles of Incorporation and these Bylaws; shall be custodian of the corporate records; shall keep a record of the mailing address of each member of the Congress; and, in general, shall perform all duties customarily incident to the office of secretary and such other duties as may be assigned from time to time by the President or the Board. The duties of the Secretary may be assigned by the Board in whole

or in part to the CEO. The Secretary serves as a voting member of the Executive/Finance Committee.

Section 5. Treasurer

The Treasurer shall see that an accounting system is maintained in such a manner as to give a true accounting of the financial transactions of the corporation and that reports of such transactions are presented promptly to the Board. The Treasurer shall also oversee the completion of an annual audit by a certified public accounting firm and in general, shall perform all the duties customarily incident to the office of Treasurer and other duties as determined from time to time by the President or the Board. The duties of the Treasurer may be assigned by the Board in whole or in part to the CEO. The Treasurer shall also serve as a Voting Member of the Executive/Finance Committee.

Section 6. Immediate Past President

The Immediate Past President shall serve as the chair of the Nominating Committee and the Past President's Committee and shall perform such other duties as may be assigned from time to time by the President or the Board including participating as a voting member of the Executive/Finance Committee.

Section 7. Immediate Past Secretary

The Immediate Past Secretary shall serve in an ex officio, non-voting role to advise the current Secretary. He/she will attend the annual Board of Governors Meetings and be on-call for the Mid-year Board of Governors meeting. The Secretary shall remain in a non-voting, ex officio role as Immediate Past Secretary for two years after the end of his/her term.

Section 8. Immediate Past Treasurer

The Immediate Past Treasurer shall serve in an ex officio, non-voting role for two years after the end of his/her term to advise the current Treasurer of the financial landscape including reserves and investments. He/she will attend the annual Board of Governors Meetings, be on-call for the Mid-year Board of Governors meeting, and attend and serve as a Senior Advisor to the Executive/Finance Committee.

ARTICLE VIII – CHIEF EXECUTIVE OFFICER

Subject to the authority of the Board, the Chief Executive Officer shall exercise control over the organization and its employees. The administrative and day-to-day operation of the Congress shall be the responsibility of a salaried staff head or firm employed or appointed by the Board and responsible to the Board. The salaried staff head or, in the case of a firm, chief staff officer retained by the firm shall have the title of "Chief Executive Officer" (CEO). The CEO shall have the authority to execute contracts on behalf of the Congress and as

approved by the Board of Governors. The CEO will be responsible for all day-to-day operation and management of the organization. The CEO will be responsible for providing regular reports to the Board and for carrying out the organizational strategic plan. The Board is responsible for conducting an annual performance evaluation of the CEO. The CEO may carry out the duties of the Secretary and Treasurer of the Congress and perform such duties as may be specified by the Board. The salaried staff head or firm shall employ and may terminate the employment of members of the staff necessary to carry out the work of the Congress.

ARTICLE IX – COMMITTEES.

Section 1. Standing Committees

- A. **Executive/Finance Committee.** This committee shall be a committee of the Board and shall consist of the President, President-Elect, Immediate Past President, Secretary and Treasurer. The CEO shall serve as a non-voting, ex officio member of the Executive/Finance Committee. The Immediate Past Treasurer shall serve as an ex officio, non-voting Senior Advisor to the Executive/Finance Committee. Between meetings of the Board, the Executive/Finance Committee shall, at the request of the President, exercise the powers of the Board in the governance of business and affairs of the Congress except as may otherwise be provided by law, the Articles of Incorporation, or these Bylaws.
- B. **Nominating Committee.** This committee shall consist of the two most recent past presidents and three additional members elected by the Board of Governors. The Immediate Past President shall serve as chair. Nominating Committee members will serve for a four year term. The Nominating Committee and the officers and directors of the Congress shall submit to the membership for its consideration a list of qualified candidates to succeed those officers and directors whose terms will expire at the conclusion of the next annual meeting. Members of the Nominating Committee are not eligible for office or Board positions.

Section 2. Other Committees

Other committees of the Congress may be established by the President or by resolution of the Board of Governors to carry out the purposes of the Congress. The resolution establishing such a committee shall set forth the committee's purpose and composition.

Section 3. Appointment

Unless otherwise provided by these Bylaws or the resolution establishing the committee, the President shall appoint the chair and members of each committee. Any member of any committee may be removed by the person or persons authorized to appoint such member whenever in their judgment the best interests of the Congress would be served thereby.

Section 4. Vacancies

Vacancies in the membership of the Nominating Committee may be filled by a nomination of the President and action of the Board. Vacancies in the membership of all other committees shall be filled by appointments made in the same manner as the original appointments to that committee.

Section 5. Quorum and Manner of Acting

Unless otherwise provided in the resolution establishing a committee, a 2/3 majority of the whole committee shall constitute a quorum, and the act of a majority of the members present and voting at a duly called meeting at which a quorum is present shall be the act of the committee.

Section 6. Policies and Procedures

The Board shall develop and approve general policies and procedures for the operation of all committees.

ARTICLE X – INTERDISCIPLINARY SPECIAL INTEREST GROUPS.

Interdisciplinary Special Interest Groups (ISIGs) may be established upon request of members of the Congress having a common interest in special areas of rehabilitation whenever the Board approves, subject to such requirements as to membership, organization, procedures and financial responsibility that the Board may from time to time prescribe. The Chair or a designated member of a ISIG shall be appointed by the ISIG to serve as a non-voting, ex officio representative to the Board for the purpose of establishing a liaison between the ISIG and the Board.

ARTICLE XI – PUBLICATIONS.

Section 1. Official Publication

- A. Name. The official scientific journal of the Congress is the *Archives of Physical Medicine and Rehabilitation*, in which shall be published official notices and transactions. The strategic direction of the *Archives of Physical Medicine and Rehabilitation* will be overseen and governed by the Board of Governors.
- B. Composition. Approximately 40-50 Editorial Board members are appointed for terms of six (6) years and may be reappointed at the conclusion of their current terms.
 1. Editorial Board members are nominated by the editors and screened by the Executive Committee of the Archives Editorial Board, appointed with the approval of the full Editorial Board and then approved by the ACRM BOG.
 2. Their performance is reviewed by the EIC and they can be dismissed at any time.

3. Editorial Board members are not required to be ACRM members.

Section 2. Other Publications

All other publications of the Congress shall be overseen and governed by the Board of Governors.

ARTICLE XII – FINANCE.

Section 1. Contracts

The Board may authorize any officer or officers, agent or agents of the Congress, in addition to the officers so authorized by these Bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Congress, and such authority may be generated or confined to specific instances.

Section 2. Checks, Drafts, Etc.

All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Congress shall be signed by such officer or officers, agent or agents of the Congress and in such manner as shall from time to time be determined by the Board. In the absence of such determination by the Board, such instruments shall be signed by the Treasurer and countersigned by the President or President-Elect.

Section 3. Deposits

All funds of the Congress shall be deposited to the credit of the Congress in such banks, trust companies, or other depositories as the Executive/Finance Committee may select.

Section 4. Bonding

The Board shall provide for the bonding of such officers and employees of the Congress as it may from time to time determine.

Section 5. Gifts

The Board of Governors may accept on behalf of the Congress any contribution, gift, bequest or device for the general purposes or for any special purpose of the Congress.

Section 6. Books and Records

The Congress shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of its members, the Board, and any committees having the authority of the Board. The books and accounts of the Congress shall be audited annually by accountants selected by the Board.

Section 7. Fiscal Year

The fiscal year of the Congress shall be determined by the Board.

ARTICLE XIII – WAIVER OF NOTICE.

Whenever any notice is required to be given under applicable law, the Articles of Incorporation, or these Bylaws, waiver thereof, in writing, signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

ARTICLE XIV – INDEMNIFICATION OF DIRECTORS AND OFFICERS.

The Congress shall indemnify all officers, directors and committee members of the Congress to the full extent permitted by the Illinois Not-for-Profit Corporation Act and shall be entitled to purchase insurance for such indemnification of officers and directors to the full extent as determined from time to time by the Board of Governors.

ARTICLE XV – AMENDMENTS.

These Bylaws may be altered, amended or repealed and new Bylaws may be adopted by a majority affirmative vote of the Board of Governors voting in person, by proxy or electronically.

Amendments:

August 30, 1966	October 22, 1986
September 1, 1966	October 22, 1987
August 29, 1967	November 1, 1988
August 31, 1967	October 30, 1991
August 28, 1968	June 24, 1995
August 12, 1969	October 27, 2001
August 19, 1970	October 6, 2002
November 10, 1971	October 25, 2003
August 24, 1972	September 30, 2005
November 24, 1972	February 1, 2007
November 21, 1974	November 17, 2011
November 10, 1976	February 20, 2012
November 16, 1978	February 21, 2013
November 3, 1982	April 28, 2013
November 9, 1983	November 16, 2013
October 24, 1984	April 11, 2015
	August, 20, 2015
	October 31, 2016
	April 17, 2016
	November 5, 2016

ARTICLE XVI – DISSOLUTION.

In the event of the dissolution of the Congress, the Board shall, after paying or making provision for the payment of all of the liabilities of the Congress, dispose of all of the remaining assets of the Congress (except any assets held by the Congress upon condition requiring return, transfer or other conveyance in accordance with such requirements) exclusively for the purposes of the Congress in such manner, or to such organization or organizations as shall at the time qualify as a tax-exempt organization or organizations recognized under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code") or the corresponding provision of any future United States Internal Revenue Statute, as the Board shall determine. Any such assets not so disposed of shall be disposed of by the court of general jurisdiction of the county in which the principal office of the Congress is then located, exclusively for such purposes in such manner, or to such organization or organizations which are organized and operated exclusively for such purposes, as said court shall determine.

XVII - ENDORSEMENT.

Douglas Katz, MD

November 5, 2016

Chairman/President
Board of Governors

Date

CERTIFICATION

I hereby certify that the foregoing is a true copy of the Bylaws of the American Congress of Rehabilitation Medicine, duly adopted by its Board of Governors and in effect this November 5, 2016 .

Jennifer Bogner, PhD

Secretary

APPENDIX II

CONFLICT OF INTEREST POLICY & FORM

1. Board members have a fiduciary duty to conduct themselves without conflict to the interests of ACRM. In their capacity as Board members, they must subordinate personal, individual business, third-party, and other interests to the welfare and best interests of ACRM.
2. A conflict of interest is a transaction or relationship which presents or may present a conflict between a Board member's obligation to ACRM and the Board member's personal, business and other interests.
3. All conflicts of interest are not necessarily prohibited or harmful to ACRM. However, full disclosure of all actual and potential conflicts, and a determination by the disinterested Board (or ACRM Executive-Finance Committee) members – with the interested Board member(s) recused from participating in debates and voting on the matter – are required.
4. All actual and potential conflicts of interest shall be disclosed by Board members to the ACRM Executive-Finance Committee through the annual disclosure form and/or whenever a conflict arises. The disinterested members of the ACRM Executive-Finance Committee shall make a determination as to whether a conflict exists and what subsequent action is appropriate (if any). The ACRM Executive-Finance Committee shall inform the Board of such determination and action. The Board shall retain the right to modify or reverse such determination and action, and shall retain the ultimate enforcement authority with respect to the interpretation and application of this policy.
5. On an annual basis, all Board members shall be provided a copy of this policy and be required to complete and sign the acknowledgment and disclosure form below. All completed forms shall be provided to and reviewed by the ACRM Executive-Finance Committee, as well as all other conflict information provided by Board members.

Acknowledgment and Disclosure Form

I have read the ACRM Board Conflict of Interest Policy set forth above and agree to comply fully with its terms and conditions at all times during my service as a ACRM Board member. If at any time following the submission of this form I become aware of any actual or potential conflicts of interest, or if the information provided below becomes inaccurate or incomplete, I will promptly notify the ACRM President & CEO in writing.

Disclosure of Actual or Potential Conflicts of Interest:

Board Member signature: _____

Board Member Printed Name: _____

Date: _____

Appendix III

RECORD RETENTION SCHEDULE

<u>Type of Record</u>	<u>Retention Period *</u>
<u>ACCOUNTING</u>	
Auditor's reports/work papers	Permanent
Bank deposit slips	7 years
Bank statements, reconciliations	7 years
Budgets	2 years
Canceled checks, generally	7 years
Cash disbursements journal	Permanent
Cash receipts journal	Permanent
Depreciation records	3 years*
Dues and assessment schedules	2 years*
Employee expense reports	3 years
Employee payroll records (W-2, W-4, annual earnings records, etc.)	6 years*
Employee pension records, including service, eligibility, personal information, pensions paid	6 years*
Employee time cards/sheets	4 years
Financial statements (annual)	Permanent
Financial statements (interim/internal)	3 years
General journal or ledger	Permanent
Inventory lists	3 years
Invoices	3 years
Payroll journal	4 years
Petty cash vouchers	3 years
<u>CORPORATE RECORDS</u>	
Annual reports	Permanent
Articles of Incorporation	Permanent
Bylaws	Permanent

Application for Recognition of Exemption (Form 1024 or 1023), including related correspondence and determination letter	Permanent
Qualifications to do business	Permanent
Minutes and resolutions (Board and Committees with Board authority)	Permanent
Minutes (Committees without Board authority)	3 years
Authorizations and appropriations for expenditures	3 years
Policies and procedures, generally	For life of policy/procedure
Policies and procedures, employment practices	10 years*
Conflict of Interest Forms	2 years

CONTRACTS

Contracts, generally	10 years*
Contracts, government	4 years*
Contracts, sales (UCC)	4 years*

INSURANCE

Accident Reports	6 years
Insurance Claims	6 years*
Insurance Policies	6 years*

INTELLECTUAL PROPERTY

Copyright registrations and unregistered copyrightable materials	Permanent
Trademark registrations	Permanent
Patent	Permanent
Domain name registration	For life of domain name

PERSONNEL

Applications	1 year
Employee files	6 years*
Employment contracts	10 years*
Garnishments	5 years
Medical or exposure to toxic substances records	30 years*

Pension, profit sharing plans	Permanent
Government reports	6 years
Time cards/sheets	4 years

REAL ESTATE

Leases	10 years*
Purchases, including title abstracts, opinions, insurance policies, sales agreements, mortgages, deeds	20 years after sale

RESEARCH MATERIALS

Research reports and data analysis	Permanent (final report only)
Underlying data, documentation, coding and analysis	Indefinite (review every 2 years); retain only portions necessary to document validation of the report
Data confidentiality, vendor and other contracts	10 years*
Survey forms	
Blank	Indefinite(review every 2 years)
Completed	Until publication of final report to which it relates

STATEMENTS OF POLICY/POSITION

Policy statements	For the life of the document
Testimony and final comments on rulemakings and legislation	Permanent
Press releases	1 year, except if retained for historical archive purposes
Drafts, comments, etc. prepared in the policy or comment development process	Until publication of the document to which it relates

MEMBERSHIP

Application files	
Approved	For the life of the membership
Denied	1 year*
Terminations and resignations	1 year*

TAXES

Annual information and/or income tax returns and canceled checks (federal, state and local)	Permanent
Payroll tax returns	4 years
Property tax returns	Permanent
Sales and use tax returns	4 years

GENERAL

Supporting correspondence and notes regarding, copyrights, licenses, agreements, bills of sale, permits, contracts, liabilities, etc.	For life of principal document which it supports
Correspondence not relating to other categories	1 year
Marketing and promotional materials, including brochures, Web site content	For the life of the materials to which it relates
Consents and "opt-out" request for facsimile and email solicitation	For life of consent or request
Historical archives (e.g., presidential speeches)	Permanent

STANDARDS MATERIALS

Adopted standards	Permanent
Proposed standards, ballots, comments, etc.	For life of standard to which it relates

LEGAL

Claims and litigation files where Association is a party	10 years*
Documents related to third-party subpoenas	30 days after final resolution of underlying action

* An asterisk ("*") following a number signifies that the retention period begins after final determination, payment, settlement, expiration, termination, decision, etc.

Appendix IV

ACRM Expense Reimbursement

Submit to accounts-payable@acrm.org or fax to +1.866.692.1619.

Date of Report Trip
Purpose

Name _____

Full Address _____

Phone / Email _____

Total Due \$ -

Each column is a day of travel or expenditure.

Date								TOTAL
Transportation								\$ -
Miles Driven								
Mileage Reimburse	-	-	-	-	-	-	-	\$ -
Parking								\$ -
Taxi/Limousine								\$ -
Lodging								\$ -
Breakfast								\$ -
Lunch								\$ -
Dinner								\$ -
Tips								\$ -
Postage								\$ -
Telephone								\$ -
Copies								\$ -
Other (Vendor and Purpose):								\$ -
								\$ -
								\$ -
								\$ -
								\$ -
								\$ -
								\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NOTES:

2015 Mileage Rate 0.575

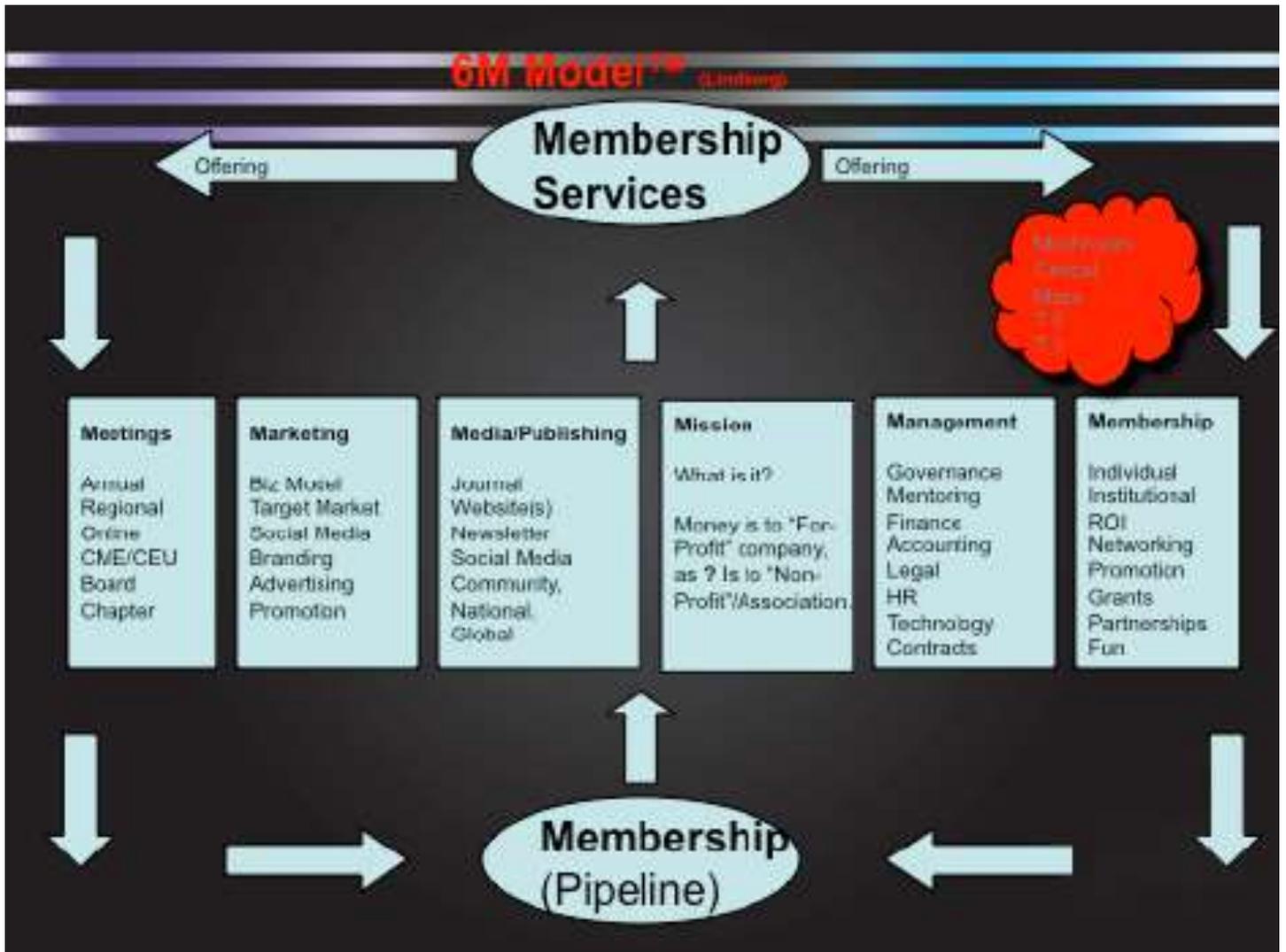
*Requests for reimbursement must be submitted on an Expense Report to accounts-payable@acrm.org within 30 days.
*Attach scanned copies of receipts to the Expense Report. In lieu of receipts for expenses under \$20, attach an explanatory note. Unverified expenses will be deducted from the total reimbursement.
* Food and other incidental out of pocket expenses are reimbursed at the current federal per diem rate for the city in which the meeting occurs (see 222.gsa.gov/perdiem)*Email electronic confirmation of air travel without an Expense Reimbursement Form to accounts-payable@acrm.org with the following info in the body of the email: traveler's name, destination, dates and purpose of the trip.

By submitting this expense report, I confirm that I incurred these expenses to fulfill my official, delegated ACRM duties and omitted personal expenses.

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Appendix V

6M Model



Shortly after starting with ACRM in September, 2009, Jon Lindberg, ACRM's CEO, began implementing his 6M™ Business Model for Associations. This model, graphically depicted in the shape of a hexagon, for its interconnectivity and strength, reflects the six core areas of focus for an association: Membership, Mission, Meetings, Media, Management and Marketing.

Within this structure, now fully in use, ACRM Staff and Board are able to make operational and strategic decisions with well-organized data and with a conscious focus on how a decision regarding any one of the M's may or may not impact the others. For example, all aspects of ACRM's financial reporting are organized into the 6M Model™.

This highly efficient model flows through ACRM's discussions, strategy and reporting of the organizations strengths, weaknesses, opportunities and threats.

In daily operations, the Executive-Finance Committee, while considering an off budget request, will consider how this investment may impact the Membership, the Mission as well as the bottom line. What may appear, without this model, to be simply a loss for the organization, may in fact be an extremely wise investment, offering financial and/or membership returns superior to what ACRM enjoys in its investment account. Hence, the 6M Model™ offers a framework for decisions to be made, and evaluated, more quickly and more wisely.

-Jon Lindberg, MBA, CAE, CEO

Meetings – ACRM formally organizes several meetings every year, which are:

- 1) ACRM's Mid-Year Meeting (MYM), which is a two day meeting, with an organized focus of facilitating rehabilitation research as well as the work of ACRM's various committees.
- 2) ACRM's Annual Meeting, 'Progress in Rehabilitation Research', which is always held in the Fall and typically oscillates between the US and Canada.
- 3) ACRM also organizes two face to face meetings of its Board of Governors...typically one in the Spring at the MYM and one in the Fall at its Annual Meeting.
- 4) ACRM also organizes several training sessions per year, currently with a focus on the "Cognitive Training Manual".
- 5) And, ACRM also organizes an annual meeting of its Editorial Board.

Marketing – ACRM aspires to, cost effectively, get the message out to ACRM Members, potential members and key stakeholders as to its activities, as well as to market the various products that support its business model.

Media/Publishing – ACRM owns and develops the following media outlets:

1. ACRM is the owner of the "Archives of Physical Medicine and Rehabilitation", which is the leading journal in the field of rehabilitation, as defined by submissions, citations and circulation.
2. ACRM also hosts and publishes two websites, which are www.ACRM.org, with a focus on the Membership side of ACRM's business model, as well as www.archives-pmr.org, with a focus on the Medical Journal side of ACRM's business model.
3. ACRM also publishes periodic newsletters for its ISIG's and one primary newsletter for ACRM, call "Rehab Outlook".
4. ACRM also publishes a weekly newsletter via email called ACRM eNews.
5. And, finally, ACRM also launched in 2011 "ACRM Publishing", with the intention of launching specific research that will help bridge the gap from research to clinical practice. ACRM Publishing's launch project was "Cognitive Rehabilitation Research".

Mission – ACRM's mission, and its tagline, is to "Improve Lives Through Interdisciplinary Rehabilitation Research". To this end, ACRM supports over 75 ISIG's, Networking Groups, Task Forces and Committees. ACRM is also highly active and a top funder of lobbying efforts, specifically as a founding, funding member of the DRRC Coalition, the leading coalition and lobbyist effort in rehabilitation.

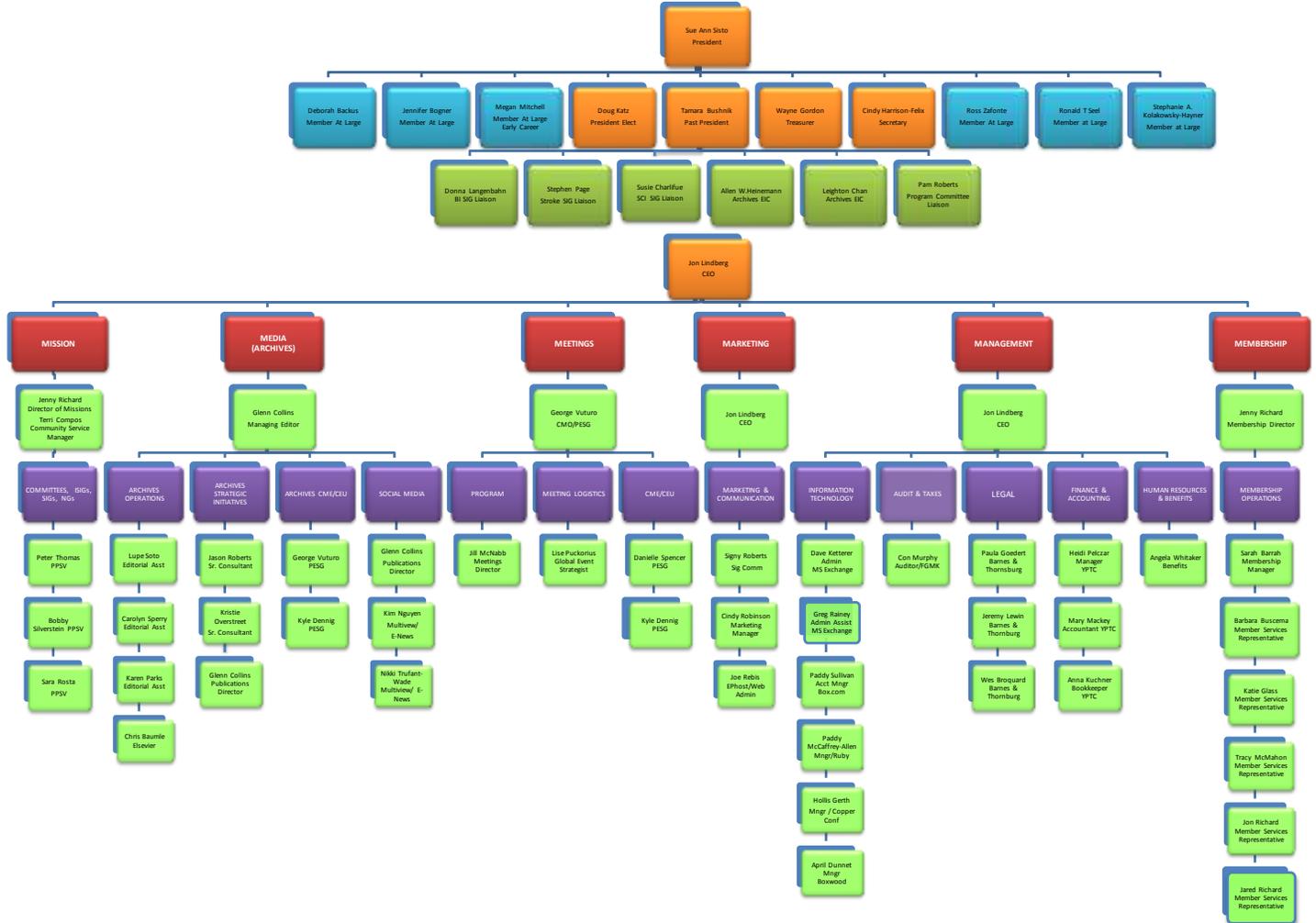
Management – ACRM's Management 'M' is a focus on ACRM's business model, strategy, operations, investments, customer service, technology, communications, etc. In short, all revenue and all expenses flow through this 'M'.

Membership – ACRM’s daily goal is to support its Membership and aspires to help ACRM Members to be able to advance in their own careers, as well as to advance the field of Interdisciplinary Rehabilitation Research. ACRM serves its members via its most optimal delivery of the services of the other 5 ‘M’s, and much of what makes ACRM Great is the fact that there are so many members helping and serving one another.

Appendix VI

Organizational Chart

For details see Team Document excel file



Board of Governors – Contact List

2014-2015 ACRM Board of Governors

For details see Team Document excel file

FULL NAME	ACRM Title	Executive Committee/ Ex-Officio	EMAIL	TITLE	ORGANIZATION / COMPANY	ADDRESS 1	ADDRESS 2	CITY	STATE	ZIP	PHONE 1	FAX	PHONE 2	PHONE 3
Sam Ann Sills, PT, MA, PhD, FACSM	President	Executive Committee	sue.anns@stonybrook.edu	Research Director	Stony Brook University, School of Health Technology and Management	Stony Brook School of Health Technology & Management Research Director, Division of Rehabilitation Sciences School of Health Technology & Management Rehabilitation Research and Movement Performance (RRAMP) Laboratory	Development Drive, Suite 120, Stony Brook University	Stony Brook	NY	11794-6018	P: (516) 444-6014 F: (516) 444-1289			
Douglas Katz, MD, FACSM, FAAN	Vice President	Executive Committee	dkatz@bu.edu	Medical Director Brain Injury Program, Associate Professor Neurology	Brintree Rehabilitation Hospital University School of Medicine	Brintree Rehabilitation Hospital Boston University School of Medicine	250 Pond St.	Brintree	MA	2184	O: (781) 848-5353 x232 F: (781) 380-4809 H:(517) 969-4508			
Wayne A. Gordon, PhD, ABPP/Ch, FACSM	Treasurer	Executive Committee	Wayne.Gordon@mountsinai.org	Jack Nash Professor & Associate Director	Icahn School of Medicine at Mount Sinai	Icahn School of Medicine at Mount Sinai, Department of Rehabilitation Medicine	5 East 32nd Street Room 110	New York	NY	10029	O: (212) 824-8372 F: (212) 348-5903 H: (212) 666-2064 M: (917) 767-7779			
Cindy Harrison-Felix, PhD, FACSM	Secretary	Executive Committee	Cherrison-Felix@CraigHospital.org	Director of Research	Craig Hospital	Craig Hospital	8425 South Clarkson Street	Englewood	CO	80113	P: (303) 789-8065 F: (303) 789-8443			
Tamara Bushnik, PhD, FACSM	Past President	Executive Committee	tamara.bushnik@nyumc.org	Director of Research Dept. Rehabilitation Medicine	Rusk Institute for Rehabilitation NYU School of Medicine	Rusk Institute for Rehabilitation	400 East 34th St., R115	New York	NY	10016	O: (212) 263-6547 F: (212) 263-8815 C: (646) 413-2575			
Jon W. Lindsey, MBA, CAE	CEO	Ex-Officio Members	jlindsey@acrm.org	Chief Executive Officer	ACRM	ACRM	209 Jennings Ct SE	Leesburg, VA 20175	VA	20175	P: (703) 435-5335			
Jennifer Bogner, PhD, ABPP-Rp, FACSM	Member At Large	Executive Committee	jennifer.bogner@osu.edu	Research Director,	Ohio Valley Center for Brain Injury Rehabilitation and Prevention The Ohio State University Wexner Medical Center	Ohio Valley Center for Brain Injury Rehabilitation and Prevention	Department of Physical Medicine and Rehabilitation 680 Medical Center Drive	Columbus	OH	43210	P: (614) 293-3830 F: (614) 293-4870			
Ronald T. Seal, PhD, FACSM	Member At Large	Executive Committee	ron_seal@shepherd.edu	Director of Brain Injury Research	Shepherd Center	Shepherd Center	2020 Peachtree Road NW	Atlanta, GA 30309	GA		P: (404) 387-5625 F: (404) 350-7588			
Stephanie A. Kolakowsky-Hayner, PhD, CBIST	Member At Large	Executive Committee	Stephanie.Hayner@stcr.sc.edu	Director of Rehabilitation Research	Santa Clara Valley Medical Center	Santa Clara Valley Medical Center	751 S. Bascom Avenue	San Jose	CA	95128	P: (408) 793-6446 F: (408) 793-6434 C: (408) 422-7099			
Megan Mitchell, PhD	Member-At-Large Early Career	Executive Committee	MM87@nyu.edu	Postdoctoral Fellow	Kessler Foundation Research Center	Kessler Foundation Research Center	119 Pleasant Way Way	West Orange	NJ	07023-3434	P: (716) 397-7752 F: (973) 324-3527			
Ross Zafonte, OD	Member At Large	Executive Committee	RZAFONTE@PARTNERS.ORG	Vice President of Medical Affairs	Sprawling Rehabilitation Hospital Harvard Medical School	Sprawling Rehabilitation Hospital	125 Nechusa St	Boston	MA	02114-1101	P: (617) 952-5000			
Deborah Bachus, PhD, PT, FACSM	Member At Large	Executive Committee	Deborah_Bachus@shepherd.edu	Director of Multiple Sclerosis Research	The Eula C. and Andrew C. Carlos MS Rehabilitation and Wellness Program at Shepherd Center	The Eula C. and Andrew C. Carlos MS Rehabilitation and Wellness Program at Shepherd Center	3020 Peachtree Road NW	Atlanta	GA	30309-3485	O: (404) 350-7539 C: (404) 327-3082			
Donna Langenbahn PhD, FACSM	Bi-DSG Chair	Ex-Officio Members	Donna.Langenbahn@nyumc.org	Associate Director of Psychology	Rusk Institute for Rehabilitation NYU School of Medicine	Rusk Institute for Rehabilitation	240 E 38th St., Rm 17-21	New York	NY	10016	P: (212) 263-6163 F: (212) 263-5166			
Susan Charif-ful, PhD, FACSM	SD-DSG Chair	Ex-Officio Members	Susan@Craig-Hospital.org	Senior Principal Investigator	Craig Hospital	Craig Hospital	8425 South Clarkson Street	Englewood	CO	80113	P: (303) 789-8308 F: (303) 788-6393			
Stephen J Page, PhD, MS, OTR/L, FAHA, FACSM	Stroke-DSG Chair	Ex-Officio Members	Stephen.Page@osu.edu	Associate Professor, College of Medicine	Ohio State University Medical Center	Ohio State University Medical Center College of Medicine	413 West Tenth Ave., Suite 406	Columbus	OH	43210	P: (614) 292-5490			
Allen W. Heinemann, PhD, ABPP (RP), FACSM	Archives EIC	Ex-Officio Members	a.heinemann@northwestern.edu	Professor PM&R	Feinberg School of Medicine, Northwestern University	Feinberg School of Medicine, Northwestern University	345 East Superior Street	Chicago	IL	60611-2654	P: (312) 238-2802 F: (312) 238-4572			
Leighton Chan, MD, MPH, FACSM	Archives EIC	Ex-Officio Members	chanl@cc.nih.gov	Chief, Rehabilitation Medicine Department, Clinical Center, National Institutes of Health	National Institute of Health Clinical Center	Archives of PM & R	Building 20, CRC, Room 3-669 10 Center Drive, MSC 1604	Bethesda	MD	20892-3404	P: (301) 496-4733 F: 301-402-0663			
Patricia Roberts, PhD, OTR/L, SCDLS, FADTA, CPHQ	Program Committee Chair	Ex-Officio Members	patricia.roberts@ucsf.edu	Program Director	Cedars-Sinai Medical Center	Cedars-Sinai Medical Center Department of Physical Medicine and Rehabilitation	8625 West Third Street, Suite 915 East	Los Angeles	CA	90048	O: (310) 423-6660 F: (310) 423-0153 C: (818) 510-0004			

Appendix VIII

Business Team Contact List

For details see Team Document excel file

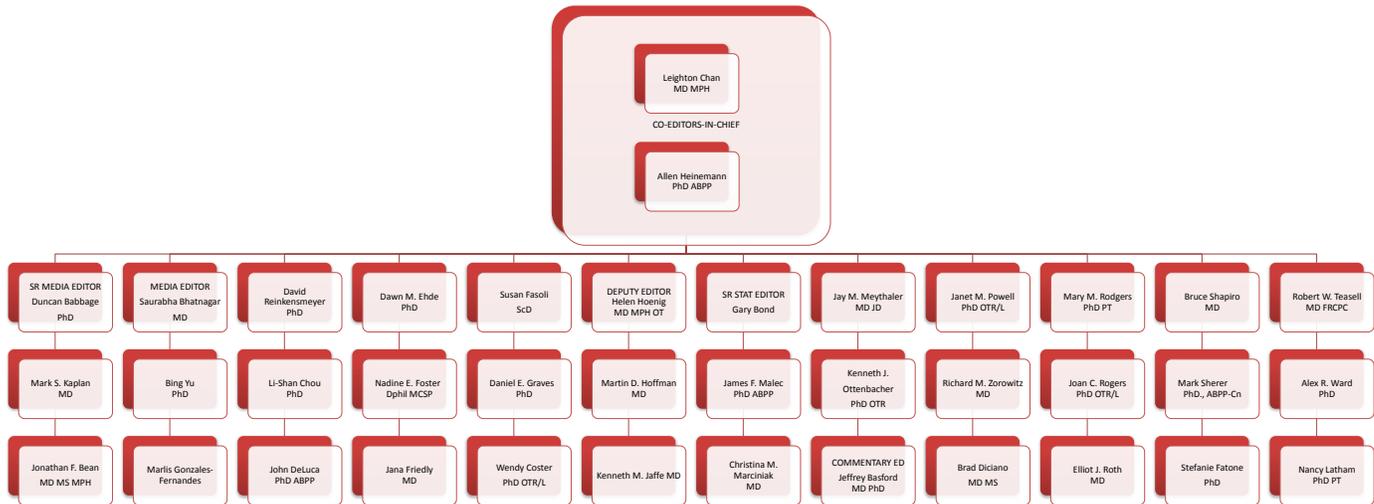
Jon Lindberg	703-474-7208	jlindberg@acrm.org
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Heidi Pelczar	215-525-3148	Heidip@yptc.com
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Marion Williams		MarionW@yptc.com
Paula Goedert	312-214-5660	pgoedert@btlaw.com
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Wes Broquard	Lawyer	contact Jon Lindberg
Con Murphy	847-444-8498	cmurphy@fgmk.net
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Greg Rainey	CD SIT Consulting	gregr@cdsitconsulting.com
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Paddy McCaffrey	Ruby Receptionist	contact Jon Lindberg
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April Dunnet	Boxwood Manager	contact Jon Lindberg
Dale H Coates	Johnson Investment Counsel VP	contact Jon Lindberg
Sandy Appel	Johnson Investment Counsel Account Administrator/Compliance Specialist	contact Jon Lindberg
Alex Bey	Johnson Investment Counsel Portfolio Manager Assistant	contact Jon Lindberg
Jill Matsuda	Johnson Investment Counsel Administrative Assistant	contact Jon Lindberg
Cindy Robinson	757-377-8904	crobinson@acrm.org
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Danielle Spencer	703-424-7634	dspencer@pesgce.com
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Jared Richard	703-574-5845	JaRichard@acrm.org
Jenny Richard	703-574-5845	jrichard@acrm.org
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Peter Thomas	202-466-6550	Allison.Koehler@PPSV.COM
Bobby Silverstein	202-466-6550	Bobby.Silverstein@PPSV.COM
Sara Rosta	202-349-4246	Sara.Rosta@PPSV.COM
Jen Miles	571-238-4811	Jmiles@acrm.org

Appendix IX

Archives Editorial Board

For details see Team Document excel file



Appendix X

Your Part-Time Controller (YPTC) Contact List

For details see Team Document excel file

Heidi Pelczar	215-525-3148	Heidip@yptc.com
Mary Mackey	215-525-3130	marym@yptc.com
Anna Kuchner	215-525-3038	AnnaK@yptc.com
Marion Williams		MarionW@yptc.com

Appendix XII

2013 ACRM Committee Proposed Budget Request Form	
<p>Fill out applicable sections of the Proposed Budget Request form and email the completed form to <CommunityBudget2013@ACRM.org> before February 15, 2013 Proposed Budget Request form will be reviewed by the ACRM Executive-Finance Committee and BOG Decision on your Proposed Budget Request will be made by the ACRM BOG If review and discussion of the Proposed Budget Request is needed, BOG will contact you prior to its making a decision Should you have any questions or need information, please contact <CommunityBudget2013@ACRM.org></p>	
<p>ACRM Mission: We enhance the lives of people living with disabilities through a multidisciplinary approach to rehabilitation. As leaders in the physical medicine and rehabilitation field, we promote innovative research, new technologies, and sharing information, and encourage evidence-based practices in clinical settings.</p>	
<p>ACRM 6 M's: Management [] (in alphabetical order, check all applicable) Marketing [] Media/Archives [] Membership [] Meetings [] Mission []</p>	
<p>Name of Committee/SIG/NG: (enter full name of your group)</p>	
<p>Mission of Committee/SIG/NG: (enter description of your group with goals & objectives, members, etc)</p>	
<p>Chair(s): (enter full name of chair(s) and/or co-chair(s), if any, with contact details such as email address, phone number)</p>	
<p>Submission Date (enter the date of submission of the budget request from)</p>	
<p>Proposed Budget: \$ - (do NOT fill this Section, the number will be automatically calculated and appear after your completion of Sections "Revenue" and "Expenses")</p>	
<p>Revenue: \$ - (do NOT fill this Section, the number will be automatically calculated and appear after your completion of each line item below)</p>	<p>Comments/Details: (enter for each line item below if applicable)</p>
<p>Membership Dues: Donations: Sponsorship: Other revenue (specify):</p>	
<p>Expense: \$ - (do NOT fill this Section, the number will be automatically calculated and appear after your completion of each line item below)</p>	<p>Comments/Details: (enter for each line item below if applicable)</p>
<p>ACRM Staff support: Award/Gifts: F&B: A/V: Printing: Postage/Mailing/Shipping: Telephone: Travel: Supplies: Other expenses (specify):</p>	
<p>Note: (enter any additional information and/or comments if not covered by previous Sections)</p>	

Appendix XIII

Board Action Request Form

ACRM BOARD ACTION REQUEST FORM

Committee:

Chairperson:

Board Liaison:

Last Meeting Date:

Situation Prompting Action Request	Board Action Requested	Board Discussion Points	Board Decision	Completion/Follow-up Deadline

Appendix XIV

Committee MYM / Annual Report Form

ACRM COMMITTEE/COUNCIL/TASK FORCE/ISIG REPORT TO THE BOARD OF GOVERNORS

Committee/ISIG: _____ **Report Date:** _____

Chairperson:

Board Liaison:

Goal	Current Status	<i>Next Step</i>	<i>Due Date</i>	<i>Request for Board Action</i>
1.				
2.				
3.				
4.				
5.				
6.				

Appendix XV

Minutes Template

<p>Community or Committee</p> 	<p>Meeting: Name of the Community or Committee Date: Day, Month Day, Year Time:(ET)</p>
--	--

In Attendance: [] [] []
 Not in Attendance [] []

TOPIC/ISSUE	FINDINGS AND RECOMMENDATIONS	ACTION/FOLLOW-UP
I	Roll Call Start time am pm ET	<u>Action Items</u> •
II	Opening	<u>Action Items</u> •
III	Agenda Item 1	<u>Action Items</u> •
IV	Agenda Item 2	<u>Action Items</u> •
V	Agenda Item 3	<u>Action Items</u> •
VI	Adjourn pm EST	
	Next Meeting MM/DD/YYYY Day Time (ET) <u>Call In: 1-888-387-8686</u> International: +1-720-259-0759 ID# is Moderator # 1835 (moderator Name) *22 to record call.	
	Minutes prepared by mm/dd/yyyy Approved:	

Appendix XVI

Awards Committee Procedures:

1. The Chair of the Committee is appointed by the ACRM president, for a one-year term starting at the annual conference. The Chair needs to be an ACRM Board member, and can be reappointed as long as he/she continues to serve as Board member.
2. Additional Committee members (5 or 7, so as to create an odd total number) are selected by the ACRM President. They serve a two-year term starting at the annual conference, and may be reappointed for multiple terms, without limit. (A maximum of about 3-5 years is **suggested** so as to infuse fresh ideas from time to time).
3. An ACRM staff member may function as Committee member, ex officio and without vote.
4. The Committee meets as necessary in order to accomplish its responsibilities, either in person at ACRM meetings or via conference call. Decisions are made by a quorum (simple majority) of committee members.
5. Contact the Awards Committee Chair for the most up to date grid of all awards and the value of the awards.

Voting on award/prize winners

1. All (self) nominations for awards and prizes are submitted to the ACRM national office, and copies distributed to Committee members.
2. Discussion during the meeting focuses on (1) whether or not the nominee(s)/candidate(s) satisfy the minimum criteria for the award/prize in question, and (2) the relative qualifications of candidates, if there are multiple and only one award/prize can be awarded.
3. All votes are by simple majority. The Chair abstains from voting, unless to break a tie.
4. Committee members may be nominated for awards or prizes. If a nomination (self-nomination) of a member is made, the individual in question needs to abstain from voting for that award, or decline the nomination for the award.
5. The following are the awards and prizes the Committee is authorized to award or make recommendations for:
6. Gold Key award
7. J. Stanley Coulter Lectureship
8. Deborah L. Wilkerson Early Career Award – the awardee must be within 5 years of completion of training (doctoral program, residency, fellowship or equivalent), and must demonstrate that he/she has made significant contributions to rehabilitation research in his/her early career work. The awardee is selected by the Awards Committee.
9. Edward Lowman award
10. Distinguished member award
11. Stanley & Margaret Licht award for excellence in scientific writing
 - a) The Licht Award submissions are open to any Archives paper, not only papers by ACRM members
 - b) The Licht Award finalists are selected by the Archives Journal Editorial Board
 - c) The Licht Award finalists are recognized in the electronic newsletter and or the conference program
 - d) The Licht Award winner will receive free annual ACRM meeting registration
 - e) The Awards committee selected the award winner
12. Mitchell Rosenthal Mid-Career Award
13. The deadlines for all prizes/awards specified are adjusted each year, in accordance with the ACRM calendar for the Annual Meeting. Lecturers are chosen within dates that conform to the deadlines for submission of symposium materials.
14. If by the deadline announced no nominations are received for the Gold Key award and/or J. Stanley Coulter Lectureship and/or Edward Lowman award and/or Distinguished member award, nominees not selected for other awards are reviewed, and considered as to their eligibility for the award which has no (suitable) nominations.
15. Procedures, award criteria, and the selection processes, for the various awards and prizes are reviewed on an annual basis, and changes made as appropriate (subject to ACRM Board approval as necessary. Such review should take place before nominations for prizes/awards are considered. Changes in award/prize purposes, criteria, deadlines and nomination procedures need to be communicated to the membership, by a notice in Rehabilitation Outlook and in the electronic newsletter.

16. All announcements need to include the nomination criteria and procedures, or refer to a source of these criteria/procedures. The availability of these prizes and awards, including criteria and nomination/application procedures, forms and deadlines, needs to be announced at least once a year, in the following:
17. ACRM newsletter, Rehabilitation Outlook
18. ACRM website
19. eNews (electronic newsletter)
20. The ACRM pages in alternate issues of the Archives of Physical Medicine and Rehabilitation may also be used
21. The winners of prizes/awards, nominators of winners, and nominators of non-winners receive a letter sent out under the Chair's signature notifying them of their award/prize/lack of success.
22. The winners of the various prizes and awards are announced to the membership, as follows:
 - a) During the annual meeting
 - b) Highlighted in the preliminary program and final Program of the Annual Conference.
 - c) In the ACRM newsletter, Rehabilitation Outlook
 - d) On the ACRM website
 - e) In email newsletters
 - f) In the ACRM pages in the October issue of Archives of Physical Medicine and Rehabilitation
 - g) The winners of the various awards and prizes should be announced to the health care, rehabilitation and other publics at large by press release to recipient's employer, recipient's hometown newspaper, Health care/rehabilitation trade papers, etc.

Appendix XVII

Evidence and Practice Committee Policy and Procedures on Evidence-Based Practice Policy

The American Congress of Rehabilitation Medicine (ACRM) strives to apply the highest standards of rigor to the evaluation of research evidence and its application in rehabilitation clinical practice. ACRM has established a Evidence and Practice Committee (EPC) to provide advice on all issues relevant to the collection, evaluation, and dissemination of evidence and the guidelines/practice parameters that may be based upon it.

Consistent with the ACRM mission of “Promoting excellence in the science of rehabilitation medicine through interdisciplinary collaboration and cooperation in research,” the EPC:

- 1) promotes effective and efficient rehabilitation practice and enhances the quality of rehabilitation services through the incorporation of the principles of evidence-based practice (EBP), including principles of strength of evidence graded to strength of recommendation, into clinical assessment, treatment, research, decision-making, and policy development
- 2) fosters an evidence-based culture in rehabilitation, acting as a liaison between research and clinical practice and as a resource to ACRM members and the public
- 3) acts as an oversight body to ensure that standards are met in evidence synthesis and related practice recommendations or guidelines developed by ACRM members or endorsed by the ACRM,
- 4) facilitates development of EBP products such as practice parameters, systematic reviews, position statements, and similar materials (using procedures delineated below),
- 5) if intended for publication in *Archives of Physical Medicine and Rehabilitation*, collaborates with the editorial board in developing and reviewing evidence-based reviews and practice guidelines.
- 6) develops and/or disseminates information on EBP and information for use in EBP.

The EPC has primary responsibility for evaluating the quality of evidence reviews and EBP recommendations that would be disseminated as ACRM systematic reviews, guidelines or practice recommendations and for facilitating the development of such materials in the ACRM. The EPC also evaluates all guidelines or recommendations developed by other organizations proposed for ACRM endorsement and provides recommendations to the Board regarding approval. Final endorsement requires ACRM Board of Governors approval.

As a component of an interdisciplinary organization, the EPC appreciates the validity of nationally and internationally respected approaches to evidence synthesis used by multiple professions. EPC has selected the methodology developed by the American Academy of Neurology (AAN) as the preferred way of developing guidelines for rehabilitation professionals. While the AAN method is the preferred basis, reviews and guidelines developed using other recognized evidence-based methods such as those of the Cochrane Collaboration, the Appraisal of Guidelines for Research and Evaluation (AGREE) collaboration, Grades of Recommendation, Assessment, Development, and Evaluation (GRADE), the Institute of Medicine, and the Agency for Healthcare Research and Quality will also be considered for ACRM endorsement. The EPC also develops materials and standards to improve the synthesis of research information and its application to rehabilitation in practice.

Procedures

I. Meetings

The EPC meets by teleconference on a regular (e.g., monthly) basis and face-to-face at the annual ACRM meeting. Additional meetings of the EPC and/or sub-committees of the EPC are called by the Chairperson(s) on an as needed basis.

II. Development of Evidence Based Reviews and Guidelines

Steps involved in development of EB reviews and practice recommendations or guidelines¹ include the following:

- a) *Selection of topic(s) for review.* The EPC may formulate a topic. Alternatively, a group of authors with representation of ACRM members may propose a topic for review to the EPC with a plan of pursuing the review themselves. The EPC facilitates such reviews to ensure that they meet appropriate professional standards and can qualify for endorsement by ACRM. Such facilitation could include: (1) suggesting additional authors for the author panel, (2) assisting with the literature review, (3) education and consultation regarding methods of literature synthesis, and (4) education and consultation regarding methods and criteria for establishing guidelines or practice recommendations.

Prospective topics and the systematic review plan are communicated to members of the *Archives* editorial board to facilitate eventual publication in the *Archives*, which after internal screening designates a review editor to handle the project.

- b) *Formation of expert author panel.* The EPC selects authors but does not itself do the evidence review or write the guideline.
- c) *Clarifying clinical questions.*
- d) *Systematic review of the literature.* This includes identifying relevant publications, classification of level of evidence, creation of evidence tables, and analyzing the data.
- e) *Writing the review and practice recommendation or guideline.* The strength of practice recommendation is proportioned to the strength of evidence.² Recommendations are also typically made for future research. Writing the guideline or practice recommendation can also be a separate step from the literature synthesis, as considerable work is often needed to integrate research evidence with clinical experience and the values of persons served.
- f) *Extensive peer review and EPC review.* Draft EB reviews and practice recommendations are sent to a broad spectrum of methodological and content experts.

EPC members also review guidelines and practice recommendations, paying particular attention to whether standards for evidence review and linked practice recommendations have been met. Feedback to authors should be constructive as well as critical.

¹ Different organizations employ different but overlapping terms. Generically, the term “recommendation” is applicable as a statement about what is desirable in clinical practice. The terms “treatment option”, “recommendation”, “guideline”, and “standard” are related to these levels of recommendation, “option” being the weakest recommendation and “standard” being the strongest recommendation. In this Policy and Procedure statement, we use the terms recommendation and guideline interchangeably, but it should be noted that other publications use the term “guideline” to mean a strong recommendation.

² According to the *AAN Process Manual*, two class I studies are needed to support a Level A recommendation that a treatment is “established as effective” and “should be considered”. Two class II studies support a Level B recommendation that a treatment is “probably effective” and “should be considered”. Two class III studies support a Level C recommendation -- that a treatment is “possibly effective” and “may be considered” (p. 19). Lower levels of evidence support only a “U” recommendation: applicability to practice is unknown or scientifically uncertain but research recommendations are provided.

- g) *EPC vote.* After completing the review process, the EPC votes on whether proposed guidelines and EB practice recommendations have met standards (see below).
- h) *Communication with editors of Archives of Physical Medicine and Rehabilitation and publication.* (See below). Reviews are sent to the *Archives* for independent peer review and possible improvement.
- i) *ACRM Board approval.* The EPC forwards its recommendation for approval to the ACRM Board (see below).
- j) *Endorsement by other organizations.* For guidelines and recommendations produced under the aegis of ACRM and accepted by the Board, the EPC will solicit endorsement for the EB guidelines from other professional organizations with a requested response time of 45 days.
- k) *Preparation of update statements.* Updates are prepared on a regular basis (e.g. every 2 years, or whenever significant new evidence alters a practice recommendation.) .
- l) *Dissemination* (See below)

III. EPC Review. (See also f and g above)

Requests to the ACRM to approve or evaluate an evidence review, guideline or practice recommendation, whether submitted by an ACRM member, committee, or an external organization, are forwarded to the EPC Chair(s). The EPC Chair(s) appoint review panels including both EPC members and non-EPC members, both content and methodology specialists, to conduct these evaluations. After careful review, the EPC votes whether to endorse the review and practice recommendation/guideline. This review is done in a timely way and a target period of review is communicated to authors (e.g., 45 days from the date the final submission is received by the EPC).

The EPC forwards its recommendations for endorsement to the ACRM Board for approval. Recommendations for partial endorsement or non-endorsement may also be sent to the board for guidelines developed by outside organizations seeking ACRM approval.

IV. Decisions by Board.

Final decisions regarding ACRM endorsement are made by vote of the ACRM Board of Governors.

V. Communication with Archives of PM&R and Publication

The EPC works with the Editorial Board of the *Archives of Physical Medicine and Rehabilitation* to:

1. select guideline topics
2. to develop plans for systematic reviews
3. to insure that standards of evidence review and making practice recommendations are followed
4. to avoid duplicative review of systematic reviews, guidelines and recommendations
5. to avoid contradictory review standards and procedures
6. to assure appropriate branding of endorsed products, and
7. when appropriate to coordinate publication in multiple venues.

VI. Information Dissemination, Education, and Application

The EPC facilitates dissemination of information regarding the guideline/recommendation development process as well as information regarding specific evidence reviews and guidelines. The EPC develops and disseminates information on how to incorporate evidence and evidence-based guidelines or recommendations into clinical

practice and decision-making by or for persons with disability. Such dissemination can be accomplished by a number of methods including publication in the *Archives*, courses at the ACRM annual and midyear meeting, courses offered at other professional venues, publication in the *ACRM Rehabilitation Outlook Newsletter*, the ACRM web site, as well as in various appropriate journals, newsletters, and other publications, and other methods.

Because of the importance of information dissemination and utilization, the EPC may create subcommittees on dissemination and utilization (a.k.a. knowledge translation) as well a subcommittee on evidence synthesis and guidelines.

The EPC attempts to provide information useful in clinical, administrative, policy making and research practice. The EPC also facilitates or cooperates with efforts to evaluate guideline implementation and utility in practice.

Appendix XVIII

Communications Committee

1. Committee Structure
 - a) Chair: Appointed by the incoming President with approval of the Board of Governors. The Chair serves as the Editor to *Rehabilitation Outlook* and the ACRM supplement to the *Archives of Physical Medicine and Rehabilitation*.
 - b) Seven Members: Six active members and the Editor of *Moving Ahead*, the Brain Injury ISIG newsletter.
 - c) Ex Officio Member: staff Publications Coordinator. The CEO will serve as the ex officio member for the ACRM supplement.
 - d) Liaison: Board Member appointed by the President
2. ACRM Supplement
 - a) Editor: Publications Committee Chair. The Editor will be responsible for coordinating a list of potential reviewers and serve as the principle communicator with the Guest Editor and authors.
 - b) Guest Editor: Invited by the Publications Committee Chair and the President of the Board of Governors. A contract will be signed by the Guest Editor, Publications Chair, and CEO stipulating the Guest Editor's role and timeline.
 - c) The topic must have final approval from the Board of Governors. The committee will solicit and review proposed topic areas for presentation to the board. The board will approve the recommended topic or send it back to committee for further consideration or disposition with feedback and/or comments.
 - d) Staff at the national office will be responsible for coordinating the collection and review process for all submitted manuscripts.
 - e) For specific ACRM Supplement Policy/Procedures, see Attachment 7

ACRM Communications Committee Policies and Procedures

1. **Purpose of Committee**

To publish [Outlook, BI-ISIG newsletter], compile and recommend materials to be published by ACRM. (To recommend policy regarding publications affecting practices, practice guidelines, endorsements by ACRM, white papers, and position papers. To oversee all materials published by committees, task forces, and ISIGs. To guide structure and content of ACRM website.
2. **Committee Structure**
 - a. Chair – Appointed by the incoming President
 - b. Representative members from the following committees, ISIGs, and Networking groups – Evidence and Practice Committee, Early Career Networking Group, International Networking Group, Communications Committee, Liaison Committee, Rehabilitation Research Policy and Legislation Committee, BI-ISIG, SCI-ISIG, Stroke ISIG, Measurement Networking Group.
 - c. Ex Officio Member – ACRM Chief Marketing Officer.
 - d. Liaison – Board Member appointed by the President.
3. **ACRM Supplement to Archives**
 - a. Role of the Communications Committee – The Committee is responsible for soliciting ACRM Supplement proposals, reviewing submitted proposals and making recommendations to the Board of Governors concerning approval for development and eventual submission to the Archives editor.

- b. Guest Editor – Supplement proposals must be submitted by one or more ACRM members who agree to serve as Guest Editor(s) for the Supplement issue if it is approved by the Board. The Guest Editor(s) specify Supplement content, identify contributing authors, describe an acceptable process for internal review, and propose timelines for completion of the Supplement.
- c. The proposal by the Guest editor(s) must have final approval from the Board of Governors. The Committee will solicit and review Supplement proposals and make recommendations to the Board. The Board will approve the recommended proposal or send it back to Committee for further consideration or disposition with feedback and/or comments.
- d. Archives Supplement Editor – The Archives Supplement Editor is responsible for working with the designated Guest Editor to achieve timely and successful submission, editorial review following the procedures and standards applied to all Archives articles and approval of manuscripts comprising the Supplement.

Appendix XIX

Communications Committee

Guide to Products

What is a Product?

The ACRM's Interdisciplinary Special Interest Groups (ISIGs), Committees, and Task Forces have a long history of producing tangible items that summarize and publicize their work and the mission of the ACRM. These are called products. There are many types of products created within ACRM, including:

Fact sheets providing summary information or resources, such as websites, devoted to a certain topic. Fact sheets are usually targeted to specific audiences such as people with disability, clinicians, researchers, or legislators. The ACRM has launched a new type of fact sheet, called **Information/ Education Pages (IEPs)**. These will be printed as tear-out pages in *Archives of Physical Medicine and Rehabilitation (Archives)*. They are intended to provide consumer-friendly information on topics relevant to rehabilitation medicine, including basic background or overview (similar to a Wikipedia entry) or brief how-to suggestions. IEPs may be targeted either to people with disabilities/ caregivers, or to clinicians. If they are targeted to people directly affected by disability, the idea is that a clinical practitioner would tear out/ copy or print out the pages and make them available to patients and caregivers. In addition to publication in Archives and posting on the ACRM website, IEPs may be distributed more widely if they have commercial appeal. *The creation of IEPs is a high priority for the ACRM and should be considered by any group wishing to create a relatively brief product that will be widely disseminated and is of immediate value to the organization.*

Journal articles, including educational reports, systematic reviews, narrative reviews, and results of surveys. Perhaps the best known of these are the reviews of the state of the evidence for cognitive rehabilitation, published in *Archives* in 2000, 2005 and 2011 by the Brain Injury-Interdisciplinary Special Interest Group (BI-ISIG)'s Cognitive Rehabilitation Task Force under the leadership of Keith Cicerone.^{3,4,3}

Practice parameters based on the evidence in a given area of rehabilitation. These are formal guidelines based on systematic reviews of the literature.

Position papers or statements summarizing professional consensus. An excellent example of this is the ACRM definition of mild traumatic brain injury initiated by the BI-ISIG, which was first published in 1993 and subsequently translated into 7 languages by ACRM's International Committee. The original and all of the translations are now available on the ACRM website (at <http://www.acrm.org/professional>). Position papers may also be commentaries on rehabilitation related topics with societal or public policy impact.

Manuals or kits developed for commercial distribution by ACRM, such as the Cognitive Rehabilitation Manual developed by the BI-ISIG, which is in beta test at the time of this writing (see <http://www.acrm.org/cognitive-rehabilitation-manual>).

Special projects designed to facilitate research, such as recommendations to enhance uniform data collection for specific disability groups across multiple sites. An example of such a project in which ACRM members are involved is the International Dataset for Spinal Cord Injury (<http://www.asia-spinalinjury.org/bulletinBoard/dataset.php>).

³ Cicerone KD, Dahlberg C, Kalmar K, Langenbahn DM, Malec J, Bergquist TF, et al. (2000). Evidence-based cognitive rehabilitation: recommendations for clinical practice. *Archives of Physical Medicine and Rehabilitation*, 81, 1596-1615.

⁴ Cicerone KD, Dahlberg C, Malec, JF, Langenbahn DM, Felicetti T, Kneipp S, et al. (2005). Evidence-based cognitive rehabilitation: Updated review of the literature from 1998 through 2002. *Archives of Physical Medicine and Rehabilitation*, 86(8), 1681-1692.

³ Cicerone KD, Langenbahn DM, Braden C, Malec J, Kalmar K, Fraas M, et al. (2011). Evidence-based cognitive rehabilitation: Updated review of the literature from 2003 through 2008. *Archives of Physical Medicine and Rehabilitation*, 92(4), 519-530.

These are just examples. Anything of direct relevance to rehabilitation clinicians and researchers—even a device—that is developed by a Committee, ISIG, Task Force, or other organized group within the ACRM, and that can be disseminated both inside and outside of the ACRM, might be considered a product.

Can People from Other Organizations Participate in ACRM Products?

Yes! In fact, some of the examples listed above could not happen at all without multi-organization collaboration. The ACRM is very interested in sharing resources and ideas to develop products that will be more widely disseminated as a result of the collaboration. Good products will be a credit to everyone involved. Issues such as joint ownership and use of copyrighted materials will be examined on a case-by-case basis.

Why Develop a Product?

Lend visibility to the organization. Products raise the visibility of ACRM and its Committees, ISIGs, and Task Forces, benefitting all members.

Foster collaboration. Products can be a great vehicle to network and collaborate with people who have common interests.

Guide the activity of a Task Force. A product can help Task Force members to focus on plans that lead to tangible achievements.

Develop expertise. Creating a product allows developers to learn a lot about something they're already interested in. Product developers can become the “go-to” people in a certain area by creating a product about it.

Help advance rehabilitation. Products help advance the field of rehabilitation via new information and resources.

Fame and fortune—or at least, the fame part. A good product that gains notoriety brings name recognition to its developers. Some products can be listed on CVs and contribute to career advancement.

Does ACRM Oversee Products?

Yes and no. It's important to note that groups within ACRM are **always** free to work on anything they choose—products or other projects—without the need for clearance or oversight from the ACRM. The ACRM sees its internal groups as essential to promoting collaboration and free exchange of ideas, and does not impose control over these groups' specific activities.

However, if you and your work group want ACRM to brand your product with its logo, place the product on the ACRM website, publish it in Archives, and/ or help to disseminate it in any other way, then you must follow the approval process below. The purpose of this process is to ensure that official ACRM products meet high standards of quality, and that they will have a reasonably consistent “look and feel” that identify them as belonging to ACRM.

What Is the Approval Process for ACRM-Branded Products?

The process is a bit different depending on the type of product and the target audience. If you are planning an *evidence-based product targeted to a professional audience*, such as a systematic review of the literature that results in the creation of practice parameters or a position statement based on a synthesis of expert opinion, you should consult with the Evidence and Practice Committee by emailing the Chair, Ron Seel at ron_seel@shepherd.org. This committee can help you formulate a specialized work plan for this type of product.

For other products with a consumer audience such as fact sheets or IEPs, your product will be reviewed by the ACRM Communications Committee. For these products, follow the steps below.⁵

Step 1. Plan ahead. We urge you to **plan carefully** so that your product will be readily approved. The group planning the project may find Attachment A (at the end of this document) to be helpful. This is a checklist developed to help work groups avoid the pitfalls that some products fall into—never to be heard from again. Working through this list will help to ensure that the work group is thinking about the same things that the ACRM will be considering when they review your product.

Step 2. Work on your product. Need help? The Communications Committee can assist you or find someone who can. Email them through the Chair, John Morris at John_Morris@Shepherd.org

Step 3. Send your product to the Communications Committee for official ACRM review. To do this, you must complete the **Product Review Request Form** (Attachment B at end of this document) and send it as an email attachment to John_Morris@Shepherd.org. ***You must copy your Task Force/ ISIG chair(s) on this email to ensure that they know the product has been submitted.***

Step 4. The Communications Committee will review your product, arrange for external review as needed, and/ or involve another committee with appropriate expertise. The Committee will send comments or requested changes directly to you **within 30 days**, and will also review revisions of your product if needed. Once your product is approved....

Step 5. Branding and dissemination. Congratulations! Your product is almost ready for the outside world. At this stage the ACRM logo will be added, plus credits for the work group and the leader(s) of this specific

⁵ If you're not sure which committee to consult, just email Ron and/ or the Communications Committee Chair, John Morris, at John_Morris@Shepherd.org. These committees work closely together and can decide which members are best to help with or review which products.

project. The ACRM will promote products in ways that fit for each one, depending also on the resources available. For example, Information/ Education Pages may be posted on the website in addition to being published in *Archives*.

We welcome your comments about this Guide to Products. Please send questions or suggestions to the Communications Committee's Products Tzarina, c/o Tessa Hart, at thart@einstein.edu.

Appendix XX

Communications Committee

Product Development Work Sheet

Defining the Idea:

1. _____ What niche will be filled by this product?
2. _____ Have we checked to make sure this product (or something very much like it) does not already exist?
3. _____ Does the idea involve any existing material that is owned or copyrighted by someone else?
4. _____ Have we gotten input from the relevant Chair(s) of the Task Force or Committee/Interdisciplinary Special Interest Group where the idea originated?
5. _____ Have we consulted with relevant ACRM committees for guidelines that may be available?

Defining the Audience:

1. _____ Who will benefit from this product? How do we think they will benefit? How will they use this product?
2. _____ What evidence do we have that this audience needs or wants this product?
3. _____ Is the product for members of ACRM or is there a wider audience? Is the audience in the US or international?
4. _____ How will the product get to the audience?
5. _____ Could there be a paying market for this product?
6. _____ Does this product have press or publicity potential?

Outlining the Plan:

1. _____ Is there a Champion responsible for this product? That is, does at least 1 person have the time, motivation, and organizational skills to lead it and see it through?
2. _____ What are the steps? Who will do each one?
3. _____ What is our time frame?

Identifying Resources:

1. _____ Are there enough people with enough time to get it done?
2. _____ Do we have people with the right expertise working on this project?
3. _____ Do we need money for this project? How much/for what? Where will it come from? (*Funds may be available through ACRM. Ask your ISIG/ Networking Group/ Committee Chair to inquire.*)
4. _____ Could there be other organizations with an interest in co-sponsoring/ co-branding this product?
5. _____ Do we need any other help to get this done? What kind of help do we need?

Appendix XXI



Communications Committee

Product Review Request Form

Your name: _____ Date: _____

Email: _____ Telephone: _____

1. Brief name and description of product:

2. Name of task force, ISIG, or committee who developed this product (*if none, put n/a*):

You must copy the chair(s) of the task forces, ISIGs, networking groups and committees named above on the email accompanying this form.

3. Please tell reviewers about the attached product.

For what audience(s) is it intended? _____

Provide some examples of recipient or target groups that would be interested in seeing this product.
Please be specific.

4. How do you think this product should best be disseminated/ distributed? Check all that apply.

***Although the ideas of the authors/ originating group are important, ACRM will make final decisions about distribution within its available resources and organizational policies.*

___ Published in *Archives* as an Information/ Education Page

___ Posted on ACRM website (please specify proposed location):

___ Other electronic distribution (specify):

___ Other distribution (specify):

5. Are there resources outside of ACRM that might be available to assist with distribution of this product? If yes, explain.

Appendix XXII

Communications Committee

Social Media Standard Operating Procedures

Background¹

The term social media refers to tools that allow the sharing of information and creation of communities through online networks of people. Examples of social media that the ACRM will be using include:

- Social networking sites such as Facebook and LinkedIn, where people connect with one another, form communities around common interests, and share content, including news stories, videos, photos and general updates on what is going on in their lives. These will be the first social media outlets that ACRM uses.
- Microblogging sites, like Twitter, where a user can send short bits of information publicly that can also be delivered to those who choose to follow that user. These will be the second form of social media outlets.

¹ The Associated Press Stylebook 2010.

ACRM's Social Media Pages

- Facebook: [http://www.facebook.com/...](http://www.facebook.com/)
- LinkedIn: <http://www.linkedin.com/groups...>

General Social Media Sites/Log-In Information

In order to access the ACRM Facebook and LinkedIn pages as an admin, please contact the Publications Director, Diane Drexler.

Identity philosophy

At this time, only the Publications Director is permitted to post on behalf of the ACRM on social media sites. Once the sites have been established and it is determined that it is beneficial to do so, it is the intention to allow authorized management, marketing, meetings, media, membership, and mission staff to post. ACRM's identity on social media sites is corporate; our identity is not connected to the identity of a staff member. All postings must be pre-approved by the Publications Director and/or the Chief Executive Officer.

Staff are encourage to "friend" or "follow" ACRM on social media sites, but should not provide comments via their personal account.

ACRM staff may be interested in engaging in Internet conversations for work-related purposes. Such engagement on behalf of ACRM, including establishment of official external sites representing ACRM, must be approved and coordinated through the Publications Director.

Please review the social media policy available on box.net for additional guidelines for online interactions on behalf of the ACRM as well as personal website and weblog policies.

Revised 4/11/2015

Authorized Staff

Management: tbd

Marketing: tbd

Media: Diane Drexler

Meetings: tbd

Membership: tbd

Mission: tbd

Content

We believe in sharing useful and thought-provoking information, including non-ACRM content, where relevant, with our followers. Following is a general overview of the types of content distributed through ACRM's social media sites:

- Select newsworthy articles from *Archives of Physical Medicine & Rehabilitation* and *Rehabilitation Outlook*.
- Research, information and news from *Archives of Physical Medicine & Rehabilitation* (based on what editors deem most important from each issue), including table of contents alerts and new articles published online.
- News media articles of interest related to the field.
- Press releases, statements and member alerts.
- Policy news and government resources.
- Notable media hits and mentions of members in the news.
- Staff department news.
- Marketing content.
- YouTube videos.
- Podcasts.
- Relevant information from third parties, e.g., including partners, sister societies, and noted physical medicine and rehabilitation organizations and government health organizations. Requires moderation and policy set-up prior to launch.

Below is a breakdown of the type of content to be featured in each of ACRM's social media channels:

Facebook

- Select newsworthy articles from member publications.
- Press releases, statements and member alerts.
- Notable media hits and mentions of members in the news.
- Information on ACRM products, education and patient resources, and conferences.
- Videos featuring patient information and updates from ACRM's resident politico.
- Podcasts, image challenges and video abstracts.

LinkedIn

- Select newsworthy articles from member publications.
- Press releases, statements and member alerts.
- Notable media hits and mentions of members in the news.

- Information on ACRM products, education and patient resources, and conferences.
- General discussion forum.

Activity Frequency

Overall, relevant content will be posted at least three times per week on the Facebook page, with each of the “M’s” responsible for providing content for one day of the week attempting to adhere to the following schedule:

Monday: management

Tuesday: marketing

Wednesday: meetings

Thursday: membership

Friday: mission

Media will be allowed to post as and when content is available.

Note the following exceptions:

- Facebook: one to two posts a day. If there is pressing or breaking news, three posts a day are permitted.
- LinkedIn: once a week.

Responses to user comments and questions across all social media platforms occur within 24 hours. If a response is unavailable during this time frame, ACRM staff will respond to let the user know that we are working on obtaining an answer and will get back to them shortly.

Comments deemed inappropriate are deleted.

Activity Promotion

ACRM will cross promote across all social networking sites:

- Links to LinkedIn and the ACRM homepage will be featured on ACRM’s Facebook profile.
- Links to Facebook and LinkedIn will be featured on the ACRM homepage.
- The ACRM social media platforms will be highlighted on the *Archives* website.
- The ACRM website and Facebook will be periodically featured on the LinkedIn site.

In addition:

- Social media links/information will be featured prominently in *Rehab Outlook* and member emails.
- Links to social media sites will be featured on *Archives* email table of contents alerts.
- A “Stay Connected” and “Share This Page” link is featured prominently on every webpage on www.acrm.org encouraging visitors to share ACRM content through the various social media channels.
- Authors will be encouraged to post news of publication of their article via their personal social media networks and follow us/fan our page if they have not done so already.

Metrics

Data on numbers of users, views, referrals, and interactions will be reported periodically.

(Consider including sender's name, degrees, institution, city, state, country, email address, and phone, if appropriate.)

- If your message includes a call to action, have you included the contact information needed to respond?
- Did you remember to attach your mailing list?
- Did you include any special instructions required?

[Send to Cindy Robinson]



Appendix XXIV

FACRM Solicitation Emails

General solicitation (eNews, RO) of Fellow Candidates:

The Fellows of ACRM Committee is currently seeking candidates for the designation of “ACRM Fellow.”

The Fellow of ACRM designation recognizes individuals who make significant contributions to the field of medical rehabilitation and to the ACRM. Fellows may use the acronym "FACRM" after their name to identify the achievement.

There is no maximum number of Fellows who can be accepted each year. The applications of all candidates who meet the criteria are considered and reviewed by the ACRM Board members, who make final decisions for acceptance.

If you know someone who meets the criteria, please consider completing the nomination form and the required documentation, and return it to Terri Compos, Manager of ACRM Community Relations. All nomination forms and requested documentation must be received by 1 May of the year in which the nominee is to be considered. Self-nominations are also welcomed.

A list of all current Fellows is available for your review on the Fellow webpage, under the Community tab at the top of the ACRM homepage.

Email to Chairs:

Dear ACRM Chairs:

The Fellows of ACRM Committee is currently seeking candidates for the designation of “ACRM Fellow.”

The Fellow of ACRM designation recognizes individuals who make significant contributions to the field of medical rehabilitation and to the ACRM. Fellows may use the acronym "FACRM" after their name to identify the achievement.

There is no maximum number of Fellows who can be accepted each year. The applications of all candidates who meet the criteria are considered and reviewed by the ACRM Board members, who make final decisions for acceptance.

If you know someone who meets the criteria, please consider completing the nomination form and the required documentation, and return it to Terri Compos, Manager of ACRM Community Relations. All [nomination forms](#) and requested documentation must be received by 1 May of the year in which the nominee is to be considered. Self-nominations are also welcomed.

Revised 4/11/2015

A list of all current Fellows is available for your review on the [Fellow webpage](#), under the Community tab at the top of the ACRM homepage.

Thank you for taking the time to consider candidates to be nominated for ACRM Fellows designation, and for encouraging those in your group to do the same.

Appendix XXV

ACRM Fellows Procedure and Nomination Form

ACRM Nomination Procedure

To be considered for recognition as Fellow of the American Congress of Rehabilitation Medicine (FACRM), a person nominated for or applying for FACRM must meet all three of the following criteria:

1. Be an active ACRM member for at least 5 consecutive years and be a member in good standing at the time of nomination.
2. Have an outstanding record of professional service to ACRM. **Please note that regardless of how outstanding the nominee's contributions to rehabilitation medicine may be, the nominee must also demonstrate an outstanding record of service to ACRM.** This service should be sustained up until the time of nomination or have occurred within 5 years prior to nomination. Note that serving as an ad hoc reviewer for the Archives of Physical Medicine and Rehabilitation, while highly valued, is not sufficient service to satisfy this requirement.
3. Have a sustained record of at least 5 years of outstanding contributions of national significance to medical rehabilitation in at least two of the following areas: clinical practice, research, education, administration.

*****For members who have an outstanding record of professional service to ACRM, but may not have outstanding contributions to medical rehabilitation or for individuals (members or non-members) with outstanding contributions of national significance to medical rehabilitation, but not necessarily outstanding professional service to ACRM, consider visiting the ACRM website (http://www.acrm.org/research_awards/index.cfm) to view awards that may be appropriate.*****

For nominees or applicants meeting these requirements:

A nomination must be made and this form completed by an ACRM member in good standing (self-nominations are permitted).

1. Three persons other than the nominator must endorse the nomination and add comments in support of the nomination as they desire.
2. A full curriculum vitae must be provided
3. A 300 word or less bio-paragraph suitable for publication in the pamphlet for the awards banquet and for introduction of the Fellow, if selected, must also be provided.
4. All materials must be submitted to Terri Compos, Manager, of ACRM Community Relations, at the ACRM Central Office by May 1 of the year in which the nominee is to be considered. **Nominations that are not submitted on this form and that do not include three endorsements, a full CV, and a bio-paragraph will not be considered.**

ACRM Fellow Nomination Form

Name of Nominee: _____

I. Outstanding Service to ACRM (list specific service provided in at least one of these areas: [1] consistent presentation and participation at the ACRM annual meeting, [2] Sustained active membership on at least one ACRM committee, interdisciplinary special interest group, task force, or networking group, [3] other extensive professional activity that advances the mission of the ACRM and its members.)

II. Outstanding Contributions to Rehabilitation Medicine List specific national level contributions in at least two areas selecting from clinical practice, research, education, administration. Examples include: [1] sustained, extensive, or significant contribution to the body of literature, [2] multiple years of service as a key clinician in medical rehabilitation, [3] multiple years of service as a senior level manager and/or leader in medical rehabilitation, [4] multiple years of service as senior educator in a prominent training program in medical rehabilitation, [5] writer/editor of a core medical rehabilitation-related textbook and/or editor of a major rehabilitation journal, [6] service on the board of a national or major regional/state medical rehabilitation-related organization other than ACRM, [7] other leadership/activity in a national or major regional/state medical rehabilitation-related organization other than ACRM (e.g., committee chairperson, task force person), [8] service on a major medical rehabilitation-related advisory group or on the board of a national consumer disability organization, [9] Service on national medical rehabilitation research, clinical, and/or educational advisory committees or on the editorial board of a rehabilitation journal.

Name, affiliation, and contact information for Nominee

Signature, affiliation, and contact information for Nominator

Signature and contact information for Endorser 1

Additional Comments from Endorser 1:

Signature and contact information for Endorser 2

Additional Comments from Endorser 2:

Signature and contact information for Endorser 3

Additional Comments from Endorser 3:

Date

Additional information about the Fellow nomination and evaluation process can be viewed at <http://www.acrm.org/fellows>.

Appendix XXVI

ACRM Fellow Committee Evaluation Form

Name of Nominee: _____ Name of Committee Member: _____

Do you know the candidate? Yes No

If "yes," for how long have you known the candidate and in what capacity?

Based on the candidate's application materials, please provide your rating of the candidate's qualifications in each of the following areas:

A. Service to the field of rehabilitation Medicine:

(Check all that apply. A rating of support requires at least one check in two of the areas below. Multiple ratings in two or more areas would reflect a rating of "Strongly Support.")

CLINICAL

- ___ Sustained, extensive, or significant contribution to the body of clinical literature
- ___ Multiple years of service as key clinician in a rehabilitation facility ___ Service on the board or committee(s) of professional clinical service organization(s)
- ___ Other: _____

RESEARCH

- ___ Sustained, extensive, or significant contribution to the body of research literature
- ___ Service on the board or committee(s) of professional research organization(s)
- ___ Other: _____

EDUCATION

- ___ Multiple years of service as senior educator in prominent training program(s) in medical rehabilitation
- ___ Writer/editor of a core textbook(s)
- ___ Editor of a major rehabilitation journal(s)
- ___ Editorial board member of a major rehabilitation journal(s)
- ___ Service on the board or committee(s) of professional educational organization(s)
- ___ Other: _____

ADMINISTRATION

- ___ Multiple years of service as a senior level manager and/or leader in medical rehabilitation
- ___ Service on the board or a major advisory group of a national consumer organization

Appendix XXVII

Program Committee

A. Committee Structure

1. Members: The number and terms of committee members will be determined by the incoming President and CEO in consultation with the committee Chair Elect to ensure satisfactory representation of ACRM membership and accreditation requirements.
 - a) In order to promote consistent and efficient execution of committee charges, at least 25% of the committee members should be appointed to two-year terms.
 - b) The committee should include representation from each of the ACRM ISIGs (BI-ISIG, SCI-ISIG, Stroke-ISIG), the International Networking Group, and the Early Career Networking Group.
 - c) All members of the Program Committee must be members in good standing of ACRM.
2. Chair: The member designated as Chair Elect by the President during his or her term as President Elect. The incoming Program Chair must serve a minimum of one year on the Program Committee prior to assuming the position of Chair.
3. Liaison: President

B. Responsibilities of the Chair

1. Recruit and select Committee Members per guidelines in B.1 above.
2. Maintain regular communication during the year with the committee members, President, CEO, and Chief Meetings Officer (CMO).
3. Maintain responsibility for assuring that the program content adequately represents the multidisciplinary interests of networking groups and other bodies of the ACRM.
4. Organize and coordinate at least two face-to-face meetings of the Program Committee. The first meeting is to be held at the conclusion of the prior year's annual meeting and the second to be held at the mid-year meeting.
5. The Chair will work with the CEO to ensure granting of continuing education credits for appropriate disciplines for annual meeting offerings.
6. Work with the CEO and CMO to ensure program costs remain within the proposed budget and program includes allowances for necessary organizational functions.

C. Responsibilities of the Committee

1. Prepare an annual Call for Proposals to solicit instructional courses, symposia, paper and poster proposals.
2. Review and select submissions for inclusion in the Program
3. Identify and invite potential speakers for plenary sessions
4. Nominate potential speakers for the John C. Coulter Lecture

D. Program Awards and “Hardwired” Content

Revised 4/11/2015

1. John C. Coulter Lecture – The lecturer, selected by the Awards Committee, is a rehabilitation professional whose achievements have contributed significantly to the field of rehabilitation. (do we want to specify the award amount)
2. Deborah L. Wilkerson Early Career Award - This award is given in memory of Deb Wilkerson, former ACRM president and fellow. The awardee must be within 5 years of completion of training, and must demonstrate that he or she has made significant contributions to rehabilitation research in his or her early career work. The awardee is selected by the Awards Committee.
3. Sheldon Berrol Memorial Chautauqua Lecture – Selected by the BI-ISIG

E. Timelines for Conference Program Development

- | | |
|--|------------------|
| 1. Preliminary meeting of new Committee | @ Annual Meeting |
| 2. Request for Proposals published | Nov 15 |
| 3. Deadline for Instructional Course submissions | Dec 15 |
| 4. Complete review and selection of courses | Jan 15 |
| 5. Deadline for Symposia submissions | Feb 1 |
| 6. Complete review and selection of symposia | Mar 15 |
| 7. Deadline for Paper/Poster submissions | Mar 15 |
| 8. Complete review and selection of papers/posters | May 1 |
| 9. Finalize plenary speakers | May 15 |
| 10. Finalize award recipients | Jun 1 |
| 11. Draft Preliminary Program | Jun 15 |

Appendix XXVIII

Program Committee:

Procedure for Rating ACRM Posters for Awards

A list of posters is prepared by Meetings Staff for the Program Sub-Committee Chair.

The Sub-Committee Chair sorts the list and reviews content to reduce the list to the top 5-10%; goal is to have 15 – 20 posters for the sub-committee to review for awards

Prior to the conference, the Programs Sub-committee uses this list for the sub-committee to review and determine “semi-finalists.” The Sub-committee is generally composed of 4 rehabilitation specialists with a background in research and rehabilitation. Most sub-committee members are experienced, but at least one early career member is asked to participate in rating posters.

The list of semi-finalists from the rating sheets are summed and means are calculated. The top 5-7 posters become the finalists.

On-site at the conference, the 5 raters individually rate the finalists posters using the rating form. The review is done early on Thursday – completed no later than 12:30 PM. The Chair of the Sub-Committee then has time to tally results and calculate means.

The results are given to ACRM staff by 1:30 PM, giving staff time to produce the Poster Award certificates before the award ceremony during the Exhibitor Welcome Reception on Thursday evening.

1st, 2nd, and 3rd place awards are given. The First Place Poster Winner (lead author only) is given free registration to the following year ACRM Annual Conference.

Appendix XXIX

Program Committee - Poster Award Rating Form

Poster Author: _____

Poster Title: _____

Suggested Scale:

- 5 Excellent - A Model of Good Practice
- 4 Good - A few minor defects
- 3 Mediocre - Not good, not bad
- 2 Poor - Some serious defects
- 1 Completely incompetent - A horrible example
- 0 Missions
- N/A Not applicable

Points

Title

- 1 _____ Title is well-related to the content of the article

Problem

- 3 _____ Problem and the significance of the problem are clearly stated
- 3 _____ Hypothesis are clearly stated
- 4 _____ Assumptions and limitations are clearly stated

Review of Literature

- 5 _____ Coverage of the literature is adequate and clearly presented
- 6 _____ Studies are examined critically, including both supporting and detracting references
- 7 _____ Relationship of the problem to previous research is made clear

Procedures

- 8 _____ Research design is appropriate to solution of the problem and described fully
- 9 _____ Population and sample are described and sampling is appropriate
- 10 _____ Data collection methods are appropriate and clearly described

Data Analysis

- 11 _____ Appropriate methods are selected to analyze data
- 12 _____ Results of the analysis are presented clearly
- 13 _____ Tables and Figures are effectively used

Summary and Conclusions

- 14 _____ Conclusions are clearly stated and substantiated by the evidence presented
- 15 _____ Conclusions are relevant to the problem

Form and Style

- 16 _____ Report is clearly presented

- 17 _____ Report is logically organized
- 18 _____ Tone of the report displays an unbiased, impartial, scientific attitude

Appendix XXX

NETWORKING GROUPS (8)
Early Career Networking Group
Chair: Megan Mitchell, PhD Mdd7@njit.edu
Chair Elect : Nora Johnson, MBA, MS, PsyD nora.johnson@uphs.upenn.edu
Secretary: Chari I. Hirshson, PhD charihirshson@gmail.com
Health Policy Networking Group (4-2013)
Chair: TBD
International Networking Group
Chair: Fofi Constantinidou, PhD, FACRM fofic@ucy.ac.cy
Secretary: Chetan Phadke, BPhT, PhD cphadke@gmail.com
Military / Veterans Affairs Networking Group (4-2013)
Co-Chairs: Risa Nakase-Richardson, PhD, FACRM Risa.Richardson@va.gov
Co-Chairs: Joel D. Scholten, MD joel.scholten@va.gov
Secretary: Jacob Kean, PhD CCC-SLP jacob.kean@va.gov
Neurodegenerative Diseases Networking Group (4-2013)
Chair: Debbie Backus, PhD,FACRM PT Deborah_Backus@Shepherd.org
Measurement Networking Group (4-2013)
Chair: Allen Heinemann, PhD, ABPP (RP), FACRM a-heinemann@northwestern.edu
Chair-Elect: Trudy Mallinson, PhD, OTR/L tmallinson@mac.com
Secretary: Allan Kozlowski, PhD allan.kozlowski@mountsinai.org
Pediatric Networking Group (4-2013)
Co-Chair: Angela Hein Ciccica, PhD, CCC-SLP angela.ciccica@case.edu
Co-Chair: Christine Sadowsky, MD sadowsky@kennedykrieger.org (Jan 2015)
Cancer Rehabilitation Group (11-2013)
Co-Chair: Julie Silver, MD julie_silver@hms.harvard.edu
Co-Chair Vish Raj, MD vishwa.raj@carolinashealthcare.org
Secretary: Nicole Stout, DPT nicolelr@gmail.com
Geriatric Rehabilitation Networking Group (3-2015)
Co-Chair: Jonathan Bean, MD jfbean@partners.org
Co-Chair: Deirdre Dawson, PhD ddawson@research.baycrest.org
Secretary: Thomas Buford tbuford@ufl.edu

Appendix XXXI

Sample Request to Board to Become a Networking Group

Note new addition: The petition will also include an explanation of how the NG will promote the 6Ms operations model of ACRM (i.e., meetings, marketing, media/publishing, mission, management, membership) (Appendix V)

The International Committee would like to respectfully submit this proposal to the ACRM Board to approve the ACRM International Committee status change from a Committee to the International Networking Group.

Overview

The work of ACRM is recognized globally and this has been evident throughout the years from conference participation, conference presentations and invited speakers, research work that is relevant internationally, and partnerships that have been established.

The International Committee formed in 2005 and has continued, from its inception, to be a group of dedicated professionals from around the world in academic settings, provider settings and international accreditation. The Committee has taken full advantage of meeting through technology and has monthly teleconference calls, with agenda items, meeting minutes, new business opportunity discussions, updates on current projects and identification of critical ways to increase the international blueprint of ACRM.

The Committee has successfully completed translation projects, hosted International luncheons and speakers at the Annual Conference, and assisted with the movement of the ACRM meeting across borders between the US and Canada. The Committee provides a unique opportunity for individuals from around the world working in diverse clinical and research backgrounds to have a venue to discuss, challenge and support each other. Moving into the role of a formal, Board recognized, International Networking Group may also assist the ACRM Board to be more actively engaged with recognizing the importance of being an international organization and assisting ACRM members to communicate and collaborate with their peers around the world interested in promoting and translating evidence into practice.

Goals as an International Networking Group:

1. Review and recommend potential research directions and priorities from the international perspective to the ACRM Board and for conference activities.
2. Advocate for international institutions and individuals to join ACRM and participate at annual meetings and mid-year meetings when feasible. These individuals and institutions could also be part of the monthly conference calls.
3. Publish informative articles in Rehabilitation Outlook with international perspective/relevance.
4. Prepare and submit papers and presentations at meetings in specific identified areas of international interest.

5. Provide updated information and/or resources and develop ACRM products in other languages.
6. Foster multi-center and multi-site studies and databases across national borders; “Research without Borders.”
7. Recruit and expand the current membership of the International Networking Group and general ACRM membership.
8. Submit an annual budget to the Board as specified by ACRM Policy and Procedures.
9. Engage in additional goals or projects at the request of the ACRM Board.
10. Eventually develop as an Interdisciplinary Special Interest Group to promote the organization’s visibility outside North America.

In closing, we believe that the transition into a Networking Group will provide greater levels of flexibility and membership inclusion. Specifically, the formulation of an International Networking Group will provide international members (regardless of research and clinical expertise) a home within ACRM.

Thank you for your consideration.

Appendix XXXII

ACRM Interdisciplinary Special Interest Groups (ISIGs)

SPECIAL INTEREST GROUPS (3)
Brain Injury Interdisciplinary Special Interest Group (BI-ISIG)
Chair: Donna Langenbahn, PhD FACRM donna.langenbahn@nyumc.org
Chair-Elect: Jennifer Bogner, PhD, ABPP-Rp, jennifer.bogner@osumc.edu
Treasurer: Alan Weintraub, MD aweintraub@craighospital.org
Secretary: Karen McCulloch, PT, PhD, MS, NCS karen_mcculloch@med.unc.edu
Spinal Cord Injury Interdisciplinary Special Interest Group (SCI-ISIG)
Chair: Susan Charlifue, PhD FACRM susie@craig-hospital.org
Chair-Elect: YuYing Chen, MD, PhD yychen@uab.edu (10-2015)
Treasurer: Ceren Yazar-Fisher, PG, PhD cyazar@uab.edu
Secretary: Therese Johnston, PT, PhD, MBA t.johnston@usciences.edu
Stroke Interdisciplinary Special Interest Group (Stroke-ISIG)
Elect: Stephen Page, PhD, MS, OTR/L, FAHA, FACRM stephen.page@osumc.edu
Chair-Elect: Pam Roberts, PhD pamela.roberts@cshs.org
Secretary: Kristen Mauk, PhD, DNP, RN, CRRN, GCNS-BC, GNP-BC kris.mauk@valpo.edu

Appendix XXXIII

Sample Request to become an Interdisciplinary Special Interest Group

Note new addition: The petition will also include an explanation of how the ISIG will promote the 6Ms operations model of ACRM (i.e., meetings, marketing, media/publishing, mission, management, membership) (Appendix V)

Overview

Stroke represents the largest diagnostic group in most acute rehabilitation settings in the country. Stroke remains the leading cause of serious long-term disability in the United States. In order to begin to bring focus to the rehabilitation of this major disorder within ACRM, a Stroke task force was begun as part of the BI-ISIG in about 2006. As interest grew in this initiative within ACRM, the Stroke Networking Group (NG) was formally launched in 2008. Over the ensuing years the leadership has grown to a steering committee comprised of a nine-person interdisciplinary leadership team. The goal of the Stroke NG has been to increase educational, networking, and research opportunities for ACRM membership in Stroke rehabilitation and research. The growing impact and stature of the Stroke NG within ACRM were most evident in last year's annual conference which featured a Stroke NG sold-out ticketed luncheon with Dr. Anna Barrett.

The steering committee for the Stroke NG meets on a regular basis (virtually monthly) via conference calls. This has enabled us to be even bolder in new initiatives for the upcoming annual ACRM conference. First, we have designed and implemented a pre-course workshop "Innovations in Stroke Rehabilitation" for the ACRM annual conference (2012). The morning workshop will focus on the issue of treatment intensity and its impact on stroke motor recovery. The afternoon session contains a series of paper presentations addressing the current state of the science examining cognition and visual impairments. Second, the Stroke Networking group has initiated this year what we hope will be an annually featured Stroke-related event at the ACRM annual meeting: "Translating Research into Clinical Practice." This year we have organized a panel presentation "Translating Research into Clinical Practice: the GRASP Program." This panel presentation will describe the uptake of a self-directed inpatient hand and arm exercise program for stroke (Graded Repetitive Arm Supplementary Program-GRASP). The team will describe the development of the program and evidence resulting from the multi-site clinical trial. The team will also discuss barriers and facilitators to implementing the intervention in the clinical setting. Additionally, there are several other initiatives that will be planned as our group evolves over the years, such as position papers, clinical practice guidelines, conceptual frameworks, etc.

The Stroke NG has already developed four very active and productive task forces (TF) which include: (1) Cognition TF (Elizabeth Skidmore, chair), (2) Living Life After Young Stroke TF (Tamara Bushnik, chair), (3) Movement Interventions TF (Jocelyn Harris, Arlene Schmid, and Stephen Page, co-chairs), and (4) Vision TF (Pam Roberts and JR Rizzo, co-chairs). Members involved in these task forces meet regularly via conference calls and are working on current and relevant issues in Stroke medicine, rehabilitation and research. The taskforces have already submitted two papers for

publication in just the past year. The Movement Interventions Taskforce paper authored by Stephen J Page, Arlene A Schmid, and Jocelyn A Harris was published in the Archives of Physical Medicine and Rehabilitation on March 21, 2012. The title of the article is: Optimizing Terminology for Stroke Motor Rehabilitation: Recommendations From the American Congress of Rehabilitation Medicine Stroke Movement Interventions Subcommittee. The Cognition Taskforce authored a paper titled Examining Cognitive-Motor Interference During Functional Mobility After Stroke: State of the Science and Implications for Research and Clinical Practice. Authors for this paper include Prudence Plummer-D'Amato, Gail Eskes, Sarah Wallace, Michael Fraas, Clare Guiffrida, Grace Campbell, Kerry Clifton and Elizabeth R. Skidmore.

At this time, there are approximately 163 members in the Stroke NG, who have attended the various NG meetings at the ACRM annual conference and worked on task forces via conference calls. There are three active taskforces each with approximately 20 members. Due to the successes of the Stroke NG, the steering committee is now proposing that we evolve into a Stroke Interdisciplinary Special Interest Group (Stroke ISIG).

Purpose & Rationale

ACRM provides a unique opportunity for individuals from diverse clinical and research backgrounds and disciplines to interact about important issues in rehabilitation medicine. Furthermore, ACRM allows individuals who are working not only in Stroke, but other rehabilitation areas, to attend educational opportunities and participate in networking activities related not only to Stroke, but to other areas as well. These two areas are strengths for ACRM. However, individuals with a specific interest in Stroke should be afforded a formal opportunity to access others in the field, attend educational opportunities specific to Stroke Rehabilitation, and have input into the strategic plan for advancing Stroke rehabilitation and research within ACRM.

Transitioning the Stroke NG and establishing the ACRM Stroke ISIG specifically addresses the needs of ACRM members interested in the rehabilitation and research for individuals with Stroke, and who are specifically interested in advancing the field of Stroke rehabilitation and research. At this time, there is no other mechanism to promote networking and collaboration in Stroke within ACRM.

Attached is an abbreviated list of members that have indicated interest in the Stroke ISIG, many of whom have attended the past several Stroke NG meetings at ACRM annual meeting and are active on our task forces.

Mission of the Stroke ISIG

The mission of the Stroke ISIG is to promote opportunities for ACRM members to network with colleagues interested in promoting evidence-based rehabilitation for persons with stroke. It serves as a vehicle for rehabilitation professionals of all disciplines to work together for the expressed mission of advancing the field of Stroke rehabilitation. This takes the form of committees that work throughout the year on operational components of the ISIG such as membership, fundraising and marketing the group. The Stroke ISIG has assembled 4 task forces to date: (1) Cognition, (2) Living

Life After Young Stroke, (3) Movement Interventions and (4) Vision - to develop scientific products /papers and educational presentations at the ACRM annual meeting and publications.

Goals

1. In keeping with the strategic initiatives of the ACRM, the Stroke ISIG has established the following goals. The Stroke ISIG will:
2. Review and recommend research directions and priorities to the Board of Governors:
3. At the last ACRM meeting, the governance of the Stroke NG solicited input from the group to establish working groups and priorities
4. Advocate for Stroke rehabilitation within ACRM, ASNR, and other relevant organizations, as well as funding agencies;
5. Disseminate research information, including but not limited to:
6. Preparing and presenting courses specific to their interests, for example, at the annual meeting, contingent upon approval of the program committee.:
7. The steering committee of the Stroke NG has already invited several renown speakers to present information regarding stroke research and translation of research into practice
8. Publishing articles in *Rehabilitation Outlook*.
9. Developing other dissemination materials appropriate to other outlets.
10. Make recommendations to the Board regarding official endorsements on behalf of ACRM;
11. Attend the Mid-year Meeting annually (if appropriate)

Governance of the STROKE ISIG

The Stroke ISIG executive committee has defined the following governance structure:

- a) Chair: Phil Morse
- b) Chair Elect: Stephen Page
- c) Treasurer: Jocelyn Harris
- d) Secretary: Pam Roberts
- e) Member at Large: Elizabeth Skidmore
- f) ACRM Board Liaison: If needed

Dues

The Stroke ISIG requests approval to establish a dues structure for its members to defray the costs of committee meeting conference calls, semi-annual governance group meetings.

Appendix XXXIV

Policies & Procedures MANUAL

ACRM

AMERICAN CONGRESS OF
REHABILITATION MEDICINE

Improving lives through
interdisciplinary rehabilitation research



**AMERICAN CONGRESS OF REHABILITATION MEDICINE
BRAIN INJURY INTERDISCIPLINARY SPECIAL INTEREST GROUP
RULES OF GOVERNANCE**

ARTICLE I – NAME

The name of the Group shall be the Brain Injury Interdisciplinary Special Interest Group (BI-ISIG) of the American Congress of Rehabilitation Medicine (ACRM).

ARTICLE II – OBJECTIVES

The purpose of the BI-ISIG is to promote and advance the knowledge and practices of rehabilitation specialists and other professionals concerned with rehabilitative management of persons with brain injury and their families, as well as to promote and advance the science and art of rehabilitation medicine in general.

ARTICLE III – FUNCTIONS

SECTION 1. Common Interest. The BI-ISIG shall act as a vehicle to serve the networking needs of professionals engaged in brain injury rehabilitation through regularly scheduled meetings and other means of information dissemination to the professional community.

SECTION 2. Standard of Practice. The BI-ISIG shall promote the highest standards of practice through the development, review and maintenance of standards of practice relevant to brain injury, and through establishment of inter-relationships with accrediting, regulatory and professional organizations serving persons with brain injury and their families.

SECTION 3. Functions and Activities

- (a) **Continuing Education.** The BI-ISIG periodically shall assess the education needs of the membership with regard to basic and current knowledge of the field, and provide prioritized input to the ACRM, its committees and other professional bodies regarding education needs to be met. The BI-ISIG will identify and seek opportunities to educate those outside of the ACRM whose professional practices impact on the management of persons with brain injury and their families.
- (b) **Research.** The BI-ISIG shall identify and promote research priorities relevant to the field of brain injury and provide prioritized information to the

ACRM and other professional and legislative bodies impacting upon allocation of research funding.

- (c) **Awards.** David Strauss, Ph.D. Memorial Award. The BI-ISIG has created an annual memorial award in honor of Dr. David Strauss, active member of the BI-ISIG for many years, who died on July 10, 2004. Dr. Strauss was recognized nationally for his humanistic vision and his special interests in the very complex issues of sexuality, substance abuse and aging following brain injury. To celebrate his extraordinary accomplishments and the responsibility he assumed for training practitioners from many disciplines, at all levels, this award will be given each year at the ACRM Annual Meeting to the author(s) of a poster presentation judged by the BI-ISIG Awards Committee to be the best poster on a post-acute topic.

BI-ISIG Early Career Best Poster Award. The BI-ISIG has also created an annual award to recognize the outstanding efforts of early career brain injury researchers. This award will be given each year at the ACRM Annual Meeting to the lead author of a poster presentation who is within the first 5 years of his or her post-graduate training and is judged by the BI-ISIG Awards Committee to be the best poster on a brain injury topic.

Deborah Lee Price Girls and Women with ABI Task Force Poster Award. The BI-ISIG Girls & Women with ABI Task Force has created this poster award to honor Ms. Price, survivor of a TBI sustained in 1975 at age 15. This award will be given each year at the ACRM Annual Meeting to the lead author of the best best poster emphasizing gender issues in brain injury rehabilitation. Although the award is open to all career stages, preference will be given to early career authors, those who are within the first 5 years of post-graduate training.

The BI-ISIG Cantor Scholar Award was created in honor of Dr. Joshua B. Cantor, active BI-ISIG Executive Committee member, who died in 2013. Dr. Cantor was well-known for his research on life after TBI including the effects of cognitive fatigue, sleep deprivation, exercise, efficacious treatments for depression and cognitive rehabilitation, particularly problem solving and emotional regulation. The award will recognize outstanding research by a member of the BI-ISIG that is judged to be a significant contribution to the field of brain injury rehabilitation.

Recipients of the David Strauss Memorial Poster Award, the [Deborah Lee Price Girls and Women with ABI Task Force Poster Award](#), and the Joshua B. Cantor Award will be announced at the BI-ISIG General Business meeting and recognized at the ACRM Awards Gala. These awards also will be announced in *Moving Ahead*, *Rehabilitation Outlook*, and *ACRM Enews*, and on the BI-ISIG ListServ.

BI-ISIG Early Career/ Consumer Annual Travel Scholarship. The BI-ISIG has created Annual Meeting scholarships to recognize the outstanding efforts of early career brain injury researchers, and consumers affected by brain injury, and to encourage the active involvement of both of these groups in BI-ISIG Task Forces. These scholarships will support travel to the ACRM Annual Meeting by consumers or early career professionals who are within the first 5 years of his or her post-graduate training **and actively involved in task force activities.** The Early Career Officer will present candidates for these awards, to be voted on by the members of the EC. The Early Career Officer will recognize all Travel Scholarship recipients during the BI-ISIG business meeting at the Annual Meeting.

- (d) **Lectures. Sheldon Berrol, MD Memorial Chautauqua.** This lecture was inaugurated in 1994 to honor Dr. Sheldon Berrol, a founding member of the BI-ISIG. Its purpose is to present and promote topics of humanism and ethics in brain injury rehabilitation. The Chautauqua is held each year at the ACRM Annual Meeting as a BI-ISIG sponsored event. Chautauqua topics and speakers are chosen with the above themes in mind and the intention that audience participation will be emphasized. The Chautauqua speaker(s) is (are) supported with a monetary award from the BI-ISIG budget.

Mark Ylvisaker, MD Memorial Pediatric Brain Injury Symposium. This lecture was inaugurated in 2015 to honor Dr. Mark Ylvisaker and his significant service to pediatric populations with disabilities. The symposium is sponsored by the BI-ISIG Pediatric and Adolescent Task Force (in cooperation with the ACRM Pediatric Networking Group). It is funded through the BI-ISIG budget, supplemented as desired by contributions from the sponsoring Task Force and NWG.

- (e) **Task Force Development Grants.** Beginning in 2017, when sufficient funds are available, the BI-ISIG makes available 12-month Task Force Development Grants through a competitive process. On an annual basis, the EC distributes a call for proposals for cash awards to fund Task Force activities that promote involvement of Early Career members and that are judged likely to result in products benefitting the BI-ISIG and ACRM. Higher maximum amounts are possible for proposals involving the collaboration of two or more BI-ISIG Task Forces. Proposals are judged by all members of the EC, with the progress organized and communications facilitated by an EC member who volunteers in a given year, or is assigned by the Awards Officer. Following review of the EC, written feedback may be given to promising proposals, with one revision permitted. Task Forces that receive Development Grants must submit progress reports, including itemized reports of funds expended and balance remaining, to the Treasurer at 6 and 12 months following the award.
- (f) **Advocacy.** The BI-ISIG shall advocate for the rights, care and rehabilitation of all persons with brain injury, promoting formal positions on issues relevant

to brain injury based on best evidence, and where appropriate, establishing or participating in multi-organization initiatives that serve persons with brain injury and their families.

ARTICLE IV – MEMBERSHIP

SECTION 1. Membership. Membership requirements shall be defined by the Constitution and by-laws of the ACRM. Members of the BI-ISIG shall be members in good standing.

Categories of Association.

- (a) **BI-ISIG only** is a BI-ISIG participant who has never been a member of ACRM and the BI-ISIG but who will receive *Moving Ahead* and may attend BI-ISIG meetings for a period of up to two (2) years. The “BI-ISIG only” member pays the full 2-year dues upfront. After 2 years, the BI-ISIG only member must either join the ACRM or may no longer participate in BI-ISIG activities with the exception that any person registered to attend the annual ACRM meeting may attend the annual BI-ISIG meeting regardless of membership status. Monitoring of participants holding this status will be the responsibility of ACRM staff.
- (b) **Consultant** is an invited member of a BI-ISIG task force because of some expertise relative to the charge of that task force. A consultant is not a member of the ACRM or BI-ISIG. A consultant is permitted to sit in on task force meetings and discuss/review topics being addressed, but cannot vote or hold administrative positions. Consultant status remains in effect until completion of the charge of the task force and will be reviewed annually by the Executive Board. The invitation to participate in task force activities can be withdrawn if the task force Chair or Executive Board deems the consultant’s contribution as being insufficient.

SECTION 2. Application. Application for membership shall be processed through the ACRM for determination of qualification for membership in the ACRM and BI-ISIG, granted upon the candidate meeting said qualifications and renewed on an annual basis.

SECTION 3. Good Standing. A member in good standing with the ACRM and whose current dues are paid in full to the ACRM and BI-ISIG shall be considered a member in good standing of the BI-ISIG. All members of the BI-ISIG shall be members in good standing.

SECTION 4. Rights. All members in good standing shall be equally privileged to attend all meetings, participate in all proceedings, vote and hold office. Resignation or loss of membership in the BI-ISIG or the ACRM shall mean forfeiture of all rights and title to any share in the privileges and property of the BI-ISIG.

ARTICLE V – STRUCTURE

SECTION 1. Formation, Approval and Continuance.

- (a) The BI-ISIG shall be considered an interdisciplinary special interest group formed in accordance with the Special Interest Group Rules and Regulations, approved as such by the ACRM Board of Governors and governed and operated under Rules of Governance consistent with the by-laws of ACRM.
- (b) Continuance of the BI-ISIG shall be dependent upon its ability to meet its purpose and obligations consistent with the purpose, objectives and governing by-laws of the ACRM.

SECTION 2. Obligations. As an Interdisciplinary Special Interest Group, the BI-ISIG shall:

- (a) further the purpose and functions of the ACRM as set forth by the ACRM by-laws,
- (b) assume and perform the duties and responsibilities placed on groups by the ACRM by-laws,
- (c) conduct its affairs and functions in accordance with its Rules of Governance,
- (d) maintain complete and accurate financial records that shall be reviewed on an annual basis according to the ACRM regulations,
- (e) hold meetings in conformity with the ACRM policy, and
- (f) limit attendance at business meetings to the BI-ISIG members, consultants, and invitees by the BI-ISIG officers.

SECTION 3. Property and Records.

- (a) **Responsibilities.** The BI-ISIG shall be responsible for and maintain its own property, records and any debts incurred unless specifically authorized in writing by the ACRM Board of Governors to act on behalf of the ACRM.
- (b) **Dissolution and Conveyance.** All property and records in possession of the BI-ISIG shall, following payment of all bona fide debts, be conveyed to the ACRM upon dissolution of the BI-ISIG.

SECTION 4. Dissolution.

- (a) **By the BI-ISIG.** The BI-ISIG may dissolve by a two-thirds affirmative vote of the membership pursuant to:
 - 1. inability to sustain its membership number in accordance with the ACRM requirement of 30 or more members during any consecutive twelve month period.
 - 2. inability to meet financial obligations and/or
 - 3. inability to meet the stated purpose, functions and/or obligations set forth in these Rules of Governance.

- (b) **By the ACRM.** The BI-ISIG may be dissolved by a two-thirds affirmative vote of the Board of Governors of the ACRM should
 - 1. membership total fewer than 30 during any consecutive twelve-month period,
 - 2. the Board of Governors finds the BI-ISIG by-laws to be inconsistent with ACRM by-laws, the BI-ISIG Rules of Governance and/or policies adopted by the ACRM or,
 - 3. if the BI-ISIG is found to imply it speaks for or represents the ACRM or its members other than those holding current membership in the BI-ISIG unless so authorized in writing by the ACRM Board of Governors.

ARTICLE VI – FINANCES

SECTION 1. Raising of Funds. Funds for conducting BI-ISIG business may be raised by:

- (a) Being provided a budgeted portion of the annual ACRM membership dues as determined by the ACRM Board of Governors at the business meeting prior to the end of the preceding fiscal year,
- (b) Voluntary contributions, devises, bequests and other gifts,
- (c) Assessments in addition to membership dues for special projects or other BI-ISIG business, which may be made upon notification of the entire membership and a two-thirds affirmative vote by the membership, and
- (d) other means approved by the ACRM Board of Governors, including profits from BI-ISIG products as determined for each product.

SECTION 2. Payment of ACRM Dues, BI-ISIG Only Fees, and Non-Payment.

- (a) Effective 1/2011, BI-ISIG membership dues are included within the general ACRM member dues payment. Non-payment of ACRM dues shall subject BI-ISIG members to the same penalties imposed upon ACRM members who are delinquent in dues payment to the ACRM.

- (b) Fees for the “BI-ISIG only” membership category shall be due in full upfront for the two (2) year membership.
- (c) ACRM dues for BI-ISIG only-member participants shall be waived for a period of two (2) years after which membership in the ACRM must be effected or participation in BI-ISIG activities will be terminated.

SECTION 3. Budget.

- (a) BI-ISIG Treasurer in collaboration with ACRM staff, will prepare an annual budget. If warranted by projected expenses for the next fiscal year, the budget shall be prepared and available for discussion at the Annual Conference business meeting. The budget will then be forwarded to the ACRM Board of Governors for final approval.
- (b) The ACRM Staff will provide the BI-ISIG Treasurer with an updated accounting of revenues and expenses of the BI-ISIG as follows:
 -
 - Two months prior to the Annual Conference the June 30th financials will be provided to assist in proposed budget preparation and to provide a financial review at the annual meeting.
- (c) No Officer, Committee, Task Force or individual shall expend monies not provided for in the adopted annual budget for the fiscal year, or monies in excess of the budget allotment without the prior approval of the Executive Committee. Requests for accessing BI-ISIG funds by Officers, Committees, Task Forces or individuals shall go through the BI-ISIG Executive Committee. Once approved, the BI-ISIG Treasurer will submit the request to the ACRM National Office for payment. Approval for last minute expenses, such as at the Mid-Year Meeting or the Annual Conference can only be made with the approval of both the BI-ISIG Chair and Treasurer.

SECTION 4. Reserves.

- (a) On an annual basis, the BI-ISIG Executive Committee will recommend that residual funds not required for operations will be set aside as a reserve for future operations.
- (b) The BI-ISIG will strive to hold in reserve an amount that is at least 50% of its annual operating budget.

(c) Use of reserves is subject to approval from the Executive Committee and may be used for the types of activities listed below. Other reserve uses must be approved by the ACRM Finance Committee.

1. Cover an unexpected loss of income
2. Cover unexpected expenses
3. Cover a net operating loss
4. Recover from a catastrophe
5. Buffer cash flow fluctuations
6. Provide for future capital expenses
7. Seed new research and advocacy initiatives
8. Fund education initiatives

SECTION 5. Fiscal Year. The fiscal year shall begin January 1st and end December 31st of each calendar year.

SECTION 6. Annual Report. A financial report by the Treasurer shall be prepared and presented in writing to the membership at the annual business meeting. A copy of the report will be submitted annually to the Board of Governors of the ACRM.

ARTICLE VII – OFFICERS

SECTION 1. Officers Listed. The officers of the BI-ISIG shall be ACRM members in good standing, members of the BI-ISIG, and shall consist of a Chair, a Chair-Elect, a Secretary, a Treasurer, a Communications Officer, a Program Officer, an Awards Officer, an Early Career Officer, and the Immediate Past Chair. In addition, after completing their term, each officer will serve in an Ex-Officio role to provide advice and mentoring to new office holders.

SECTION 2. Election and Term of Office.

(a) **Nominations.**

- (1) The Nominating Committee will email the BI-ISIG membership 90 days before the Annual Conference to solicit suggested nominees for the BI-ISIG Executive Committee.
- (2) The Nominating Committee will review the recommendations from the BI-ISIG membership, consider other candidates, determine two (2) candidates for the chair elect position, and make every effort to identify two candidates for the other EC offices.
- (3) The Nominating Committee will verify that all potential candidates are willing to serve on the Executive Committee if elected, and obtain a brief biography from each candidate.
- (4) Not later than 45 days before the Annual Conference, the Nominating Committee will provide ACRM staff with the ballot and biographies for the election.

- (5) The ACRM staff will email the ballot to all BI-ISIG members for a web-based vote for each position. Members will be provided three (3) weeks to submit their votes. Members will be permitted to write-in candidates other than those who appear on the ballot.
 - (6) ACRM staff will aggregate the findings and inform the Nominating Committee two (2) weeks before the Annual Conference such that the election results can be announced to the candidates prior to the meeting, the BI-ISIG membership at the Annual Conference Business Meeting, and emailed to the BI-ISIG membership following the meeting.
 - (7) The new BI-ISIG Officers will assume their duties at the end of the BI-ISIG Annual Business Meeting. Both the out-going and in-coming chairs will attend the ACRM Board of Governors meeting at that annual meeting.
- (b) **Election.** Elections shall be held every two years or when it is necessary to fill a vacancy. Election shall be by ballot when more than one candidate is nominated for a single office. Otherwise, election shall be by electronic ballot, voice or hand vote with a majority vote affirming or denying election to the office.
- (c) **Term.**
- (1) **Chair** – holds office for two (2) years. At the end of his/her term, the Chair will automatically assume the Immediate Past Chair position at the conclusion of the annual business meeting.
 - (2) **Chair-Elect** – holds office for two (2) years. At the end of his/her term, the Chair - Elect will automatically assume the Chair position for two years at the conclusion of the annual business meeting.
 - (3) **Immediate Past–Chair** - holds office for two (2) years.
 - (4) **Secretary** – holds office for two (2) years. This position can be extended for two (2) optional two-year terms if agreed upon by the Secretary and Nominating Committee and voted upon by the general membership.
 - (5) **Treasurer** – holds office for two (2) years. This position can be extended for two (2) optional two-year terms if agreed upon by the Treasurer and Nominating Committee and voted upon by the general membership.
 - (6) **Communications Officer** – holds office for two (2) years. This position can be extended for two (2) optional two-year terms if agreed upon by the Communications Officer and Nominating Committee and voted upon by the general membership.
 - (7) **Program Officer** – holds office for two (2) years. This position can be extended for two (2) optional two-year terms if agreed upon by the Program Officer and Nominating Committee and voted upon by the general membership.
 - (8) **Awards Officer**- holds office for two (2) years. This position can be extended for two (2) optional two-year terms if agreed upon by the

Awards Officer and Nominating Committee and voted upon by the general membership.

- (9) **Early Career Officer** – holds office for two (2) years. This position can be extended (re-elected) for additional two year terms only if the officer will maintain “Early Career” status (that is, he or she is within 5 years of completing postgraduate training) for the duration of additional term.
- (10) **Limitation.** No member shall hold more than one elected office at any one time. No officer shall be eligible for more than three (3) consecutive terms in the same office.

SECTION 3. Vacancies

- (a) If, before the expiration of term of tenure, the Chair is no longer able to fulfill the obligations of office, resigns, or is disqualified, the Chair-Elect shall assume the position and responsibilities of the office for the remainder of the term.
- (b) If the Chair Elect is no longer able to fulfill the obligations of office, resigns, or is disqualified, then a Nominating Committee comprised of the current Chair, Past Chair, and a 3rd BI-ISIG member external to the EC will follow the same procedures as described in Section 2a, 1-3 above, with the exception that this process will be initiated within 2 weeks of the Chair Elect leaving office.
- (c) Other within term officer vacancies shall be appointed by the Chair and with a majority vote of approval by the EC. The appointed officers shall assume responsibilities until the next regular election cycle.

In the event of the absence of the Chair at a meeting, the Chair-Elect, or if also absent, the Past-Chair shall run the meeting. If all three chairs are missing, the BI-ISIG Executive Committee shall select a Chair pro tem to conduct that meeting.

SECTION 4. Rights and Duties.

- (a) **Chair.** The Chair shall be a BI-ISIG member who has shown a special commitment to and experience with the focus area of the BI-ISIG and who has an ability to accomplish tasks on schedule and to work effectively with other people. The Chair shall preside at all general and business meetings of the BI-ISIG, oversee that minutes of the meeting are being recorded and an attendance sheet circulated, confirm project timelines and assignments, send minutes to BI-ISIG members and the ACRM national office, and schedule and conduct additional BI-ISIG meetings as approved. The Chair, with input from the BI-ISIG, will develop a mission and goals, devise an action plan and make assignments to meet the goals for the year, and prepare an agenda for BI-ISIG meetings.

Oversight. The Chair shall oversee the work of the BI-ISIG standing committees specifically set forth in the Rules of Governance. The Chair shall

appoint Task Forces when indicated, the duties and functions of which will not overlap those of any standing committee. The Chair shall review all proposed Task Force functions, charges, resources, projects and actions, and with input from the Executive Committee approve or modify same as befits the interests and objectives of the BI-ISIG and the ACRM as a whole.

ACRM Linkage. The Chair will serve as an ex officio member of the ACRM Board of Governors and shall act as a link and information conduit between the two groups to promote the interests, concerns and mutuality of effort of the ACRM and the BI-ISIG. The Chair will also ensure that input is provided to the standing committees of the ACRM as deemed necessary by serving as a liaison or appointing liaisons from the Executive Committee.

Community Linkage. The Chair may initiate or appoint BI-ISIG members to contact and collaborate with other accrediting, regulatory, and professional organizations and governmental entities to promote and advance the interests of the BI-ISIG, persons with brain injury, and their families.

Correspondence. The BI-ISIG Chair will communicate with BI-ISIG members at least twice a year by mail or email, and communicate with members who have accepted assignments by mail, email, or conference calls. The BI-ISIG Chair will provide information and reports to the President and Executive Director of the ACRM as requested. The Chair will provide an executive summary to the membership at the Business Meeting at the annual meeting.

- (b) **Chair-Elect.** The Chair-Elect shall act to obtain the greatest possible acquaintanceship with the affairs and membership of the BI-ISIG so as to effectively and efficiently fulfill the office of Chair upon his/her succession. The Chair-Elect shall oversee that a BI-ISIG membership of 30 or more persons is maintained by the ACRM National Office and that an ongoing campaign is maintained to promote BI-ISIG membership in order to enhance its ability to fulfill its stated objectives. The Chair-Elect will provide a full membership report to the membership at the annual BI-ISIG business meeting.

In support of these duties, the Chair-Elect will serve as BI-ISIG liaison and a member of the ACRM Membership Committee (or ensure that another Bi-ISIG Executive Committee representative is a member).

The Chair-Elect will also serve as Chair on the BI-ISIG Nominating Committee. The Chair-Elect shall preside at general or business meetings in the absence of the Chair and shall succeed to the office of the Chair in the event of removal of the Chair for reasons stated within these Rules of Governance.

- (c) **Immediate Past-Chair.** The Immediate Past-Chair will serve on the BI-ISIG Nominating Committee.
- (d) **Secretary.** The Secretary shall maintain a correct and permanent record of the meetings and transactions of the BI-ISIG, including minutes of all meetings, on a centralized data system supported by the ACRM National Office.

The Secretary will also assume responsibility for reviewing and preserving the BI-ISIG Rules of Governance with regard to legality, integrity and consistency within itself and with the existing by-laws of the ACRM and preparing modifications in appropriate form for the membership's input and approval.

The Secretary will serve as a BI-ISIG liaison and member on an ACRM standing committee as deemed necessary and negotiated with the Chair.

- (e) **Treasurer.** The Treasurer shall act as liaison between the ACRM National Office and the BI-ISIG regarding all funds of the BI-ISIG and provide a full financial report to the membership at the annual business meeting. See Section 3, Budget for budget actions and timeline.

The Treasurer will serve as a BI-ISIG liaison and member on an ACRM standing committee as deemed necessary and negotiated with the Chair.

- (f) **Communications Officer.** The Communications Officer will lead and appoint members to the Media Committee to assist with communication using print, electronic, website, and social media. The Communications Officer will assume the role of editor of *Moving Ahead*, the official newsletter of the BI-ISIG, and may appoint an associate editor from the Media Committee members.

The Communications Officer will be responsible for assuring that the content of *Moving Ahead*, the official newsletter of the BI-ISIG, is reflective of the purpose of the BI-ISIG and consistent with professional standards for periodical literature as well as assuring the timely distribution of *Moving Ahead* on at least an annual basis.

The Communications Officer in coordination with the ACRM National Office will be responsible for assuring that the content of BI-ISIG portion of the ACRM website is up to date and reflective of the mission and activities of the BI-ISIG. The Communications officer may appoint a web associate editor from the Media Committee members.

The Communications Officer in coordination with the ACRM National Office will also be responsible for the establishment and maintenance of communications using social media, as deemed necessary by the BI-ISIG membership. The Communications officer may appoint a social media associate editor from the Media Committee members.

The Communications Officer in coordination with the ACRM National Office will evaluate and respond to dissemination requests for BI-ISIG-related activities and research. This would include determination of appropriateness of the request and facilitation/coordination. In support of this duty, the Communications Officer will serve as BI-ISIG liaison and member of the ACRM Communications committee.

- (g) **Program Officer.** The Program Officer shall ensure that the BI-ISIG sponsored program content successfully occurs at the ACRM annual meeting.

The Program Officer will identify and present to the BI-ISIG Executive Committee for approval at least one lead speaker and program content for the Annual Sheldon Berrol Chautauqua. The Program Officer may identify potential speakers and content for the Chautauqua by making a call for nominations for the the Chautauqua lecture, requiring that applications and information be received in time for decision-making by the Executive Committee prior to the relevant deadline.. The Program Officer will serve as the liaison for the lead Chautauqua speaker and coordinate any issues with regard to funds, special needs, etc. It is critical that the Chautauqua and the BI-ISIG business meeting run unopposed by other BI talks and events.

The Program Officer will request nominations from the Pediatric and Adolescent Task Force Chair a proposal for the Ylvisaker symposium, by February, requiring that the final nomination be received in time for the relevant deadline. The Program Officer will serve as the liaison along with the the Pediatric and Adolescent Task Force Chair to coordinate any issues with regard to funds, special needs, etc.

The Program Officer will serve on the ACRM Program Committee, which has responsibility for the ACRM Annual Conference. The Program/Awards Officer will assure that ACRM program content sufficiently addresses BI-ISIG interests and that sponsored BI-ISIG programs are coordinated with the Program Committee, including that no scheduling conflicts exist such as the Chautauqua and BI-ISIG Business Meeting run unopposed by other BI talks and events.

- (h) **Awards Officer.** The Awards Officer shall ensure that the identification and presentation of BI-ISIG awards/ poster awards successfully occur at the ACRM annual meeting.
- (i) The Awards Officer will make a call for applications, receive applications, distribute same to the Executive Committee for review, and convene a meeting of the Executive Committee as needed to select awardees.

The Awards Officer will serve on the ACRM Program Poster Award Subcommittee, and alongside other BI-ISIG members who serve as judges on the Poster subcommittee, identify the winners of BI-ISIG poster awards (described above). The selections will be presented to the Executive Committee at the BI-ISIG Executive Committee meeting preceding the BI-ISIG annual business meeting.

The Awards Officer will coordinate the process of selecting the awardees of the Task Force Development Grants and will communicate with applicants regarding proposal revisions and final decisions regarding these awards.

- (j) **Early Career Officer.** The Early Career Officer shall act as liaison between the ACRM Early Career Networking Group and the BI-ISIG and provide a regular reporting of early career ACRM membership needs and concerns. The Early Career Officer will provide input on all decisions to assure that the BI-ISIG is meeting the needs of early career members and professionals. The Early Career Officer may undertake projects or design and promote initiatives that will improve early career membership value and enhance ACRM and BI-ISIG recruitment and retention of early career professionals. The Early Career Officer will coordinate the identification and announcement of the Early Career/ Consumer Annual Meeting Travel Scholarship recipients.
- (k) **BI-ISIG Operational Record-Keeping.** Each BI-ISIG officer will store all documents pertaining to his or her activities on the centralized data system supported by the ACRM National Office.

ARTICLE VIII – COMMITTEES

SECTION 1. Standing Committees. The BI-ISIG may establish standing committees, which currently consist of the Executive Committee, the Nominating Committee, and the Media Committee.

- (a) **Executive Committee.** The Executive Committee shall consist of the officers of the BI-ISIG: Chair, Chair-Elect, Immediate Past-Chair, Secretary, Treasurer, Communications Officer, Program Officer, Awards Officer, and Early Career Officer. The Executive Director of ACRM or his

or her National Office appointee shall serve as an ex-officio member of the Executive Committee.

The Executive Committee shall:

- (1) Review and comment on ethical problems encountered in the practice of brain injury rehabilitation upon request of the BI-ISIG Chair or the ACRM at large (as previously done by the Ethics Committee);
- (2) Review programmatic and related standards of care devised and proposed by this and/or other groups/organizations,
- (3) Prepare an annual report to the membership and make recommendations to accrediting, regulatory and other bodies based upon agreement by the membership at large (as previously done by the Standards Review Committee); and
- (4) Determine and promote educational opportunities within the ACRM, recommend educational programs for allied health professionals, and determine and plan presentations and/or programmatic content for other organizations, groups or training institutions having current or potential impact on the field of brain injury rehabilitation (as previously done by the Professional Education Committee).

(b) **Nominating Committee.** The Nominating Committee shall consist of the Chair-Elect and Immediate Past-Chair. The current Chair of the BI-ISIG shall appoint one other member from the general membership. All members shall serve a term of two years. The Committee is charged with soliciting and preparing a slate of nominations for offices to be filled, conducting elections, and providing the BI-ISIG with recommendations as to modification of procedures for nominations and elections. The Nominating Committee shall also be responsible for nominating members of the BI-ISIG to the ACRM Board of Governors.

(c) **Media Committee.** The Media Committee will be led by the Communications Officer and consist of interested BI-ISIG members in good standing who are appointed or volunteer to serve. The purposes of the Media Committee include:

- (1) Anticipating, coordinating and obtaining appropriate material from within and outside of the organization for inclusion in *Moving Ahead*, the official newsletter of the BI-ISIG, and overseeing delivery of this material to the ACRM national office in a timely manner to insure maintenance of the (minimally) annual publication schedule;
- (2) Leading or assisting with the maintenance, review, or creation of materials posted on the BI-ISIG portion of the ACRM website,
- (3) Leading or assisting with the social media activities of the BI-ISIG, and
- (4) Evaluating and responding to publication requests for BI-ISIG-related activities and research. This would include determination of appropriateness of the request and facilitation/coordination as needed to obtain appropriate authors and material for submission. Potential

sources of these requests might be *Moving Ahead, Rehabilitation Outlook, Archives of Physical Medicine and Rehabilitation*, and other professional organizations.

SECTION 2. Task Force Action Approval. Task force Chairpersons shall seek and obtain approval by the BI-ISIG Executive Committee with regard to all specific functions, tasks, projects, written documents and the like prior to their initiation. The Chair may determine that approval by the membership is appropriate. Completed projects and the like shall be presented to the Chair for review, who shall determine if dissemination to the membership is indicated.

SECTION 3. Task Forces.

- (a) The BI-ISIG may establish task forces with time-limited agendas following approval of the Executive Committee.
- (b) An activity proposal must be submitted to the Executive Committee, describing the project, intended products from the activity, and an anticipated time frame to completion of the mission. Yearly updates on task force progress and anticipated goals for the upcoming year must be submitted by the Task Force Chair to the Executive Committee at the Annual Meeting and approved by the Executive Committee for continuation.
- (c) Task Force Chairs are appointed by the BI-ISIG Chair. Recommendations for Task Force Chairs can be submitted to the Executive Committee by the general membership. Task Force Chairs shall be responsible for accomplishing charges within their self-determined time frame and shall produce an annual report of progress and status to the Executive Committee at the annual meeting.
- (d) The term of a Task Force Chair will be reviewed annually by the Executive Committee and extended at the discretion of the Executive Committee.

SECTION 4. Other Committees. Ad hoc committees and sub-committees may be established to meet special needs or those needs not met by the existing standing committees or Task Forces upon request of the BI-ISIG Chair or by the two-thirds affirmative vote of the membership present at a given meeting. Ad hoc members may be re-appointed by the Chair of the BI-ISIG for no more than two consecutive terms.

SECTION 5. Chairpersons. A member shall serve as Chairperson of not more than two committees. Officers of the BI-ISIG may serve as the Chairperson of a committee.

SECTION 6. Inter-organizational Collaboration. Liaisons will be appointed by the Chair to maintain communication between the BI-ISIG and other brain injury-related organizations as a means of facilitating clinical and research collaboration and to increase exposure of the BI-ISIG.

Liaisons. Liaisons are responsible for requesting that participating organizations designate a contact person. The liaison should remain current on activities and projects of the organization they represent to promote collaborative efforts. Information about meetings can be exchanged between the BI-ISIG and the collaborating organizations, and a copy of *Moving Ahead* provided. Liaisons will report to the General Membership at the annual meeting. A liaison Chair may be appointed by the BI-ISIG Chair to oversee and coordinate liaison activity.

ARTICLE IX – MEETINGS

SECTION 1. Business Meeting. An annual business meeting shall be held at the same general time and site as the annual assembly of the ACRM. Members in good standing and guests invited by the officers may attend.

SECTION 2. Other Meetings. Other meetings in addition to the annual business meeting may be convened at the discretion of the BI-ISIG Chair, with notification of the membership one month in advance.

SECTION 3. Quorum. Sixteen (16) members shall constitute a quorum for transaction of all business/meeting functions.

SECTION 4. Rules of Order. All meetings shall be conducted in a manner similar to that outlined in the current edition of *Robert's Rules of Order*.

ARTICLE X – AMENDMENTS

These Rules of Governance may be amended by the Executive Committee after allowing 2 weeks for the membership to review and raise any issues/concerns. Final approval must be obtained from the Board of Governors of the ACRM before dissemination occurs.

AMENDMENT I

Rules of Governance were approved at the meeting of the Head Injury Inter-disciplinary Special Interest Group in Chicago, Illinois, March 18, 1994.

The name change to Brain-Injury Interdisciplinary Special Interest Group was approved, officially, at the BI-ISIG meeting on June 24, 1995, in Arlington, Virginia, following adoption by the ACRM of its new by-laws and approval of the BI-ISIG Rules of Governance.

AMENDMENT II

Rules of Governance revisions were approved by the ACRM Board of Governors at the annual meeting in Tucson, Arizona on October 25, 2001. The Rules of Governance revisions were also approved on October 25, 2001 by unanimous vote of the general membership.

AMENDMENT III

Rules of Governance revisions were approved unanimously by the BI-ISIG membership following oral presentations at the Annual General Business Meeting on September 29, 2005.

AMENDMENT IV

Rules of Governance revisions were approved unanimously by the BI-ISIG membership at the Mid-Year Meeting on April 29, 2011.

AMENDMENT V

Rules of Governance revisions were approved unanimously by the BI-ISIG membership at the Mid-Year Meeting on April 26, 2013.

AMENDMENT VI

Rules of Governance revisions were approved unanimously by the BI-ISIG membership at the Annual Summit, October 9, 2014.

AMENDMENT VII. Revisions approved unanimously by BI-ISIG on 11/3/16. Approved by BOG on 12/15/16.

AMENDMENT VIII. Revisions reviewed for 2 weeks by BI-ISIG. Approved by BOG on **10/27/17.**

AMENDMENT IX: Revisions reviewed by BI-ISIG membership for 2 weeks prior to submitting to BOG for approval. Approved by BOG on April 14, 2018.

Appendix XXXV

AMERICAN CONGRESS OF REHABILITATION MEDICINE SPINAL CORD INJURY INTERDISCIPLINARY SPECIAL INTEREST GROUP RULES OF GOVERNANCE

ARTICLE I – NAME

The name of the Group shall be the Spinal Cord Injury Interdisciplinary Special Interest Group (SCI-ISIG) of the American Congress of Rehabilitation Medicine (ACRM). The ACRM SCI Networking Group (NG) was established in 2001, and evolved into the ACRM SCI-ISIG in 2009.

ARTICLE II – OBJECTIVES

ACRM provides a unique opportunity for individuals from diverse clinical and research backgrounds and disciplines to interact about important issues in rehabilitation medicine. Furthermore, ACRM allows individuals who are working not only in spinal cord injury (SCI), but other rehabilitation areas, to attend educational opportunities and participate in networking activities related to SCI and other areas of rehabilitation. The purpose of the SCI-ISIG is to promote and advance the knowledge and practices of rehabilitation specialists and other professionals concerned with rehabilitative management of people with SCI and their families, as well as to promote and advance the science and art of rehabilitation medicine in general.

ARTICLE III – FUNCTIONS

SECTION 1. Common Interest. The SCI-ISIG shall act as a vehicle to serve the networking needs of professionals engaged in SCI rehabilitation practice or research through regularly scheduled meetings and other means of information dissemination to the professional community.

SECTION 2. Standard of Practice. The SCI-ISIG shall promote the highest standards of practice through the development, review and maintenance of standards of practice relevant to SCI, and through establishment of inter-relationships with accrediting, regulatory and professional organizations serving people with SCI and their families.

SECTION 3. Education. A goal of the SCI-ISIG is to increase educational opportunities for ACRM membership, SCI professionals in the field at large, and SCI consumers through the following activities:

- (a) ACRM members. The SCI-ISIG periodically shall assess the educational needs of the membership with regard to basic and current knowledge of the field, and provide input to the ACRM, its committees and other professional bodies regarding educational needs to be met.
- (b) Other SCI Professionals. The SCI-ISIG will seek and identify opportunities to educate SCI professionals outside of the ACRM whose professional practices impact people with SCI and their families.
- (c) Consumers. The SCI-ISIG will assist the education of people with SCI and their families on topics relevant to health, functioning, and quality of life by producing consumer-oriented educational materials and/or providing educational opportunities. The SCI-ISIG may produce such materials on its own or in collaboration with other organizations or entities whose activities relate to people with SCI and their families.

SECTION 4. Research.

- (a) The SCI-ISIG shall identify and promote research priorities relevant to the field of SCI and provide information to the ACRM and other professional and legislative bodies impacting upon allocation of research funding.
- (b) The SCI-ISIG will review and recommend research directions and priorities to the Board of Governors.
- (c) The SCI-ISIG will also disseminate research information, including but not limited to preparation/presentation of courses/symposia/posters, publishing articles in *Rehabilitation Outlook*, and developing other dissemination materials appropriate to other outlets.

SECTION 5. Awards.

- (a) Types of Awards.

SCI-ISIG Early Career Best Poster Award. The SCI-ISIG has created an annual award to recognize the outstanding efforts of early career SCI researchers. This award will be given each year at the ACRM Annual Meeting to the lead author of a poster presentation who is within the first 5 years of his or her post-graduate training and whose poster is judged by the poster reviewers designated by the SCI-ISIG to be the best poster on a SCI topic.

SCI-ISIG Best Poster Award. The SCI-ISIG has created an annual award to recognize the outstanding efforts of SCI researchers at any phase of their careers. This award will be given each year at the ACRM Annual Meeting to the lead author of a poster presentation which is judged by the poster reviewers designated by the SCI-ISIG to be the best poster on a SCI topic.

- (b) Recipients of SCI-ISIG Awards will be recognized with a certificate presented at the SCI-ISIG General Business meeting. These awards will be also be announced in ACRM publications such as *Rehabilitation Outlook*, *ACRM eNews*, on the SCI-ISIG ListServ, website, newsletter, and other appropriate venues.

SECTION 6. Advocacy. The SCI-ISIG shall advocate for the rights, care and rehabilitation of all people with SCI, promoting formal positions on issues relevant to SCI based on best evidence, and where appropriate, establishing or participating in multi-organization initiatives that serve people with SCI and their families.

ARTICLE IV – MEMBERSHIP

SECTION 1. Membership. Membership requirements shall be defined by the Constitution and by-laws of the ACRM.

Categories of Association.

- (a) **SCI-ISIG Only member** is a SCI-ISIG participant who is not a member of ACRM but who may attend SCI-ISIG meetings or a period of time consistent with the ACRM Rules of Governance. The SCI-ISIG Only member pays for a SCI-ISIG Only membership during this period. After this period, the SCI-ISIG Only member must either join the ACRM or may no longer participate in SCI-ISIG activities with the exception that any person registered to attend the annual ACRM meeting may attend the annual SCI-ISIG meeting regardless of membership status.

Monitoring of participants holding this status will be the responsibility of the SCI-ISIG Treasurer.

- (b) **Consultant** is an invited member of a SCI-ISIG task force because of some expertise relevant to the charge of that task force. A consultant is not a member of the ACRM and SCI-ISIG. A consultant is permitted to sit in on task force meetings and discuss/review topics being addressed, but cannot vote or hold administrative positions. Consultant status remains in effect until completion of the charge of the task force and will be reviewed annually by the SCI-ISIG Executive Board. The invitation to participate in task force activities can be withdrawn if the task force Chair or Executive Board deems the consultant's contribution as being insufficient.

SECTION 2. Application. Application for membership shall be processed through the ACRM for determination of qualification for membership in the ACRM and SCI-ISIG, granted upon the candidate meeting said qualifications and renewed on an annual basis.

SECTION 3. Good Standing. A member in good standing with the ACRM and whose current dues are paid in full to the ACRM and SCI-ISIG shall be considered a member in good standing of the SCI-ISIG. All members of the SCI-ISIG shall be members in good standing.

SECTION 4. Rights. All members in good standing shall be equally privileged to attend all meetings, participate in all proceedings, vote and hold office. Resignation or loss of membership in the SCI-ISIG or the ACRM shall mean forfeiture of all rights and title to any share in the privileges and property of the SCI-ISIG.

ARTICLE V – STRUCTURE

SECTION 1. Formation, Approval and Continuance.

- (a) The SCI-ISIG shall be considered an interdisciplinary special interest group formed in accordance with the Special Interest Group Rules and Regulations, approved as such by the ACRM Board of Governors and governed and operated under Rules of Governance consistent with the by-laws of ACRM.
- (b) Continuance of the SCI-ISIG shall be dependent upon its ability to meet its purpose and obligations consistent with the purpose, objectives and governing by-laws of the ACRM.

SECTION 2. Obligations. As an Interdisciplinary Special Interest Group, the SCI-ISIG shall

- (a) further the purpose and functions of the ACRM as set forth by the ACRM by-laws,
- (b) assume and perform the duties and responsibilities placed on groups by the ACRM by-laws,
- (c) conduct its affairs and functions in accordance with its Rules of Governance,
- (d) maintain complete and accurate financial records that shall be reviewed on an annual basis according to the ACRM regulations,
- (e) hold meetings in conformity with the ACRM policy, and
- (f) allow attendance at business meetings by the SCI-ISIG members, consultants, visitors invited by the SCI-ISIG officers, and other interested parties.

SECTION 3. Property and Records.

- (a) **Responsibilities.** The SCI-ISIG shall be responsible for and maintain its own property, records and any debts incurred unless specifically authorized in writing by the ACRM Board of Governors to act on behalf of the ACRM.
- (b) **Dissolution and Conveyance.** All property and records in possession of the SCI-ISIG shall, following payment of all bona fide debts, be conveyed to the ACRM upon dissolution of the SCI-ISIG.

SECTION 4. Dissolution.

- (a) **By the SCI-ISIG.** The SCI-ISIG may dissolve by a two-thirds affirmative vote of the membership pursuant to:
 - (1) inability to sustain its membership number in accordance with the ACRM requirement of 30 or more members during any consecutive twelve month period.
 - (2) inability to meet financial obligations and/or
 - (3) inability to meet the stated purpose, functions and/or obligations set forth in these Rules of Governance.
- (b) **By the ACRM.** The SCI-ISIG may be dissolved by a two-thirds affirmative vote of the Board of Governors of the ACRM should

- (1) membership total fewer than 30 during any consecutive twelve-month period,
- (2) the Board of Governors find the SCI-ISIG by-laws to be inconsistent with ACRM by-laws, the SCI-ISIG Rules of Governance and/or policies adopted by the ACRM or,
- (3) if the SCI-ISIG is found to imply it speaks for or represents the ACRM or its members other than those holding current membership in the SCI-ISIG unless so authorized in writing by the ACRM Board of Governors.

ARTICLE VI – FINANCES

SECTION 1. Raising of Funds. Funds for conducting the affairs of the SCI-ISIG may be raised by:

- (a) annual membership dues as determined at the annual business meeting for the succeeding year,
- (b) voluntary contributions, devises, bequests and other gifts and
- (c) other means approved by the ACRM Board of Governors.

SECTION 2. Payment of Dues and Subscriber or Delinquency Fees.

- (a) SCI-ISIG membership dues shall be due and payable on the date of initial ACRM membership and paid in association with ACRM dues payment. Non- payment of SCI-ISIG dues shall be subject to the penalties imposed upon ACRM members who are delinquent in dues payment to the ACRM.
- (b) Dues for non-member participants shall be waived for a period of three (3) years after which membership in the ACRM and SCI-ISIG must be affected or participation in SCI-ISIG activities will be terminated.

SECTION 3. Budget.

- (a) An annual budget, if warranted by projected expenses for the next fiscal year, shall be prepared by the Treasurer and submitted to the membership at large for approval at the annual business meeting.
- (b) No Officer, Committee, Task Force or individual shall expend monies not provided for in the adopted annual budget for the fiscal

year, or monies in excess of the budget allotment without the prior approval of the Executive Committee. Requests for accessing SCI-ISIG funds by Officers, Committees, Task Forces or individuals shall go through the SCI-ISIG Executive Committee. Once approved, the SCI-ISIG Treasurer will submit the request to the ACRM National Office for payment.

- (c) Unexpected balances in any given budget allotment at the end of the fiscal year are cancelled automatically.

SECTION 4. Fiscal Year. The fiscal year shall match the fiscal year for ACRM.

SECTION 5. Assessment. Assessments in addition to membership dues for special projects or other affairs of the SCI-ISIG may be made upon notification of the entire membership and a two-thirds affirmative vote by the membership.

SECTION 6. Annual Report. A financial report by the Treasurer shall be prepared and presented in writing to the membership at the annual business meeting. A copy of the report will be submitted annually to the Board of Governors of the ACRM.

ARTICLE VII – OFFICERS

SECTION 1. Officers Listed. The officers of the SCI-ISIG shall be members in good standing and shall consist of a Chair, a Chair-Elect, a Secretary, a Treasurer, an Early Career Officer, a Communications Officer, and the Immediate Past Chair.

SECTION 2. Election and Term of Office.

- (a) **Nominations.** The SCI-ISIG Nominating Committee and/or SCI-ISIG Executive Board shall prepare a slate of candidates for vacant offices to be sent electronically to the SCI-ISIG membership not less than thirty days prior to casting of the ballot, to provide SCI-ISIG members with the opportunity to submit names of write-in candidates or make nominations from the floor at a business meeting.
- (b) **Election.** Elections shall be held every two years or when it is necessary to fill a vacancy in office. Election shall be by ballot regardless of the number of candidates. SCI-ISIG members who are also members of ACRM will be eligible to vote.
- (c) **Term.**
- Chair** – holds office for two (2) years. At the end of his/her term, the Chair will automatically assume the Immediate Past Chair position at the conclusion of the annual business meeting.
- Chair-Elect** – holds office for two (2) years. At the end of his/her term, the Chair - Elect will automatically assume the Chair position for two years at the conclusion of the annual business meeting.
- Immediate Past–Chair** - holds office for two (2) years.
- Secretary** – holds office for two (2) years. This position can be extended for two (2) optional two-year terms if agreed upon by the Secretary and Executive Board and voted upon by the general membership.
- Treasurer** – holds office for two (2) years. This position can be extended for two (2) optional two-year terms if agreed upon by the Treasurer and Executive Board and voted upon by the general membership.
- Early Career Officer** - holds office for two (2) years. This position can be extended for two (2) optional two-year terms if agreed upon by the Early Career Officer and Executive Board, and if voted upon by the general membership. The Early Career Officer must have Early Career status, as defined by the Rules of Governance of the ACRM, at the time of election to his/her first term as Early Career Officer.

Communications Officer - holds office for two (2) years. This position can be extended for two (2) optional two-year terms if agreed upon by the Communications Officer and Executive Board and voted upon by the general membership.

- (c) **Limitation.** No member shall hold more than one elected office at any one time. No officer shall be eligible for more than three (3) consecutive terms in the same office. The SCI-ISIG Board may invite past officers whose terms have expired to participate in SCI-ISIG board meetings or other activities in an advising capacity.

SECTION 3. Vacancies. If, before the expiration of term of tenure, the Chair is no longer able to fulfill the obligations of office, resigns, or is disqualified, the Chair-Elect shall assume the position and responsibilities of the office for the remainder of the term. Vacancies created for the same reasons by other members serving as officers shall be filled by appointment by the Chair until the next regular meeting of the SCI-ISIG at which time the voting members shall elect for the unexpired portion of the term from nominations from the Nominating Committee and/or from the floor. In the event of the absence of both the Chair and the Chair-Elect at a meeting, the SCI-ISIG shall elect a Chair pro tem to conduct that meeting.

SECTION 4. Rights and Duties.

- (a) **Chair.** The Chair shall be a SCI-ISIG member who has shown a special commitment to and experience with the focus area of the SCI-ISIG and who has an ability to accomplish tasks on schedule and to work effectively with other people. The Chair shall preside at all general and business meetings of the SCI-ISIG, oversee that minutes of the meeting are being recorded, circulate an attendance sheet when appropriate, confirm project timelines and assignments, send minutes to SCI-ISIG members and the ACRM national office, and schedule and conduct additional SCI-ISIG meetings as approved. The Chair and Executive Board, with input from the SCI-ISIG, will develop a mission and goals, devise an action plan and make assignments to meet the goals for the year, and prepare an agenda for SCI-ISIG meetings.

The Chair will serve as an ex-officio member of the ACRM Board of Governors and shall act as a link and information conduit between the two groups to promote the interests, concerns and mutuality of effort of the ACRM and the SCI-ISIG and provide input into the standing committees of the ACRM as deemed necessary by the membership.

The Chair shall oversee the work of the SCI-ISIG standing committees specifically set forth in the Rules of Governance. The Chair shall appoint Chairs of the standing committees specifically set forth in the Rules of Governance, and appoint Task Forces when indicated, the duties and functions of which will not overlap those of any standing committee. The Chair shall review all proposed Task Force functions, charges, projects and actions, approving or modifying same as befits the interests and objectives of the SCI-ISIG and the ACRM as a whole.

The SCI-ISIG Chair will communicate with SCI-ISIG members at least twice a year by mail, and communicate with members who have accepted assignments by mail, email, or conference calls.

The President and CEO of the ACRM should receive copies of all correspondence and action plans, as well as project requests that may require funding or staff support. The Chair will additionally submit a year-end report to the ACRM Board with an executive summary for distribution at the annual business meeting and subsequent publication in *Rehabilitation Outlook*.

- (b) **Chair-Elect.** The Chair-Elect shall act to obtain the greatest possible acquaintanceship with the affairs and membership of the SCI-ISIG so as to effectively and efficiently fulfill the office of Chair upon his/her succession. The Chair-Elect shall preside at general or business meetings in the absence of the Chair and shall succeed to the office of the Chair in the event of removal of the Chair for reasons stated within these Rules of Governance. The Chair-Elect will serve on the Nominating Committee.
- (c) **Immediate Past-Chair.** The Immediate Past-Chair will serve as Chair of the Nominating Committee and in consultation with the SCI-ISIG Executive Board. The Immediate Past-Chair may nominate another SCI-ISIG member to serve as Chair of the Nominating Committee if agreed upon by the Executive Board.
- (d) **Secretary.** The Secretary shall maintain a correct and permanent record of the meetings and transactions of the SCI-ISIG including minutes of all meetings, financial reports, correspondence by SCI-ISIG officers, budget, committee and task force reports, membership records and the like.

The Secretary will also assume responsibility for reviewing and preserving the SCI-ISIG Rules of Governance with regard to legality, integrity and consistency within itself and with the existing by-laws of the ACRM and preparing modifications in

appropriate form for the membership's input and approval.

- (e) **Treasurer.** The Treasurer shall act as liaison between the ACRM National Office and the SCI-ISIG regarding all funds of the SCI-ISIG and provide a full financial report to the membership at the annual business meeting. The Treasurer will provide a copy of the annual budget to the ACRM.

The Treasurer shall act as liaison between the ACRM National Office and the SCI-ISIG regarding the roster of members in good standing of the SCI-ISIG and the ACRM and provide a full membership report to the membership at the annual business meeting.

The Treasurer shall oversee that a SCI-ISIG membership of 30 or more persons is maintained by the ACRM National Office and that an ongoing campaign is maintained to promote SCI-ISIG membership in order to enhance its ability to fulfill its stated objectives.

The Treasurer shall promote ACRM and SCI-ISIG membership with SCI-ISIG Only participants who attend SCI-ISIG meetings while monitoring that SCI-ISIG Only status does not exceed the period of time permitted by the ACRM Rules of Governance.

- (f) **Early Career Officer.** The Early Career Officer shall act as liaison between the ACRM Early Career Networking Group and the SCI-ISIG and provide a regular reporting of early career ACRM membership needs and concerns. The Early Career Officer will provide input on all decisions to assure that the SCI-ISIG is meeting the needs of early career members and professionals. The Early Career Officer may undertake projects or design and promote initiatives that will improve early career membership value and enhance ACRM and SCI-ISIG recruitment and retention of early career professionals.
- (g) **Communications Officer.** The Communications Officer will lead and appoint members to the Media and Marketing Committee to assist with communication using print, electronic, website, and social media. The Communications Officer will serve as, or appoint, an editor of the official newsletter of the SCI-ISIG, and may appoint an associate editor from the Media and Marketing Committee members. The Communications Officer (in conjunction with the appointed editor of the newsletter, if applicable) will be responsible for assuring that the content of any official newsletter of the SCI-ISIG, is reflective of the purpose of

the SCI-ISIG and consistent with professional standards for periodical literature as well as assuring the timely distribution of the newsletter on a regular basis.

The Communications Officer, in coordination with the ACRM National Office and SCI-ISIG Chair, will be responsible for contributing content on a regular basis to ACRM publications (such as *Rehabilitation Outlook* and *eNews*).

The Communications Officer, in coordination with the ACRM National Office and SCI-ISIG Chair, will be responsible for ensuring that the SCI-ISIG membership brochure is updated regularly.

The Communications Officer in coordination with the ACRM National Office and SCI-ISIG Chair will be responsible for assuring that the content of SCI-ISIG portion of the ACRM website is up to date and reflective of the mission and activities of the SCI-ISIG. The Communications Officer may appoint a web associate editor from the Media and Marketing Committee members.

The Communications Officer in coordination with the ACRM National Office and SCI-ISIG Chair will also be responsible for the establishment and maintenance of communications using social media, as deemed necessary by the SCI-ISIG membership. The Communications officer may appoint a social media associate editor from the Media and Marketing Committee members. The Communications Officer, in coordination with the ACRM National Office and SCI-ISIG Chair, will evaluate and respond to dissemination requests for SCI-ISIG-related activities and research. This would include determination of appropriateness of the request and facilitation/coordination. In support of this duty, the Communications Officer will serve as SCI-ISIG liaison and member of the ACRM Communications committee, or may select a representative to the Communications Committee from among the members of the Media and Marketing Committee.

ARTICLE VIII – COMMITTEES

SECTION 1. Standing Committees. The SCI-ISIG may establish standing committees, which currently consist of the Executive Committee, Nominating Committee, Membership Committee, and Media and Marketing Committee.

- (a) **Executive Committee.** The Executive Committee shall consist of the officers of the SCI-ISIG: Chair, Chair-Elect, Immediate Past-Chair, Secretary and Treasurer, Early Career Officer, and Communications Officer. The President and CEO of ACRM shall serve as an ex-officio member of the Executive Committee.

The Executive Committee shall review and comment on ethical problems encountered in the practice of SCI rehabilitation upon request of the SCI-ISIG Chair or the ACRM at large; review programmatic and related standards of care devised and proposed by this and/or other groups/organizations, prepare an annual report to the membership and make recommendations to accrediting, regulatory and other bodies based upon agreement by the membership at large; and determine and promote educational opportunities within the ACRM, recommend educational programs for allied health professionals, and determine and plan presentations and/or programmatic content for other organizations, groups or training institutions having current or potential impact on the field of spinal cord injury rehabilitation.

- (b) **Nominating Committee.** The Nominating Committee shall consist of the Chair-Elect and Immediate Past-Chair. The current Chair of the SCI-ISIG shall appoint one or more other members from the general membership. All members shall serve a rotating term of two years. The Committee is charged with soliciting and preparing a slate of nominations for offices to be filled, conducting elections, and providing the SCI-ISIG with recommendations as to modification of procedures for nominations and elections. The Nominating Committee shall also be responsible for nominating members of the SCI-ISIG to the ACRM Board of Governors.
- (c) **Membership Committee.** The Membership Committee shall be chaired by the Treasurer. The current Chair of the SCI-ISIG shall appoint one or more other members from the general membership. All members shall serve a rotating term of two years. The Committee is charged with assisting the Treasurer in all duties related to membership, such as ensuring a SCI-ISIG membership of 30 or more persons is maintained by the ACRM National Office and that an ongoing campaign is maintained to promote SCI-ISIG membership in order to enhance its ability to fulfill its stated objectives. \
- (d) **Media and Marketing Committee.** The Media and Marketing Committee will be led by the Communications Officer and will consist of interested SCI-ISIG members in good standing who are

appointed or volunteer to serve. The purposes of the Media and Marketing Committee include:

- (1) Anticipating, coordinating and obtaining appropriate material from within and outside of the organization for inclusion in the official newsletter of the SCI-ISIG, and overseeing delivery of this material to the ACRM national office in a timely manner to insure maintenance of a regular publication schedule;
- (2) Contributing content on a regular basis to ACRM publications (such as *Rehabilitation Outlook* and *eNews*).
- (3) Ensuring the SCI-ISIG membership brochure is updated regularly.
- (4) Leading or assisting with the maintenance, review, or creation of materials posted on the SCI-ISIG portion of the ACRM website,
- (5) Leading or assisting with the social media activities of the SCI-ISIG, and
- (6) Evaluating and responding to publication requests for SCI-ISIG-related activities and research. This would include determination of appropriateness of the request and facilitation/coordination as needed to obtain appropriate authors and material for submission.

SECTION 2. Task Forces. The SCI-ISIG may establish task forces with time-limited agendas following approval of the Executive Committee or by the two-thirds affirmative vote of the membership present at any given meeting.

- (a) Task Force Chairs are appointed by the SCI-ISIG Chair. Recommendations for Task Force Chairs can be submitted to the Executive Committee by the general membership. Task Force Chairs shall be responsible for accomplishing charges within their self-determined time frame and shall produce an annual report of progress and status to the Executive Committee at the annual meeting.
- (b) The term of a Task Force Chair will be reviewed annually by the Executive Committee and extended at the discretion of the Executive Committee.
- (c) Task Force Chairs shall seek and obtain approval by the SCI-ISIG Executive Committee with regard to all specific functions, tasks, projects, written documents and the like prior to their initiation by the Task Force. An activity proposal (written or presented orally at a meeting) must be provided to the SCI-ISIG Executive Committee. The proposal should describe the activity, intended products from the activity, and an anticipated time frame for completion of the activity. The Chair may determine that approval by the membership is appropriate. Yearly updates on task force progress and anticipated goals for the upcoming year must be

submitted by the Task Force Chair to the SCI-ISIG Executive Committee at the Annual Meeting and approved by the SCI-ISIG Executive Committee for continuation. Completed projects and the like shall be presented to the Chair for review, who shall determine if dissemination to the membership is indicated.

SECTION 3. Other Committees. Ad hoc committees and sub-committees may be established to meet special needs or those needs not met by the existing standing committees or Task Forces upon request of the SCI-ISIG Chair or by the two-thirds affirmative vote of the membership present at a given meeting. Ad hoc members may be re-appointed by the Chair of the SCI-ISIG for no more than two consecutive terms.

SECTION 4. Chairpersons. A member shall serve as Chairperson of not more than two committees. Officers of the SCI-ISIG may serve as the Chairperson of a committee.

SECTION 5. Inter-organizational Collaboration. Liaisons will be appointed by the Chair to maintain communication between the SCI-ISIG and other SCI-related organizations as a means of facilitating clinical and research collaboration and to increase exposure of the SCI-ISIG.

Liaisons are responsible for requesting that participating organizations designate a contact person. The liaison should remain current on activities and projects of the organization they represent to promote collaborative efforts. The contact person will be invited to attend SCI-ISIG meetings. Minutes of these meetings should be exchanged between the SCI-ISIG and the collaborating organizations. Liaisons will report to the General Membership at the annual and mid-year meetings. A liaison Chair may be appointed by the SCI-ISIG Chair to oversee and coordinate liaison activity.

ARTICLE IX – MEETINGS

SECTION 1. Business Meeting. An annual business meeting shall be held at the same general time and site as the annual assembly of the ACRM. All interested parties may attend regardless of ACRM or SCI-ISIG membership status.

SECTION 2. General Meetings. The SCI-ISIG shall convene a minimum of two times annually: once for the annual meeting of the SCI-ISIG held at the same general time and at the site of the annual meeting of the ACRM, and at the ACRM Mid-Year Meeting, and/or a substitute meeting at a related conference (e.g. the American Spinal Injury Association or the Academy of Spinal Cord Injury Professionals). The meetings shall be convened at

such times and in such places to promote opportunity for attendance by the geographically distributed national membership.

SECTION 3. Other Meetings. Other meetings, in addition to the business and general meetings, may be convened at the discretion of the SCI-ISIG Chair, with notification of the membership one month in advance.

SECTION 4. Quorum. Eight (8) members shall constitute a quorum for transaction of all business/meeting functions.

SECTION 5. Rules of Order. All meetings shall be conducted in a manner similar to that outlined in the current edition of *Robert's Rules of Order*.

ARTICLE X – AMENDMENTS

These Rules of Governance may be amended via email or at any regular meeting by a two-thirds affirmative vote of the membership in attendance, provided that the proposed amendment has been submitted in writing to all members one month prior to the meeting and provided that approval of the adopted changes is obtained from the Board of Governors of the ACRM before dissemination occurs.

Appendix XXXVI

American Congress of Rehabilitation Medicine Stroke Interdisciplinary Special Interest Group (Stroke-ISIG) Rules of Governance

ARTICLE I – NAME

The name of the Group shall be the Stroke Interdisciplinary Special Interest Group (Stroke -ISIG) of the American Congress of Rehabilitation Medicine (ACRM). The ACRM Stroke Networking Group (NG) was established in 2008 and evolved into the ACRM Stroke -ISIG in October 2012.

ARTICLE II – OBJECTIVES

ACRM provides a unique opportunity for individuals from diverse clinical and rehabilitation research backgrounds and disciplines to interact about important issues. Furthermore, ACRM allows individuals who are working not only in Stroke research and practice, but other rehabilitation areas and to participate in educational and networking activities related to Stroke and to other complimentary fields. The purpose of the Stroke –ISIG, in coordination with the ACRM Board of Governors, to promote and advance the knowledge and practices of scientists, rehabilitation specialists and other professionals concerned with rehabilitation management of persons with stroke and their families/caregivers, as well as to promote and advance the science and practice of rehabilitation in general.

ARTICLE III – FUNCTIONS

SECTION 1. Common Interest. The Stroke-ISIG shall act as a vehicle to serve the networking needs of professionals engaged in stroke rehabilitation through regularly scheduled meetings, educational products, and other means of information dissemination to the professional community.

SECTION 2. Standard of Practice. The Stroke-ISIG shall promote the highest standards of practice through the development, review, and maintenance of standards of practice relevant to stroke and through the establishment of inter-relationships among accrediting, regulatory, and professional organizations serving persons with a stroke and their family/caregivers.

SECTION 3. Educational.

- (a) Continuing Education. The Stroke-ISIG periodically shall assess the educational needs of the membership about basic and current knowledge of the field, and/or provide prioritized input to the ACRM,

its committees, and other professional bodies regarding educational needs to be met. A goal of the Stroke-ISIG is to increase educational and networking opportunities for ACRM membership in Stroke medicine, rehabilitation, and research.

- (b) The Stroke-ISIG will identify and seek opportunities to educate those outside of the ACRM whose professional practices impact on the management of persons with a stroke including their families and caregivers.
- (c) The Stroke ISIG will recognize the top three award winning posters in stroke. These awards will be announced during the Annual meeting and in the Stroke Matters newsletter, Rehabilitation Outlook, and ACRM e-news.
- (d) The Stroke ISIG will recognize leaders in stroke rehabilitation. The awards are the Stroke Award (ACRM/National Stroke Association) Award of Excellence and the Stroke Translational Science Award for Young Investigator. Each of these awards will include a lecture at the annual meeting. These awards will include an application process and agreement between the Stroke ISIG Executive Committee and National Stroke Association representatives. The Stroke Translational Science Award for Young Investigator includes a monetary award from the National Stroke Association. Both awards include a plaque.
- (e) The Stroke ISIG will have an Annual Hot Topics in Stroke lecture at the annual meeting.

SECTION 4. Research.

- (a) The Stroke-ISIG shall identify and promote research priorities relevant to the field of stroke and provide prioritized information to the ACRM and other professional and legislative bodies impacting allocation of research funding.
- (b) The Stroke-ISIG will review and recommend research directions and priorities to the Board of Governors.
- (c) The Stroke-ISIG will also disseminate research information, including but not limited to preparation/presentation courses, publishing articles in the *Archives of Physical Medicine and Rehabilitation*, *Rehabilitation Outlook*, and developing dissemination materials appropriate to other outlets.

SECTION 5. Advocacy. The Stroke-ISIG shall advocate for the rights, care and rehabilitation of all persons with stroke, promoting formal positions on issues, relevant to stroke, based on best evidence and where appropriate establishing or participating in multi-organization initiatives that serve persons with stroke and their families and caregivers. Advocacy efforts may also encompass developing products that encourage the best or most evidence based care strategies for people with stroke.

ARTICLE IV – MEMBERSHIP

SECTION 1. Membership. Membership requirements shall be defined by the policies and procedures and by-laws of the ACRM. Members of the Stroke –ISIG shall be in members in good standing.

Categories of Association.

- (a) **Guest** is a Stroke-ISIG participant who has never been a member of ACRM and the Stroke-ISIG but who may attend Stroke-ISIG meetings in an unofficial capacity for a period of up to two (2) years. The Guest pays annually for a Stroke-ISIG only membership. After 2 years, the Guest must either join the ACRM and the Stroke-ISIG or may no longer participate in the Stroke-ISIG activities with the exception that any person registered to attend the annual ACRM meeting may attend the annual Stroke-ISIG meeting regardless of membership status. Monitoring of participants holding this status will be the responsibility of the ACRM Chair of Chair’s Council, with assistance from the ISIG’s Treasurer.
- (b) **Consultant** is an invited member of a Stroke –ISIG task force that is so assigned because of expertise relative to the charge of that task force. A consultant is not a member of the ACRM or Stroke-ISIG. A consultant is permitted to sit in on task force meetings and discuss/review topics being addressed, but cannot vote or hold administrative positions. Consultant status remains in effect until completion of the charge of the task force and will be reviewed annually by the Stroke-ISIG Executive Board. The invitation to participate in task force activities can be withdrawn if the task force Chair or Executive Committee deems the consultant’s contribution as being insufficient.

SECTION 2. Application. Application for membership shall be processed through the ACRM for determination of qualification for membership in the ACRM and Stroke-ISIG, granted upon the candidate meeting said qualifications and renewed on an annual basis.

SECTION 3. Good Standing. A member in good standing with the ACRM and whose current dues are paid in full to the ACRM and Stroke-ISIG shall be considered a member in good standing of the Stroke-ISIG. All members of the Stroke-ISIG shall be members in good standing.

SECTION 4. Rights. All members in good standing shall be equally privileged to attend all meetings, participate in all proceedings, vote and hold office. Resignation or loss of membership in the Stroke-ISIG or the ACRM shall mean forfeiture of all rights and title to any share in the privileges and property of the Stroke-ISIG.

ARTICLE V – STRUCTURE

SECTION 1. Formation, Approval, and Continuance.

- (a) The Stroke-ISIG shall be considered an interdisciplinary special interest group formed in accordance with the Interdisciplinary Special Interest Group policies and procedures, approved as such by the ACRM Board of Governors and governed and operated under Rules of Governance consistent with the by-laws of ACRM.
- (b) Continuance of the Stroke-ISIG shall be dependent upon its ability to meet its purpose and obligations consistent with the purpose, objectives, and governing by-laws of the ACRM.

SECTION 2. Obligations. As an Interdisciplinary Special Interest Group, the Stroke-ISIG shall:

- (a) further the purpose and functions of the ACRM as set forth by the ACRM by-laws,
- (b) assume and perform the duties and responsibilities placed on groups by the ACRM by-laws,
- (c) conduct its affairs and functions in accordance with its Rules of Governance,
- (d) maintain complete and accurate financial records that shall be reviewed on an annual basis according to the ACRM regulations,
- (e) hold meetings in conformity with the ACRM policy, and
- (f) allow attendance at business meetings to the Stroke-ISIG members, consultants, and invitees by the Stroke-ISIG officers.

SECTION 3. Property and Records.

- (a) **Responsibilities.** The Stroke-ISIG shall be responsible for and maintain its own property, records, and any debts incurred unless specifically authorized in writing by the ACRM Board of Governors to act on behalf of the ACRM.
- (b) **Dissolution and Conveyance.** All property and records in possession of the Stroke-ISIG shall following payment of all bona fide debts, be conveyed to the ACRM upon dissolution of the Stroke-ISIG.

SECTION 4. Dissolution.

- (a) **By the Stroke-ISIG.** The Stroke-ISIG may dissolve by a two-thirds affirmative vote of the membership pursuant to:
 - (1) inability to sustain its membership numbers in accordance with the ACRM requirement of 30 or more members during any consecutive twelve-month period,
 - (2) inability to meet financial obligations and/or,
 - (3) inability to meet the stated purpose, functions and/or obligations set forth in these Rules of Governance.

- (b) By the ACRM.** The Stroke-ISIG may be dissolved by a two-thirds affirmative vote of the Board of Governors of the ACRM should
- (1) membership total fewer than 30 during any consecutive twelve month period,
 - (2) the Board of Governors finds the Stroke-ISIG by-laws to be inconsistent with ACRM by-laws, the Stroke-ISIG Rules of Governance and/or policies adopted by the ACRM or,
 - (3) if the Stroke-ISIG is found to imply it speaks for or represents the ACRM or its members other than those holding current membership in the Stroke-ISIG unless so authorized in writing by the ACRM Board of Governors.

ARTICLE VI – FINANCES

SECTION 1. Raising of Funds. Funds for conducting Stroke-ISIG business may be raised by:

- (a) being provided a budgeted portion of the annual ACRM membership dues as determined by the ACRM Board of Governors as the business meeting prior to the end of the preceding fiscal year,
- (b) voluntary contributions, devices, bequests and other gifts,
- (c) assessment in addition to membership dues for special projects or other Stroke-ISIG business, which may be made upon notification of the entire membership and a two-thirds affirmative vote by the membership, and
- (d) other means approved by the ACRM Board of Governors.

SECTION 2. Payment of ACRM Dues, Stroke-ISIG Only Fees and Non-Payment.

- (a) Stroke-ISIG membership dues shall be due and payable on the date of initial ACRM membership and paid in association with ACRM dues payment. Non-payment of Stroke-ISIG dues shall be subject to the penalties imposed upon ACRM members who are delinquent in dues payment to the ACRM.
- (b) Fees for the Stroke-ISIG only membership category shall be due in full upfront for the two-year membership.
- (c) Dues for non-member participants shall be waived for a period of two years after which membership in the ACRM and Stroke-ISIG must be affected or participation in Stroke-ISIG activities will be terminated.

SECTION 3. Budget.

- (a) An annual budget allowance will be integrated with the Stroke ISIG Vision Cast.

SECTION 4. Fiscal Year. The fiscal year shall begin January 1 and end December 31 of each calendar year.

SECTION 5. Annual Report. An annual report shall be prepared and presented in writing to the membership at the annual business meeting.

ARTICLE VII – OFFICERS

SECTION 1. Officers Listed. The officers of the Stroke-ISIG shall be ACRM members in good standing, members of the Stroke-ISIG, and shall consist of a Chair, a Chair-Elect, a Secretary, a Membership Chair, a Communications Officer, two Members-at-Large and the Immediate Past Chair. Additionally, will include International Networking Liaison and Early Career as ex-officio members.

SECTION 2. Election and Term of Office.

- (a) **Nominations.** The Nominating Committee shall prepare a slate of candidates for vacant offices to be sent via secured e-mail to the Stroke-ISIG membership not less than 30 days prior to the annual business meeting to provide Stroke-ISIG members with the opportunity to submit names of write-in candidates or make nominations from the floor.
- (b) **Election.** Elections shall be held every two years or when it is necessary to fill a vacancy. Election shall be by ballot.
- (c) **Term.**
 - (1) **Chair** – holds office for two (2) years. At the end of his/her term, the Chair will automatically assume the Immediate Past Chair position at the conclusion of the annual business meeting.
 - (2) **Chair-Elect** – holds office for one to two (1-2) years. At the end of his/her term, the Chair – Elect will automatically assume the Chair position for two years at the conclusion of the annual business meeting.
 - (3) **Immediate Past-Chair** – holds office for two (2) years.
 - (4) **Secretary** – holds office for two (2) years. This position can be extended for two (2) optional two-year terms if agreed upon by the secretary and nominating committee and voted upon by the general membership.
 - (5) **Membership Chair** – holds office for two (2) years. This position can be extended for two (2) optional two-year terms if agreed upon by the treasurer and nominating committee and voted upon by the general membership.
 - (6) **Communications Officer** – holds office for two (2) years. This position can be extended for two (2) optional two-year terms if agreed upon by the Communications Officer and nominating committee and voted upon by the general membership.
 - (7) **Member-at-Large** – holds office for two (2) years. This position can be extended for two (2) optional two-year terms if agreed upon by the Member-at-Large and nominating committee and voted

upon by the general membership. There will be two Member-at-Large positions.

(8) **International Networking Liaison** is an ex-officio member and is appointed in conjunction with the International Networking Group yearly.

(9) Early Career Liaison is an ex-officio member and is appointed in conjunction with the Early Career Group.

(d) **Limitation.** No member shall hold more than one elected office at any one time. No officer shall be eligible for more than three (3) consecutive terms in the same office.

SECTION 3. Vacancies. If, before the expiration of term of tenure, the Chair is no longer able to fulfill the obligations of office, resigns, or is disqualified, the Chair-Elect shall assume the position and responsibilities of the office for the remainder of the term. If the Chair-Elect is no longer able to fulfill the obligations of office, resigns, or is disqualified, a special election will be held at the next scheduled annual or mid-year business meeting. Other within term officer vacancies shall be appointed by the Chair and appointed officers shall assume responsibilities until the next regular election cycle.

In the event of the absence of the Chair at a meeting, the Chair-Elect, or if also absent, the Past-Chair shall run the meeting. If all three chairs are missing, the MStroke-ISIG Executive Committee shall select a Chair pro tem to conduct that meeting.

SECTION 4. Rights and Duties.

(a) **Chair.** The Chair shall be a Stroke-ISIG member who has shown a special commitment to experience with the focus area of the Stroke-ISIG and who has an ability to accomplish tasks on schedule and to work effectively with other people. The Chair shall preside at all general and business meetings of the Stroke-ISIG, confirm project timeliness and assignments, and schedule and conduct additional Stroke-ISIG meetings as approved. The Chair, with input from the Stroke-ISIG will develop a mission and goals, devise an action plan and make assignments to meet the goals for the year, and prepare an agenda for Stroke-ISIG meetings. Participate in the Board of Governors (BOG) bimonthly calls and BOG meetings at Midyear Meeting (MYM) and Annual Conference.

Oversight. The Chair shall oversee the work of the Stroke-ISIG standing committees specifically set forth in the Rules of Governance. The Chair shall appoint Task Forces when indicated, and the duties and functions of which will not overlap those of any standing committee. The Chair shall review all proposed Task Force functions,

charges, resources, projects and actions, and with input from the Executive Committee approve or modify same as befits the interest and objectives of the Stroke-ISIG and the ACRM as a whole.

ACRM Linkage. The Chair will serve as an ex-officio member of the ACRM Board of Governors and shall act as a link and information conduit between the two groups to promote the interests, concerns, and mutuality of effort of the ACRM and the Stroke-ISIG. Participate in the BOG bimonthly calls and BOG meetings at MYM and Annual Conference. The Chair will also ensure that input is provided to the standing committees of the ACRM as deemed necessary by serving as a liaison or appointing liaisons from the Executive Committee. In coordination with the Program Committee of ACRM, the Chair will collaborate with committee members to assure that the Stroke-ISIG sponsored award lectures and Stroke Hot Topics are integrated into the annual program.

Community Linkage. The Chair may initiate or appoint Stroke-ISIG members to contact and collaborate with other accrediting, regulatory, and professional organizations and governmental entities to promote and advance the interests of the Stroke-ISIG, persons with stroke, and their families and caregivers.

Correspondence. The Stroke-ISIG Chair will communicate with Stroke-ISIG members at least twice a year, and communicate with members who have accepted assignments by mail, email, or conference calls. The President and Executive Director of the ACRM should receive copies of all correspondence and action plans, as well as project requests that may require funding or staff support. The Chair will additionally submit a year-end report presentation to the ACRM Board for distribution at the annual business meeting and subsequent publication in *Rehabilitation Outlook* as appropriate.

Chair-Elect. The Chair-Elect shall act to obtain the greatest possible acquaintanceship with the affairs and membership of the Stroke-ISIG so as to effectively and efficiently fulfill the office of Chair upon his/her succession. The Chair-Elect will coordinate with the Secretary and National Office to identify and recognize persons (as appropriate) in the Stroke-ISIG anniversaries (e.g. appreciation certificates or publication in *Stroke Matters*).

The Chair-Elect will also serve as Chair of the Stroke-ISIG Nominating Committee. The Chair-Elect shall preside at general or business meetings in the absence of the Chair and shall succeed to the

office of the Chair in the event of removal of the Chair for reasons stated within the Rules of Governance.

- (b) **Immediate Past-Chair.** The Immediate Past Chair will serve on the Stroke-ISIG Nominating Committee and in consultation with the Stroke-ISIG Executive Committee. In the absence of a Chair-Elect, the Immediate Past Chair will serve as Chair of the Stroke-ISIG Nominating Committee.
- (c) **Secretary.** In collaboration with the ACRM representative assigned to the committee, the Secretary shall maintain a correct and permanent record of the meetings and transactions of the Stroke-ISIG including minutes of all meetings, reports, correspondence by Stroke-ISIG officers, budget, committee and task force reports, list of attendance at annual meetings, and membership records and the like on a centralized data system supported by the ACRM National Office. The secretary will also oversee the minutes of the meeting are being recorded and an attendance sheet circulated or captured including sending minutes to Stroke-ISIG members and the ACRM national office.

The Secretary will assume responsibility for reviewing and preserving the Stroke-ISIG Rules of Governance with regard to legality, integrity, and consistency within itself and with the existing by-laws of the ACRM and preparation of modifications in appropriate form for the membership's input and approval. All minutes will be placed in the identified electronic means as identified by ACRM.

(e) **Membership Chair.** The Membership Chair shall act as a liaison between the ACRM National Office and the Stroke-ISIG regarding membership and provide a report to the membership at the annual business meeting as applicable.

The Membership Chair shall oversee that a Stroke-ISIG membership of 30 or more persons is maintained by the ACRM National Office and that an ongoing campaign is maintained to promote Stroke-ISIG membership to enhance its ability to fulfill its stated objectives. This person will provide a full membership report to the membership at the annual Stroke-ISIG business meeting. In support of these duties, he/ may serve as Stroke-ISIG liaison and a member of the ACRM Membership Committee.

The Stroke Membership Chair will be responsible for coordination of the Stroke Virtual Happy Hours

The Membership Chair shall act as liaison between the ACRM National Office and the Stroke-ISIG regarding members who have fallen out of good standing of the ACRM and may work with the Chair to bring members back into good standing.

The Membership Chair will also assist with integration of international members into ACRM Stroke ISIG.

The Membership Chair shall promote ACRM and Stroke-ISIG membership while monitoring that Stroke-ISIG Only members do not exceed two (2) years.

The Membership Chair will serve as a Stroke-ISIG liaison and member on an ACRM standing committee as deemed necessary and negotiated with the Chair.

- (f) **Communications Officer.** The Communication Officer will lead and appoint members to the Media and Marketing Committee to assist with communication using print, electronic, website, and social media and other strategic initiatives. The Communications Officer will assume the role of editor of *Stroke Matters*, the official newsletter of the Stroke-ISIG.

The Communications Officer will be responsible for assuring that the content of *Stroke Matters*, the official newsletter of the Stroke-ISIG, is reflective of the purpose of the Stroke-ISIG and consistent with professional standards for periodical literature as well as assuring the timely distribution of *Stroke Matters* on a bi-annual basis.

The Communications Officer in coordination with the ACRM National Office will be responsible for assuring that the content of the Stroke-ISIG portion of the ACRM website is up to date and reflective of the mission and activities of the Stroke-ISIG. Additionally, the Communications Officer in coordination with the ACRM National Office will be responsible for the establishment and maintenance of communication using social media, as deemed necessary by the Stroke-ISIG membership. Finally, the Communications Officer in coordination with the ACRM National Office and Stroke-ISIG Executive Committee will evaluate and respond to dissemination requests for Stroke-ISIG related activities and research. This would include determination of appropriateness of the request and facilitation/coordination.

- (d) **Member-at-Large.** The Member-at-Large will be responsible for coordinating the annual Stroke Hot Topics presentation at the Annual Meeting and will provide consultation with the Stroke-ISIG Executive Committee. The second Member-at-Large position will assist with carrying out special projects as assigned and needed by the Stroke ISIG.
- (e) **International Networking Liaison.** The International Networking Liaison will be responsible for integrating the International

Networking Group activities with the Stroke ISIG and fostering collaborations.

- (f) **Early Career Liaison.** The Early Career Liaison will be responsible for integrating the Early Career group activities with the Stroke ISIG and fostering collaborations.

(g) **ARTICLE VIII – COMMITTEES**

SECTION 1. Standing Committees. The Stroke-ISIG may establish standing committees, which currently consist of the Executive Committee, and the Nominating Committee.

- (a) **Executive Committee.** The Executive Committee shall consist of the officers of the Stroke-ISIG: Chair, Chair-Elect, Immediate Past-Chair, Secretary, Membership Chair, two Member-at-Large positions, and the Communications Officer. The Executive Director of ACRM or his or her National Office appointee shall serve as an ex-officio member of the Executive Committee.

The Executive Committee shall:

- (1) Provide leadership of the Stroke ISIG;
 - (2) Review and comment on ethical problems encountered in the practice of stroke rehabilitation upon request of the Stroke-ISIG Chair or the ACRM at large;
 - (3) Review programmatic and related standards of care devised and proposed by this and/or other groups/organizations,
 - (4) Prepare an annual report to the membership and make recommendations to accrediting, regulatory and other bodies based upon agreement by the membership at large; and
 - (5) Determine and promote educational opportunities within the ACRM, recommend educational programs for allied health professionals, and determine and plan presentations and/or programmatic content for other organizations, groups or training institutions having current or potential impact on the field of stroke rehabilitation.
- (b) **Nominating Committee.** The Nominating Committee shall consist of the Chair-Elect and Immediate Past-Chair. The current Chair of the Stroke-ISIG shall appoint one other member from the general membership. All members shall serve a term of two years. The Committee is charged with soliciting and preparing a slate of nominations for offices to be filled, conducting elections, and providing the Stroke-ISIG with recommendations as to modifications of procedures for nominations and elections. The Nominating Committee shall also be responsible for nominating members of the Stroke-ISIG to the ACRM Board of Governors.

- (c) **Advisory Committee.** The Advisory Committee shall consist of invited experts in the field of stroke rehabilitation who serve as consultants to the Stroke Executive Committee and Stroke ISIG.
- (d) **Media and Marketing Committee.** The Media and Marketing Committee shall consist of the Communications Chair and other appointed members to address the broad issues involved with media and marketing.

SECTION 2. Task Force Action Approval. Task force Chairpersons shall seek and obtain approval by the Stroke-ISIG Executive Committee about all specific functions, tasks, projects, written documents and the like prior to their initiation. The Executive Committee may determine that approval by the membership is appropriate. Completed projects and the like shall be presented to the Executive Committee for review, who shall determine if dissemination to the membership is indicated.

SECTION 3. Task Forces.

- (a) The Stroke-ISIG may establish task forces with time-limited agendas following approval of the Executive Committee.
- (b) An activity proposal must be submitted to the Executive Committee, describing the project, intended products from the activity, and an anticipated time frame to completion of the mission. Yearly updates on task force progress and anticipated goals for the upcoming year must be submitted by the Task Force Chair/Co-Chair and approved by the Executive Committee for continuation.
- (c) Task Force Chairs are appointed by the Stroke-ISIG Chair. Recommendations for Task Force Chairs can be submitted to the Executive Committee by the general membership. Task Force Chairs shall be responsible for accomplishing charges within their self-determined time frame and shall produce an annual report of progress and submit to the Executive Committee for approval and present at the annual business meeting.
- (d) The term of a Task Force Chair will be reviewed annually by the Executive Committee.
- (e) Any product of the ACRM Stroke Interdisciplinary Special Interest Group should be included in the document “This is a product of the ACRM Stroke Interdisciplinary Special Interest Group”

SECTION 4. Other Committees. Ad hoc committees and subcommittees may be established to meet special needs or those needs not met by the existing standing committees or Task Forces upon request of the Stroke-ISIG Chair or by the two-thirds affirmative vote of the membership present at a given meeting. Ad hoc members may be reappointed by the Chair of the Stroke-ISIG for no more than two consecutive terms.

SECTION 5. Chairpersons. A member shall serve as a Chairperson of not more than two committees. Officers of the Stroke-ISIG Executive Committee may serve as the Chairperson of a committee.

SECTION 6. Inter-organizational Collaboration. Liaisons may be appointed by the Chair to maintain communication between the Stroke-ISIG and other stroke-related organizations as a means of facilitating clinical and research collaborations and to increase exposure of the Stroke-ISIG.

Liaisons. Liaisons are responsible for requesting that participating organizations designate contact person. The liaison should remain current on activities and projects of the organization they represent to promote collaborative efforts. The contact person will be invited to attend Stroke-ISIG meetings. Minutes of these meetings should be exchanged between the Stroke-ISIG and the collaborating organizations, and a copy of *Stroke Matters* provided. Liaisons will report to the general membership at the annual meeting. A liaison chair may be appointed by the Stroke-ISIG to oversee and coordinate liaison activity (as appropriate).

ARTICLE IX – MEETINGS

SECTION 1. Business Meeting. An annual business meeting shall be held at the same general time and site as the annual assembly of the ACRM. Members in good standing and guests may attend. Whenever possible the Stroke-ISIG meeting will be scheduled for unopposed time during the ACRM meeting to permit undivided attention to the Stroke-ISIG matters.

SECTION 2. General Meetings. The Stroke-ISIG shall convene a minimum of one time annually, at the annual meeting and if possible on one other occasion which may or may not be in conjunction with a professional conference or the mid-year meeting of ACRM. The meetings shall be convened at such times and in such places to promote opportunity for attendance by the geographically distributed national membership.

SECTION 3. Other Meetings. Other meetings, in addition to the general meetings may be convened at the discretion of the Stroke-ISIG Chair, with notification of the membership one month in advance.

SECTION 4. Quorum. Eight (8) members shall constitute a quorum for transaction of all business/meeting functions.

SECTION 5. Rules of Order. All meetings shall be conducted in a manner similar to that outlined in the current edition of *Robert's Rules of Order*.

ARTICLE X – AMENDMENTS

These Rules of Governance may be amended at any regular meeting by a two-thirds affirmative vote of membership in attendance, provided that the proposed amendment has been submitted in writing to all members one month prior to the meeting and provided that approval of the adopted changes is obtained from the Board of Governors of the ACRM before dissemination occurs.

**American Congress of Rehabilitation Medicine
Cancer Rehabilitation Networking Group
Rules of Governance**

ARTICLE I – NAME

The name of the Group shall be the Cancer Rehabilitation Networking Group (Cancer Rehabilitation NG) of the American Congress of Rehabilitation Medicine (ACRM). The ACRM Cancer Rehabilitation NG was established in 2013.

ARTICLE II – OBJECTIVES

ACRM provides a unique opportunity for individuals from diverse clinical and research backgrounds and disciplines to interact with each other, support important issues and direct strategic initiatives in rehabilitation medicine. In doing so, the ACRM provides an excellent framework for the Cancer Rehabilitation NG that includes individuals who are working not only in oncology, but in all aspects of rehabilitation medicine. The Cancer Rehabilitation NG will initiate and support educational opportunities and networking activities related not only to cancer rehabilitation, but to other areas as well, such as cognitive rehabilitation and the incorporation of psychosocial issues into the care of cancer survivors. The purpose of the Cancer Rehabilitation NG is to disseminate information that provides an evidence base for cancer rehabilitation interventions that will in turn support optimal health outcomes. These efforts will benefit individuals diagnosed with cancer, their families/caregivers and society in general.

ARTICLE III – FUNCTIONS

SECTION 1. Common Interest. The Cancer Rehabilitation NG shall act as a vehicle to serve the networking needs of professionals engaged in cancer rehabilitation and survivorship care through regularly scheduled meetings, educational products, and other means of information dissemination to the professional community.

SECTION 2. Standard of Practice. The Cancer Rehabilitation NG shall promote the highest standards of practice through the development, review, and maintenance of standards of practice relevant to oncology and rehabilitation medicine and through the establishment of inter-relationships among accrediting, regulatory, and professional organizations serving persons with cancer and their caregivers.

SECTION 3. Educational.

(d) **Continuing Education.** The Cancer Rehabilitation NG periodically shall assess the educational needs of the membership with regard to basic and current knowledge of the field, and/or provide prioritized input to the ACRM, its committees, and other professional bodies regarding educational needs to be met. A goal of the Cancer

Rehabilitation NG is to increase educational and networking opportunities for ACRM membership in oncology rehabilitation and research.

- (e) The Cancer Rehabilitation NG will identify and seek opportunities to educate those outside of the ACRM whose professional practices impact on the management of persons with a cancer diagnosis including their families and caregivers.

SECTION 4. Research.

- (d) The Cancer Rehabilitation NG shall identify and promote research priorities relevant to the field of cancer and provide prioritized information to the ACRM and other professional and legislative bodies impacting allocation of research funding.
- (e) The Cancer Rehabilitation NG will review and recommend research directions and priorities to the Board of Governors.
- (f) The Cancer Rehabilitation NG will also disseminate research information, including but not limited to, preparation/presentation of courses, publishing articles in the oncology and rehabilitation medicine journals (e.g., *Archives of Physical Medicine and Rehabilitation*) and developing other dissemination materials appropriate to other outlets.

SECTION 5. Advocacy. The Cancer Rehabilitation NG shall advocate for the rights, care and rehabilitation of all persons with cancer, promoting formal positions on issues, relevant to cancer based on best evidence and where appropriate establishing or participating in multi-organization initiatives that serve persons with cancer and

their families and caregivers. Advocacy efforts may also encompass developing products that encourage the best or most evidence based care strategies for people with cancer.

ARTICLE IV – MEMBERSHIP

SECTION 1. Membership. Membership requirements shall be defined by the Constitution

and bylaws of the ACRM. Members of the Cancer Rehabilitation NG shall not be limited by membership to ACRM and may include healthcare and other professionals. However, officers and task force members should be members of the ACRM in in good standing.

Categories of Association.

- (c) **Guest** is a Cancer Rehabilitation NG participant who has never been a member of ACRM and the Cancer Rehabilitation NG but who may attend Cancer Rehabilitation NG meetings in an unofficial capacity.

(d) **Consultant** is an invited member of a Cancer Rehabilitation NG task force that is so assigned because of some expertise relative to the charge of that task force. A consultant is not a member of the ACRM and Cancer Rehabilitation NG. A consultant is permitted to sit in on task force meetings and discuss/review topics being addressed, but cannot vote or hold administrative positions. Consultant status remains in effect until completion of the charge of the task force and will be reviewed annual by the Cancer Rehabilitation NG Executive Board. The invitation to participate in task force activities can be withdrawn if the task force Chair or Executive Committee deems the consultant's contribution as being insufficient.

SECTION 2. Application. Application for membership shall be processed through the ACRM for determination of qualification for membership in the ACRM and Cancer Rehabilitation NG and granted upon the candidate meeting said qualifications and renewed on an annual basis.

SECTION 3. Good Standing. A member in good standing with the ACRM and whose current dues are paid in full to the ACRM and the Cancer Rehabilitation NG shall be considered a member in good standing of the Cancer Rehabilitation NG. All officers and task force members of the Cancer Rehabilitation NG shall be members in good standing.

Section 4. Rights. All members in good standing shall be equally privileged to attend all meetings, participate in all proceedings, vote and hold office. Resignation or loss of membership in the Cancer Rehabilitation NG or the ACRM shall mean forfeiture of all rights and title to any share in the privileges and properly of the Cancer Rehabilitation NG.

ARTICLE V – STRUCTURE

SECTION 1. Formation, Approval, and Continuance.

- (c) The Cancer Rehabilitation NG shall be considered an interdisciplinary networking group formed in accordance with the Networking Group Rules and Regulations, approved as such by the ACRM Board of Governors and governed and operated under Rules of Governance consistent with the bylaws of ACRM.
- (d) Continuance of the Cancer Rehabilitation NG shall be dependent upon its ability to meet its purpose and obligations consistent with the purpose, objectives, and governing bylaws of the ACRM.

SECTION 2. Obligations. As an interdisciplinary Networking Group, the Cancer Rehabilitation NG shall:

- (g) further the purpose and functions of the ACRM as set forth by the ACRM by-laws,

- (h) assume and perform the duties and responsibilities placed on groups by the ACRM bylaws,
- (i) conduct its affairs and functions in accordance with its Rules of Governance,
- (j) maintain complete and accurate financial records that shall be reviewed on an annual basis according to the ACRM regulations,
- (k) hold meetings in conformity with the ACRM policy, and
- (l) allow attendance at business meetings to the Cancer Rehabilitation NG members, consultants, and invitees by the Cancer Rehabilitation NG officers.

SECTION 3. Property and Records.

- (c) **Responsibilities.** The Cancer Rehabilitation NG shall be responsible for and maintain its own property, records, and any debts incurred unless specifically authorized in writing by the ACRM Board of Governors to act on behalf of the ACRM.
- (d) **Dissolution and Conveyance.** All property and records in possession of the Cancer Rehabilitation NG shall following payment of all bona fide debts, be conveyed to the ACRM upon dissolution of the Cancer Rehabilitation NG.

SECTION 4. Dissolution.

- (c) **By the Cancer Rehabilitation NG.** The Cancer Rehabilitation NG may dissolve by a two-thirds affirmative vote of the membership pursuant to:
 - (4) inability to meet the stated purpose, functions and/or obligations set forth in these Rules of Governance.
- (d) **By the ACRM.** The Cancer Rehabilitation NG may be dissolved by a two-thirds affirmative vote of the Board of Governors of the ACRM should
 - (4) the Board of Governors finds the Cancer Rehabilitation NG bylaws to be inconsistent with ACRM bylaws, the Cancer Rehabilitation NG Rules of Governance and/or policies adopted by the ACRM or,
 - (5) if the Cancer Rehabilitation NG is found to imply it speaks for or represents the ACRM or its members other than those holding current membership in the Cancer Rehabilitation NG unless so authorized in writing by the ACRM Board of Governors.

ARTICLE VI – FINANCES

SECTION 1. Raising of Funds. Funds for conducting Cancer Rehabilitation NG business may be raised by:

- (e) being provided a budgeted portion of the annual ACRM membership dues as determined by the ACRM Board of Governors as the business meeting prior to the end of the preceding fiscal year,

- (f) voluntary contributions, devices, bequests and other gifts,
- (g) assessment in addition to membership dues for special projects or other Cancer Rehabilitation NG business, which may be made upon notification of the entire membership and a two-thirds affirmative vote by the membership, and
- (h) other means approved by the ACRM Board of Governors.

SECTION 3. Budget.

- (b) An annual budget, if warranted by projected expenses for the next fiscal year, shall be prepared by the Treasurer and submitted to the membership at large for approval at the annual business meeting.
- (c) No Officer, Committee, Task Force or individual shall expend monies not provided for in the adopted annual budget for the fiscal year, or monies in excess of the budget allotment without the prior approval of the Executive Committee. Requests for accessing Cancer Rehabilitation NG funds by Officers, Committees, Task Forces or individuals shall go through the Cancer Rehabilitation NG Executive Committee. Once approved, the Cancer Rehabilitation NG Treasurer will submit the request to the ACRM National Office for payment.

SECTION 4. Fiscal Year. The fiscal year shall begin January 1 and end December 31 of each calendar year.

SECTION 5. Annual Report. A financial report by the Treasurer shall be prepared and presented in writing to the membership at the annual business meeting. A copy of the report will be submitted annually to the Board of Governors of the ACRM.

ARTICLE VII – OFFICERS

SECTION 1. Officers Listed. The officers of the Cancer Rehabilitation NG shall be ACRM members in good standing, members of the Cancer Rehabilitation NG, and shall consist initially of two founding Co-Chairs, and there will also be a Secretary, Communications Officer.

SECTION 2. Rights and Duties.

- (h) **Chair.** The Chair shall be a Cancer Rehabilitation NG member who has shown a special commitment to experience with the focus area of the Cancer Rehabilitation NG and who has an ability to accomplish tasks on schedule and to work effectively with other people. The Chair shall preside at all general and business meetings of the Cancer Rehabilitation NG, confirm project timeliness and assignments, and

schedule and conduct additional Cancer Rehabilitation NG meetings as approved. The Chair, with input from the Cancer Rehabilitation NG will develop a mission and goals, devise an action plan and make assignments to meet the goals for the year, and prepare an agenda for Cancer Rehabilitation NG meetings.

Oversight. The Chair shall oversee the work of the Cancer Rehabilitation NG standing committees specifically set forth in the Rules of Governance. The Chair shall appoint Task Forces when indicated, and the duties and functions of which will not overlap those of any standing committee. The Chair shall review all proposed Task Force functions, charges, resources, projects and actions, and with input from the Executive Committee approve or modify same as befits the interest and objectives of the Cancer Rehabilitation NG and the ACRM as a whole.

ACRM Linkage. The Chair will serve as an ex-officio member of the ACRM Board of Governors and shall act as a link and information conduit between the two groups to promote the interests, concerns, and mutuality of effort of the ACRM and the Cancer Rehabilitation NG. The Chair will also ensure that input is provided to the standing committees of the ACRM as deemed necessary by serving as a liaison or appointing liaisons from the Executive Committee. In coordination with the Program Committee of ACRM, the Chair will collaborate with committee members to assure that the Cancer Rehabilitation NG sponsored Translating Research into Practice lecture is properly scheduled at the ACRM Annual Conference.

Community Linkage. The Chair may initiate or appoint Cancer Rehabilitation NG members to contact and collaborate with other accrediting, regulatory, and professional organizations and governmental entities to promote and advance the interests of the Cancer Rehabilitation NG, persons with cancer, and their families and caregivers.

Correspondence. The Cancer Rehabilitation NG Chair will communicate with Cancer Rehabilitation NG members at least twice a year by mail or email, and communicate with members who have accepted assignments by mail, email, or conference calls. The President and Executive Director of the ACRM should receive copies of all correspondence and action plans, as well as project requests that may require funding or staff support. The Chair will additionally submit a year-end report to the ACRM Board with an executive summary for distribution at the annual business meeting and subsequent publication in *Rehabilitation Outlook*.

- (i) **Secretary.** In collaboration with the ACRM representative assigned to the committee, the Secretary shall maintain a correct and permanent record of the meetings and transactions of the Cancer Rehabilitation NG including minutes of all meetings, reports, correspondence by Cancer Rehabilitation NG officers, budget, committee and task force reports, list of attendance at annual meetings, and membership records and the like on a centralized data system supported by the ACRM National Office. The Secretary will also oversee the minutes of the meeting are being recorded and an attendance sheet circulated or captured including sending minutes to Cancer Rehabilitation NG members and the ACRM national office.

The Secretary will assume responsibility for reviewing and preserving the Cancer Rehabilitation NG Rules of Governance with regard to legality, integrity, and consistency within itself and with the existing bylaws of the ACRM and preparation of modifications in appropriate form for the membership's input and approval.

The Secretary will work with the ACRM on additional documentation needs such as developing surveys or other materials that need to be documented.

- (j) **Communications Officer.** The Communication Officer will lead and appoint members to the Media and Marketing Committee to assist with communication using print, electronic, website, and social media and other strategic initiatives.

The Communications Officer in coordination with the ACRM National Office will be responsible for assuring that the content of the Cancer Rehabilitation NG portion of the ACRM website is up to date and reflective of the mission and activities of the Cancer Rehabilitation NG. Additionally the Communications Officer in coordination with the ACRM National Office will be responsible for the establishment and maintenance of communication using social media, as deemed necessary by the Cancer Rehabilitation NG membership. Finally, the Communications Officer in coordination with the ACRM National Office and Cancer Rehabilitation NG Executive Committee will evaluate and respond to dissemination requests for Cancer Rehabilitation NG related activities and research. This would include determination of appropriateness of the request and facilitation/coordination.

ARTICLE VIII – COMMITTEES

SECTION 1. Standing Committees. The Cancer Rehabilitation NG may establish standing committees, which currently consist of the Executive Committee, and the Nominating Committee.

(e) **Executive Committee.** The Executive Committee shall consist of the officers of the Cancer Rehabilitation NG: Chair(s), Secretary, and Communications Officer. The Executive Director of ACRM or his/her National Office appointee shall serve as an ex-officio member of the Executive Committee.

The Executive Committee shall:

- (6) Provide leadership of the Cancer NG;
- (7) Review and comment on ethical problems encountered in the practice of cancer rehabilitation upon request of the Cancer Rehabilitation NG Chair or the ACRM at large;
- (8) Review programmatic and related standards of care devised and proposed by this and/or other groups/organizations,
- (9) Prepare an annual report to the membership and make recommendations to accrediting, regulatory and other bodies based upon agreement by the membership at large; and
- (10) Determine and promote educational opportunities within the ACRM, recommend educational programs for allied health professionals, and determine and plan presentations and/or programmatic content for other organizations, groups or training institutions having current or potential impact on the field of cancer rehabilitation.

SECTION 2. Task Force Action Approval. Task force Chairpersons shall seek and obtain

approval by the Cancer Rehabilitation NG Executive Committee regarding all specific functions, tasks, projects, written documents and the like prior to their initiation. The Executive Committee may determine that approval by the membership is appropriate. Completed projects and the like shall be presented to the Executive Committee for review, who shall determine if dissemination to the membership is indicated.

SECTION 3. Task Forces.

- (f) The Cancer Rehabilitation NG may establish task forces with time-limited agendas following approval of the Executive Committee.
- (g) An activity proposal must be submitted to the Executive Committee, describing the project, intended products from the activity, and an anticipated time frame to completion of the mission. Yearly updates on task force progress and anticipated goals for the upcoming year must be submitted by the Task Force Chair/Co-Chair and approved by the Executive Committee for continuation.

- (h) Task Force Chairs are appointed by the Cancer Rehabilitation NG Chair. Recommendations for Task Force Chairs can be submitted to the Executive Committee by the general membership. Task Force Chairs shall be responsible for accomplishing charges within their self-determined time frame and shall produce an annual report of progress and submit to the Executive Committee for approval.
- (i) The term of a Task Force Chair will be reviewed annually by the Executive Committee.

SECTION 4. Other Committees. Ad hoc committees and subcommittees may be established

to meet special needs or those needs not met by the existing standing committees or Task Forces upon request of the Cancer Rehabilitation NG Chair or by the two-thirds affirmative vote of the membership present at a given meeting. Ad hoc members may be reappointed by the Chair of the Cancer Rehabilitation NG for no more than two consecutive terms.

SECTION 5. Chairpersons. A member shall serve as a Chairperson of not more than two

committees. Officers of the Cancer Rehabilitation NG Executive Committee may serve as the Chairperson of a committee.

SECTION 6. Inter-organizational Collaboration. Liaisons may be appointed by the Chair to maintain communication between the Cancer Rehabilitation NG and other oncology-related organizations as a means of facilitating clinical and research collaborations and to increase exposure of the Cancer Rehabilitation NG.

Liaisons. Liaisons are responsible for requesting that participating organizations designate contact person. The liaison should remain current on activities and projects of the organization they represent to promote collaborative efforts. The contact person will be invited to attend Cancer Rehabilitation NG meetings. Minutes of these meetings should be exchanged between the Cancer Rehabilitation NG and the collaborating organizations. Liaisons will report to the general membership at the annual meeting. A liaison chair may be appointed by the Cancer Rehabilitation NG to oversee and coordinate liaison activity (as appropriate).

ARTICLE IX – MEETINGS

SECTION 1. Business Meeting. An annual business meeting shall be held at the same general time and site as the annual assembly of the ACRM. Members in good standing and guests may attend. Whenever possible the Cancer Rehabilitation NG meeting will be scheduled for unopposed time during

the ACRM meeting to permit undivided attention to the Cancer Rehabilitation NG matters.

SECTION 2. General Meetings. The Cancer Rehabilitation NG shall convene a minimum of one time annually, at the annual meeting and if possible on one other occasion which may or may not be in conjunction with a professional conference or the mid-year meeting of ACRM. The meetings shall be convened at such times and in such places to promote opportunity for attendance by the geographically distributed national membership.

SECTION 3. Other Meetings. Other meetings, in addition to the general meetings may be convened at the discretion of the Cancer Rehabilitation NG Chair, with notification of the membership one month in advance.

SECTION 4. Rules of Order. All meetings shall be conducted in a manner similar to that outlined in the current edition of *Robert's Rules of Order*.

ARTICLE X – AMENDMENTS

These Rules of Governance may be amended at any regular meeting by a two-thirds affirmative vote of membership in attendance, provided that the proposed amendment has been submitted in writing to all members one month prior to the meeting and provided that approval of the adopted changes is obtained from the Board of Governors of the ACRM before dissemination occurs.

**AMERICAN CONGRESS OF REHABILITATION MEDICINE
MEASUREMENT NETWORKING GROUP
RULES OF GOVERNANCE**

ARTICLE I – NAME

The name of the Group shall be the Measurement Networking Group (MNG) of the American Congress of Rehabilitation Medicine (ACRM).

ARTICLE II – VISION AND MISSION

Vision: The ACRM Measurement Networking Group promotes the dissemination, development, application, evaluation, and utilization of state-of-the-art measurement instruments for the advancement of disability and rehabilitation theory and practice. Group members apply instruments in education, research, practice, and quality measurement activities for the purpose of assessment, planning, and evaluation as well as scientific innovations.

Mission: MNG members aspire to produce, evaluate, and synthesize evidence of psychometrically advanced and improved measurement that enhances patient care and influences healthcare policy. We seek to promote the development and application of high quality instruments and related approaches that are used to improve patient care, healthcare delivery, and public health. We seek to build the capacity of rehabilitation providers to select, use, and interpret outcome measures to inform evidence-based practice and policy.

ARTICLE III – FUNCTIONS

SECTION 1. Common Interest. The MNG shall act as a vehicle to serve the networking needs of professionals engaged in rehabilitation research, practice, and advocacy through regularly scheduled meetings and other means of information dissemination to the professional community.

SECTION 2. Education.

(g) **Continuing Education.** The MNG periodically shall assess the education needs of the membership with regard to basic and current knowledge of the field, and provide prioritized input to the ACRM, its committees and other professional bodies regarding education needs. The MNG will identify and seek opportunities to educate those outside of the ACRM. The MNG provides educational content for ACRM’s annual meeting.

(h) **Research.** The MNG shall identify and promote research priorities relevant to the field of rehabilitation measurement and provide prioritized information to the ACRM and other professional and legislative bodies affecting allocation of research funding.

(i) **Awards.**

Early Career Poster Award: This award is given to an ACRM member who is within 5 years of completing training and who is first author of a poster exhibited at the annual conference. The poster primarily focuses on rehabilitation measurement (methods or application) and demonstrates excellence in topic relevance and

importance, research methodology, coherence, writing quality, and overall presentation.

Measurement in Action Award: This award is given to the primary author of a poster presentation at the annual conference that focuses on the application of outcomes measurement to improve or advance clinical rehabilitation practice. Studies that demonstrate the clear potential to influence practice may also be considered here. The poster must also be judged as demonstrating excellence in the areas of topic relevance and importance, research methodology, coherence, writing quality, and overall presentation.

Advancing the Science of Measurement Award: This award is given to the primary author of a poster presentation at the annual conference that focuses on improving and advancing the methodology of measurement. The poster must also be judged as demonstrating excellence in the areas of topic relevance and importance, research methodology, coherence, writing quality, and overall presentation.

Recipients of the MNG awards will be recognized at the MNG annual business meeting and at the ACRM Awards Gala. The primary author of each award-winning poster will receive a complimentary ticket to the Gala on the year the author receives that award and registration to the ACRM Annual Meeting for the following year. These awards will be announced in Rehabilitation Outlook, ACRM Enews, and in the MNG newsletter.

ARTICLE IV – MEMBERSHIP

- SECTION 1. Membership.** Membership requirements shall be defined by the Constitution and by-laws of the ACRM. Members of the MNG shall be members in good standing.
- SECTION 2. Application.** Application for membership shall be processed through the ACRM for determination of qualification for membership in the ACRM and MNG, granted upon the candidate meeting said qualifications and renewed on an annual basis.
- SECTION 3. Good Standing.** A member in good standing with the ACRM and whose current dues are paid in full to the ACRM shall be considered a member in good standing of the MNG.
- SECTION 4. Rights.** All members in good standing shall be equally privileged to attend all meetings, participate in all proceedings, vote and hold office. Resignation or loss of membership in the MNG or the ACRM shall mean forfeiture of all rights and title to any share in the privileges and property of the MNG.

ARTICLE V – STRUCTURE

- SECTION 1. Formation, Approval and Continuance.**
- (c) The MNG shall be considered a networking group formed in accordance with the Networking Group Rules and Regulations, approved as such by the ACRM Board of Governors and governed and operated under Rules of Governance consistent with the by-laws of ACRM.

- (d) Continuance of the MNG shall be dependent upon its ability to meet its purpose and obligations consistent with the purpose, objectives and governing by-laws of the ACRM.
- (e) By-laws of the MNG may be amended by a supermajority of the executive committee.

SECTION 2. Obligations. As a Networking Group, the MNG shall:

- (g) Further the purpose and functions of the ACRM as set forth by the ACRM by-laws,
- (h) Assume and perform the duties and responsibilities placed on groups by the ACRM by-laws,
- (i) Conduct its affairs and functions in accordance with its Rules of Governance,
- (j) Develop and update a Vision Cast according to ACRM's procedures,
- (k) Hold meetings in conformity with the ACRM policy, and
- (l) Limit voting at business meetings to the MNG members.

SECTION 3. Property and Records.

- (c) **Responsibilities.** The MNG shall be responsible for and maintain its own property, records and any debts incurred unless specifically authorized in writing by the ACRM Board of Governors to act on behalf of the ACRM.
- (d) **Dissolution and Conveyance.** All property and records in possession of the MNG shall, following payment of all bona fide debts, be conveyed to the ACRM upon dissolution of the MNG.

SECTION 4. Dissolution.

- (c) **By the MNG.** The MNG may dissolve by a two-thirds affirmative vote of the membership pursuant to:
 - 4. Inability to sustain its membership number in accordance with the ACRM requirement of 30 or more members during any consecutive twelve-month period.
 - 5. Inability to meet the stated purpose, functions and/or obligations set forth in these Rules of Governance.
- (d) **By the ACRM.** The MNG may be dissolved by a two-thirds affirmative vote of the Board of Governors of the ACRM should
 - 4. Membership total fewer than 30 during any consecutive twelve-month period,
 - 5. The Board of Governors finds the MNG by-laws to be inconsistent with ACRM by-laws, the MNG Rules of Governance and/or policies adopted by the ACRM or,
 - 6. if the MNG is found to imply it speaks for or represents the ACRM or its members other than those holding current membership in the MNG unless so authorized in writing by the ACRM Board of Governors.

ARTICLE VI – OFFICERS

SECTION 1. Executive Committee (EC). The officers of the MNG shall comprise the EC and consist of a Chair, a Chair-Elect, the Immediate Past Chair, a Secretary, a Communications Officer,

an Awards Officer, and an Early Career Officer. Chairs of task forces serve as *ex officio* members with the opportunity to participate in discussions without a vote in Executive Committee motions.

SECTION 2. Election and Term of Office.

(d) **Nominations.**

- (8) The Nominating Committee will email the MNG membership 90 days before the Annual Conference to solicit suggested nominees for the MNG Executive Committee.
- (9) The Nominating Committee will review the recommendations from the MNG membership, consider other candidates, determine two (2) candidates for the Chair-Elect position, and make every effort to identify two candidates for the other EC offices.
- (10) The Nominating Committee will verify that all potential candidates are willing to serve on the Executive Committee if elected, and obtain a brief biography from each candidate.
- (11) Not later than 45 days before the Annual Conference, the Nominating Committee will provide ACRM staff with the ballot and biographies for the election.
- (12) The ACRM staff will email the ballot to all MNG members for a web-based vote for each position. Members will be provided three (3) weeks to submit their votes. Members will be permitted to write-in candidates other than those who appear on the ballot.
- (13) ACRM staff will aggregate the findings and inform the Nominating Committee two (2) weeks before the Annual Conference such that the election results can be announced to the candidates prior to the meeting, the MNG membership at the Annual Conference Business Meeting, and emailed to the MNG membership following the meeting.
- (14) The new MNG Officers will assume their duties at the end of the MNG Annual Business Meeting.

(e) **Election.** Elections shall be held every two years or when it is necessary to fill a vacancy. Election shall be by ballot when more than one candidate is nominated for a single office. Otherwise, election shall be by voice or hand vote with a majority vote affirming or denying election to the office.

(f) **Term.**

- (11) **Chair** holds office for two (2) years. At the end of the term, the Chair will automatically assume the Immediate Past Chair position at the conclusion of the annual MNG business meeting.
- (12) **Chair-Elect** holds office for two (2) years. At the end of the term, the Chair-elect will automatically assume the Chair position for two years at the conclusion of the annual business meeting.
- (13) **Immediate Past-Chair** holds office for two (2) years.
- (14) **Secretary** holds office for two (2) years. This position can be extended for two (2) optional two-year terms if agreed upon by the Secretary and Nominating Committee and voted upon by the MNG membership.

- (15) **Communications Officer** holds office for two (2) years. This position can be extended for two (2) optional two-year terms if agreed upon by the Communications Officer and Nominating Committee and voted upon by the MNG membership.
- (16) **Awards Officer** holds office for two (2) years. This position can be extended for two (2) optional two-year terms if agreed upon by the Communications Officer and Nominating Committee and voted upon by the MNG membership.
- (17) **Early Career Officer** holds office for two (2) years. This position can be extended (re-elected) for additional two year terms only if the officer will maintain “Early Career” status (that is, within 5 years of completing postgraduate training) for the duration of additional term.
- (18) **Limitation.** No member shall hold more than one elected office at any one time. No officer shall be eligible for more than three (3) consecutive terms in the same office.

SECTION 3. Vacancies.

- (d) If, before the expiration of term of tenure, the Chair is no longer able to fulfill the obligations of office, resigns, or is disqualified, the Chair-Elect shall assume the position and responsibilities of the office for the remainder of the term.
- (e) If the Chair-Elect is no longer able to fulfill the obligations of office, resigns, or is disqualified, then a Nominating Committee comprised of the current Chair, Past Chair, and a third MNG member external to the EC will follow the same procedures as described in Section 2a, 1-4 above, with the exception that this process will be initiated within 2 weeks of the Chair-Elect leaving office.
- (f) Other within term officer vacancies shall be appointed by the Chair and with a majority vote of approval by the EC. The appointed officers shall assume responsibilities until the next regular election cycle.

In the event of the absence of the Chair at a meeting, the Chair-Elect, or if also absent, the Past-Chair shall run the meeting. If all three chairs are missing, the MNG Executive Committee shall select a Chair pro tem to conduct that meeting.

SECTION 4. Rights and Duties.

- (l) **Chair.** The Chair shall be a MNG member who has shown a special commitment to and experience with the focus area of the MNG and who has an ability to accomplish tasks on schedule and to work effectively with other people. The Chair shall preside at all business and EC meetings of the MNG, assure that minutes of the meeting are and attendance are recorded, confirm project timelines and assignments, send minutes to MNG members and the ACRM national office, and schedule and conduct additional MNG meetings as approved. The Chair, with input from the EC, will develop a mission and goals, devise an action plan and make assignments to meet the goals for the year, and prepare an agenda for MNG meetings.

Oversight. The Chair shall oversee the work of the MNG task forces. The Chair shall appoint Task Forces when indicated. The Chair shall review all proposed Task Force functions, charges, resources, projects and actions, and with input from the Executive Committee approve or modify same as befits the interests and objectives of the MNG and the ACRM as a whole.

ACRM Linkage. The Chair will serve as a member of the ACRM Chair-of-Chairs Committee and shall act as a link and information conduit between the two groups to promote the interests, concerns and mutuality of effort of the ACRM and the MNG. The Chair will also ensure that input is provided to the standing committees of the ACRM as deemed necessary by serving as a liaison or appointing liaisons from the Executive Committee.

Community Linkage. The Chair may initiate or appoint MNG members to contact and collaborate with other accrediting, regulatory, and professional organizations and governmental entities to promote and advance the mission and vision of the MNG.

Correspondence. The MNG Chair will communicate with MNG members at least twice a year by mail or email, and communicate with members who have accepted assignments by mail, email, or conference calls. The President and Executive Director of the ACRM should receive copies of all correspondence and action plans, as well as project requests that may require funding or staff support. The Chair will submit a year-end report to the ACRM Board with an executive summary for distribution at the annual business meeting and subsequent publication in

Rehabilitation Outlook.

- (m) **Chair-Elect.** The Chair-Elect shall act to obtain the greatest possible acquaintanceship with the affairs and membership of the MNG so as to effectively and efficiently fulfill the office of Chair upon succession. The Chair-Elect shall oversee that a MNG membership of 30 or more persons is maintained by the ACRM National Office and that an ongoing campaign is maintained to promote MNG membership in order to enhance its ability to fulfill its stated mission and vision. In support of these duties, the Chair-Elect will serve as MNG liaison and a member of the ACRM Membership Committee. The Chair-Elect shall preside at general or business meetings in the absence of the Chair and shall succeed to the office of the Chair in the event of removal of the Chair for reasons stated within these Rules of Governance.
- (n) **Immediate Past-Chair.** The Immediate Past-Chair will serve as the chair of the MNG Nominating Committee.
- (o) **Secretary.** The Secretary shall maintain a correct and permanent record of the meetings and transactions of the MNG including minutes of all meetings, correspondence by MNG officers, budget, task force reports, membership records, historical list of MNG award winners, lists of persons attending mid-year and annual meetings. The Secretary will also assume responsibility for reviewing and preserving the MNG Rules of Governance with regard to legality, integrity, and consistency within itself and with the existing by-laws of the ACRM and preparing modifications in appropriate form for the membership's input and approval. The Secretary will assist the Awards Chair in reviewing and selecting winning posters for the MNGs poster awards. The Secretary will serve as a MNG liaison and member on an ACRM standing committee as deemed necessary and negotiated with the Chair.
- (p) **Communications Officer.** The Communications Officer will lead and appoint members to the Knowledge Translation Committee to assist with communication using print, electronic, website, and social media. The Communications Officer will

serve as editor of the MNG's newsletter and contribute content to ACRM's newsletter, *Rehabilitation Outlook*. The Communications Officer will be responsible for assuring that the content of the MNG newsletter is reflective of the purpose of the MNG and consistent with professional standards for periodical literature as well as assuring its timely distribution on a biannual basis.

The Communications Officer in coordination with the ACRM National Office will be responsible for assuring that the content of MNG portion of the ACRM website is up to date and reflective of the mission and activities of the MNG. The Communications officer may appoint a web associate editor from the Knowledge Translation Committee members.

The Communications Officer in coordination with the ACRM National Office will also be responsible for the establishment and maintenance of communications using social media, as deemed necessary by the BI-ISG membership. The Communications officer may appoint a social media associate editor from the Knowledge Translation Committee members.

The Communications Officer in coordination with ACRM's Communications Committee will support MNG Task Forces in reviewing Information/Education content for *Archives of Physical Medicine and Rehabilitation*.

The Communications Officer in coordination with the ACRM National Office will evaluate and respond to dissemination requests for MNG-related activities and research including determination of appropriateness of the request and facilitation/coordination. In support of this duty, the Communications Officer will serve as MNG liaison and member of the ACRM Communications committee.

- (q) **Awards Officer.** The Awards Officer shall ensure that the MNG sponsored program content and the identification and presentation of poster awards occur at the ACRM annual meeting. The Awards Officer will serve on the ACRM Program Committee. The Awards Officer will assure that ACRM program content sufficiently addresses MNG interests and that sponsored MNG programs are coordinated with the Program Committee.

The Awards Officer will review poster abstracts accepted for ACRM's annual meeting and identify abstracts that are relevant to MNG's mission and vision. The Awards Officer will review relevant abstracts and work with ACRM's staff to determine which abstract authors are qualified to receive awards. The Award Officer will select two MNG members with strong research experience to review the relevant abstracts and select recipients. The winners will be announced at the MNG Annual Business Meeting and at the ACRM Awards Gala.

- (r) **Early Career Officer.** The Early Career Officer shall act as liaison between the ACRM Early Career Networking Group and the MNG and provide a regular reporting of early career ACRM membership needs and concerns. The Early Career Officer will provide input on all decisions to assure that the MNG is meeting the needs of early career members and professionals. The Early Career Officer may undertake projects or design and promote initiatives that improve early career membership value and enhance ACRM and MNG recruitment and retention of early career professionals.

- (s) **MNG Operational Record-Keeping.** Each MNG officer will store all documents pertaining to his or her activities on the centralized data system supported by the ACRM National Office.

ARTICLE VII – COMMITTEES

SECTION 1. Standing Committees. The MNG may establish standing committees, which currently consist of the Executive Committee, the Nominating Committee, the Knowledge Translation Committee, and the Awards Committee.

- (d) **Executive Committee.** The Executive Committee shall consist of the officers of the MNG: Chair, Chair-Elect, Immediate Past-Chair, Secretary, Communications Officer, Awards Officer, and Early Career Officer. The Executive Committee shall:
 - (5) Determine and promote educational opportunities within the ACRM,
 - (6) Recommend educational programs for allied health professionals,
 - (7) Determine and plan presentations and programmatic content for other organizations, groups or training institutions related to measurement topics,
 - (8) Create and dissolve Task Forces,
 - (9) Appoint Chairs of Task Forces, and
 - (10) Develop an agenda for Business Meetings
- (e) **Nominating Committee.** The Nominating Committee shall consist of the Chair-Elect and Immediate Past-Chair. The Chair of the MNG shall appoint one other member from the general membership. All members shall serve a term of two years. The Committee is charged with soliciting and preparing a slate of nominations for offices to be filled, conducting elections, and providing the MNG with recommendations as to modification of procedures for nominations and elections. The Nominating Committee shall also be responsible for nominating members of the MNG to the ACRM Board of Governors.
- (f) **Knowledge Translation Committee.** The Knowledge Translation Committee will be led by the Communications Officer and consist of interested MNG members in good standing who are appointed or volunteer to serve. The purposes of the Knowledge Translation Committee include:
 - (5) Anticipating, coordinating and obtaining appropriate material from within and outside of the organization for inclusion in the MNG newsletter and overseeing delivery of this material to the ACRM national office in a timely manner to insure maintenance of the semi-annual publication schedule;
 - (6) Leading or assisting with the maintenance, review, or creation of materials posted on the MNG portion of the ACRM website,
 - (7) Leading or assisting with the social media activities of the MNG, and
 - (8) Evaluating and responding to publication requests for MNG-related activities and research including determination of appropriateness of the request and facilitation as needed to obtain appropriate authors and material for submission. Potential sources of these requests might be the MNG newsletter, *Rehabilitation Outlook*, *Archives of Physical Medicine and Rehabilitation*, and other professional organizations.

SECTION 2. Task Force Action Approval. Task Force chairs shall seek and obtain approval by the MNG Executive Committee with regard to all specific functions, tasks, projects, written documents and the like prior to their initiation. The Chair may determine that approval by the membership is appropriate. Completed projects and the like shall be presented to the Chair for review, who shall determine if dissemination to the membership is indicated.

SECTION 3. Task Forces.

- (e) The MNG may establish task forces with time-limited agendas following approval of the Executive Committee.
- (f) An activity proposal must be submitted to the Executive Committee, describing the project, intended products from the activity, and an anticipated time frame to completion of the mission. Yearly updates on task force progress and anticipated goals for the upcoming year shall be submitted by the Task Force Chair to the Executive Committee at the Annual Meeting and approved by the Executive Committee for continuation.
- (g) Task Force Chairs are appointed by the MNG Chair. Recommendations for Task Force Chairs can be submitted to the Executive Committee by the general membership. Task Force Chairs shall be responsible for accomplishing charges within their self-determined time frame and shall produce an annual report of progress and status to the Executive Committee at the annual meeting.
- (h) The term of a Task Force Chair will be reviewed annually by the Executive Committee and extended at the discretion of the Executive Committee.

SECTION 4. Other Committees. Ad hoc committees and sub-committees may be established to meet special needs or those needs not met by the existing standing committees or Task Forces upon request of the MNG Chair or by the two-thirds affirmative vote of the membership present at a given meeting. Ad hoc members may be re-appointed by the Chair of the MNG for no more than two consecutive terms.

SECTION 5. Chairs. A member shall serve as Chair of not more than two committees. Officers of the MNG may serve as the Chair of a committee.

SECTION 6. Inter-organizational Collaboration. Liaisons will be appointed by the Chair to maintain communication between the MNG and other measurement-related organizations as a means of facilitating clinical and research collaboration and to increase exposure of the MNG.

Liaisons. Liaisons are responsible for requesting that participating organizations designate a contact person. The liaison should remain current on activities and projects of the organization they represent to promote collaborative efforts. The contact person will be invited to attend MNG meetings. Minutes of these meetings should be exchanged between the MNG and the collaborating organizations, and a copy of the MNG newsletter provided. Liaisons will report to the membership at the MNG annual meetings. A liaison Chair may be appointed by the MNG Chair to oversee and coordinate liaison activity.

ARTICLE VIII – MEETINGS

- SECTION 1. Business Meeting.** An MNG annual business meeting shall be scheduled at the same general time and site as ACRM’s annual meeting. Members in good standing and guests invited by the officers may attend.
- SECTION 2. General Meetings.** The MNG shall meet a minimum of two times annually: once for the annual meeting of the MNG held at the same general time and at the site of ACRM’s annual meeting, and on one other occasion which may or may not be in conjunction with ACRM’s mid-year conference.
- SECTION 3. Other Meetings.** Other meetings, in addition to the business and general meetings, may be convened at the discretion of the MNG Chair, with notification of the membership one month in advance.
- SECTION 4. Quorum.** Sixteen (16) members shall constitute a quorum for transaction of all business meeting functions.
- SECTION 5. Rules of Order.** All meetings shall be conducted in a manner similar to that outlined in the current edition of *Robert’s Rules of Order*.

**American Congress of Rehabilitation Medicine
International Networking Group
Rules of Governance**

ARTICLE I – NAME

The name of the Group shall be the International Networking Group (I-NG) of the American Congress of Rehabilitation Medicine (ACRM). The ACRM I-NG was established in 2012. It was preceded by the International Committee which was established in 2005.

ARTICLE II – OBJECTIVES

ACRM provides a unique opportunity for individuals from diverse clinical, research and nationality backgrounds and disciplines to interact with each other, support important issues and direct strategic initiatives in rehabilitation medicine. In doing so, the ACRM provides an excellent framework for the I-NG that includes individuals who are working not only in US, but in all aspects of rehabilitation medicine across the globe. The purpose of the I-NG is to a) communicate and collaborate across international boundaries to advance rehabilitation research and evidence-based practice, b) foster international collaborations among rehabilitation researchers, consumers, and clinical service providers through multi-site research, c) disseminate evidence-based practice recommendations through active participation in the ACRM Annual Conference, d) advance the organization, delivery, and financing of rehabilitation services, and e) develop educational materials for an international audience. These efforts will benefit patients, caregivers, clinicians, educators, researchers, and administrators from across the globe.

ARTICLE III – FUNCTIONS

SECTION 1. Common Interest. The I-NG shall act as a vehicle to serve the networking needs of professionals around the world engaged in rehabilitation through regularly scheduled meetings and other means of information dissemination to the international community.

SECTION 2. Standard of Practice. The I-NG shall promote the development and dissemination of the highest standards of practice across health conditions and the continuum of rehabilitation care through establishment of inter-relationships with professionals across several countries.

SECTION 3. Educational.

(f) **Continuing Education.** The I-NG periodically shall assess the educational needs of the membership with regard to basic and current knowledge of the field, and/or provide prioritized input to the ACRM, its committees, and other professional bodies regarding educational needs to be met. A goal of the I-NG is to increase educational and networking opportunities for ACRM membership in

collaborative international rehabilitation services and research projects.

- (g) The I-NG will identify and seek opportunities to educate those outside of the ACRM whose professional practices impact on the rehabilitation services for patients including their families and caregivers.

SECTION 4. Research.

- (g) The I-NG shall identify and promote research priorities with international relevance, encourage its membership to create projects to nurture international collaboration, and provide prioritized information to the ACRM and other professional and legislative bodies impacting allocation of research funding.
- (h) The I-NG will review and recommend research directions and priorities to the Board of Governors.
- (i) The I-NG will also disseminate research information, including but not limited to, preparation/presentation of courses, publishing articles in the Archives of Physical Medicine and Rehabilitation and developing other dissemination materials appropriate to other outlets.
- (j) Awards: Best International Poster Award. The I-NG has also created an annual award to recognize the outstanding efforts of international researchers presenting a poster in the Annual ACRM conference. Judged by the Program Committee the best poster award will be given each year at the ACRM Annual Meeting to the lead author of a poster presentation. Recipients of the Best International Poster Award will be recognized at the I-NG General Business meeting and at the ACRM Awards Gala. *This award will be announced in ACRM Enews, on the I-NG Newsletter, and on the I-NG ListServ.*
- (k) Brucker International Special Symposium. I-NG's signature event held during the ACRM Annual Conference. It was established in 2008 in memory of Dr. Bernard (Bernie) Brucker, a long-standing ACRM member, who died unexpectedly that year. The recipient will be recognized during the I-NG Annual Business meeting and at the ACRM Awards Gala.

SECTION 5. Advocacy. The I-NG shall advocate for the rights, care and rehabilitation of all persons across the globe, promoting formal positions on issues, relevant to best evidence and where appropriate establishing or participating in multi-organization initiatives. Advocacy efforts may also encompass developing products that encourage the best or most evidence based care strategies for rehabilitation.

ARTICLE IV – MEMBERSHIP

SECTION 1. Membership. Membership requirements shall be defined by the Constitution

and bylaws of the ACRM. Members of the I-NG shall not be limited by membership to ACRM and may include healthcare and other professionals. However, officers and task force members should be members of the ACRM in good standing.

Categories of Association.

- (e) **Guest (I-NG only)** is a I-NG participant who has never been a member of ACRM and the I-NG but who may attend I-NG meetings in an unofficial capacity. Guest may attend I-NG meetings for a period of up to two years (2) years. After 2 years, the I-NG only member must either join the ACRM or may no longer participate in I-NG activities with the exception that any person registered to attend the annual ACRM meeting may attend the annual I-NG business meeting regardless of membership status. Monitoring of participants holding this status will be the responsibility of the ACRM central office in coordination with the I-NG Membership Officer.
- (f) **Consultant** is an invited member of an I-NG task force because of some expertise relative to the charge of that task force. A consultant is not a member of the ACRM or I-NG. A consultant is permitted to sit in on task force meetings and discuss/review topics being addressed, but cannot vote or hold administrative positions. Consultant status remains in effect until completion of the charge of the task force and will be reviewed annually by the Executive Board. The invitation to participate in task force activities can be withdrawn if the task force Chair or Executive Board deems the consultant's contribution as being insufficient.

SECTION 2. Application. Application for membership shall be processed through the ACRM for determination of qualification for membership in the ACRM and I-NG, granted upon the candidate meeting said qualifications and renewed on an annual basis.

SECTION 3. Good Standing. A member in good standing with the ACRM and whose current dues are paid in full to the ACRM shall be considered a member in good standing of the I-NG. All members of the I-NG shall be members in good standing.

Section 4. Rights. All members in good standing shall be equally privileged to attend all meetings, participate in all proceedings, vote and hold office. Resignation or loss of membership in the I-NG or the ACRM shall mean forfeiture of all rights and title to any share in the privileges and property of the I-NG.

ARTICLE V – STRUCTURE

SECTION 1. Formation, Approval, and Continuance.

- (e) The I-NG shall be considered a networking group formed in accordance with the Networking Groups Rules and Regulations, approved as such by the ACRM Board of Governors and governed and operated under Rules of Governance consistent with the by-laws of ACRM.
- (f) Continuance of the I-NG shall be dependent upon its ability to meet its purpose and obligations consistent with the purpose, objectives and governing by-laws of the ACRM.

SECTION 2. Obligations. As an interdisciplinary Networking Group, the I-NG shall:

- (a) further the purpose and functions of the ACRM as set forth by the ACRM by-laws,
- (b) assume and perform the duties and responsibilities placed on groups by the ACRM by-laws,
- (c) conduct its affairs and functions in accordance with its Rules of Governance,
- (d) maintain complete and accurate financial records that shall be reviewed on an annual basis according to the ACRM regulations,
- (e) hold meetings in conformity with the ACRM policy, and
- (f) limit attendance at business meetings to the I-NG members, consultants, and invitees by the I-NG officers.

SECTION 3. Property and Records.

- (e) **Responsibilities.** The I-NG shall be responsible for and maintain its own property, records and any debts incurred unless specifically authorized in writing by the ACRM Board of Governors to act on behalf of the ACRM.
- (f) **Dissolution and Conveyance.** All property and records in possession of the I-NG shall, following payment of all bona fide debts, be conveyed to the ACRM upon dissolution of the I-NG.

SECTION 4. Dissolution.

- (e) **By the I-NG.** The I-NG may dissolve by a two-thirds affirmative vote of the membership pursuant to:

1. inability to sustain its membership number in accordance with the ACRM requirement of 20 or more members during any consecutive twelve month period.
2. inability to meet the stated purpose, functions and/or obligations set forth in these Rules of Governance.

- (f) By the ACRM.** The I-NG may be dissolved by a two-thirds affirmative vote of the Board of Governors of the ACRM should
1. membership total fewer than 20 during any consecutive twelve-month period,
 2. the Board of Governors finds the I-NG by-laws to be inconsistent with ACRM by-laws, the I-NG Rules of Governance and/or policies adopted by the ACRM or,
 3. if the I-NG is found to imply it speaks for or represents the ACRM or its members other than those holding current membership in the I-NG unless so authorized in writing by the ACRM Board of Governors.

ARTICLE VI – FINANCES

SECTION 1. Raising of Funds. Funds for conducting I-NG business may be raised by:

- (i) voluntary contributions, devices, bequests and other gifts,
 - (j) other means approved by the ACRM Board of Governors.
- Funds and contributions to the I-NG should be available for I-NG activities approved by the BOG.

SECTION 3. Fiscal Year. The fiscal year shall begin January 1 and end December 31 of each calendar year.

ARTICLE VII – OFFICERS

SECTION 1. Officers Listed. The officers of the I-NG shall be ACRM members in good standing, members of the I-NG. In addition, they shall have experience relevant to the mission of the I-NG. -Upon approval of these bylaws, the Chair will hold office for a period of 4 years and will then become immediate past-chair for a period of two years. There will be a founding Secretary, Treasurer, Communications Officer and two Members-at-Large that will be invited by mutual agreement of the founding Chair for a period of two years. At the 2 year mark, nominations and elections (as described in Section 2) will be held for a Chair-Elect,

Secretary, ~~Treasurer~~, Membership Officer, Communications Officer and two Members-at-Large.

SECTION 2. Election and Term of Office.

- (e) **Nominations.** The Nominating Committee shall prepare a slate of candidates for vacant offices to be mailed by regular mail or secured e-mail to the I-NG membership not less than 30 days prior to the annual business meeting to provide I-NG members with the opportunity to submit names of write-in candidates or make nominations from the floor.
- (f) **Election.** Elections shall be held every two years or when it is necessary to fill a vacancy. Election shall be by ballot, when more than one candidate is nominated for a single office. Otherwise, election shall be by voice or hand vote with a majority vote affirming or denying election to the office.
- (g) **Term.**
 - (10) **Chair** – holds office for two (2) years. At the end of his/her term, the Chair will automatically assume the Immediate Past Chair position at the conclusion of the annual business meeting.
 - (11) **Chair-Elect** – holds office for two (2) years. At the end of his/her term, the Chair – Elect will automatically assume the Chair position for two years at the conclusion of the annual business meeting. This person will serve as the Program Liaison Officer. Responsibilities of this position include attending the monthly Program Committee Meeting, participating in reviewing symposia for the I-NG Programming as well as participating in the determination of the I-NG Award recipients.
 - (12) **Immediate Past-Chair** – holds office for two (2) years.
 - (13) **Secretary** – holds office for two (2) years. This position can be extended for one (1) optional two-year term if agreed upon by the secretary and nominating committee and voted upon by the general membership.
 - (14) **Membership Officer** – holds office for two (2) years. This position can be extended for one (1) optional two-year term if agreed upon by the Membership Officer and the ING Nominating Committee and voted upon by the general membership. The Membership Officer shall
 - a. act as a liaison between the ACRM National Office and the I-NG regarding membership and provide a report to the membership at the annual I-NG business meeting as applicable
 - b. act as a liaison between the ACRM National Office and the I-NG regarding members who have fallen out of good

standing of ACRM and may work with the Chair to bring members back into good standing.

- € oversee that an I-NG membership of 20 or more persons is maintained by the ACRM National Office and that an ongoing campaign is maintained to promote I-NG membership in order to enhance its ability to fulfill its stated objectives. This person will provide full membership report to the membership at the annual I-NG business meeting. ~~In support of these duties, she/he may serve as a I-NG liaison and a member of the ACRM Membership Committee.~~
- d. promote ACRM and I-NG membership while monitoring that I-NG only members do not exceed (2) years.
- e. serve as a I-NG liaison and member on ACRM standing Committee as deemed necessary and negotiated with the Chair.

(15) **Communications Officer** – holds office for two (2) years. This position can be extended for one (1) optional two-year term if agreed upon by the Communications Officer and nominating committee and voted upon by the general membership.

(16) **Member-at-Large**- holds office for two (2) years. This position can be extended for one (1) optional two-year term if agreed upon by the Member-at-Large and nominating committee and voted upon by the general membership. There will be two Member-at-Large positions. One position will be filled by an Early Career Networking Group member.

(h) **the Board will have the discretion to appoint ex officio positions from other ACRM communities. Limitation.** No member shall hold more than one elected office at any one time. No officer shall be eligible for more than two (2) consecutive terms in the same office.

SECTION 3. Vacancies. If, before the expiration of term of tenure, the Chair is no longer able to fulfill the obligations of office, resigns, or is disqualified, the Chair-Elect shall assume the position and responsibilities of the office for the remainder of the term. If the Chair-Elect is no longer able to fulfill the obligations of office, resigns, or is disqualified, a special election will be held at the next scheduled

annual or mid-year business meeting. Other within term officer vacancies shall be appointed by the Chair and appointed officers shall assume responsibilities until the next regular election cycle.

In the event of the absence of the Chair at a meeting, the Chair-Elect, or if also absent, the Past-Chair shall run the meeting. If all three chairs are missing, the I-NG Executive Committee shall select a Chair pro-tem to conduct that meeting.

SECTION 4. Rights and Duties.

- (k) **Chair.** The Chair shall be a I-NG member who has shown a special commitment to experience with the focus area of the I-NG and who has an ability to accomplish tasks on schedule and to work effectively with other people. The Chair shall preside at all general and business meetings of the I-NG, confirm project timeliness and assignments, and schedule and conduct additional I-NG meetings as approved. The Chair, with input from the I-NG will develop a mission and goals, devise an action plan and make assignments to meet the goals for the year, and prepare an agenda for I-NG meetings.

Oversight. The Chair shall oversee the work of the I-NG standing committees specifically set forth in the Rules of Governance. The Chair shall appoint Task Forces when indicated, and the duties and functions of which will not overlap those of any standing committee. The Chair shall review all proposed Task Force functions, charges, resources, projects and actions, and with input from the Executive Committee approve or modify same as befits the interest and objectives of the I-NG and the ACRM as a whole.

ACRM Linkage. The Chair will serve as a member of the ACRM Chairs Council and shall act as a link and information conduit between the two groups to promote the interests, concerns, and mutuality of effort of the ACRM and the I-NG. The Chair will also ensure that input is provided to the standing committees of the ACRM as deemed necessary by serving as a liaison or appointing liaisons from the Executive Committee. In coordination with the Program Committee of ACRM, the Chair will collaborate with committee members to assure that the I-NG sponsored Brucker International Symposium lecture is properly scheduled at the ACRM Annual Conference.

Community Linkage. The Chair may initiate or appoint I-NG members to contact and collaborate with other accrediting, regulatory, and

professional organizations and governmental entities to promote and advance the interests of the I-NG.

Correspondence. The I-NG Chair will communicate with I-NG members at least twice a year by mail or email, and communicate with members who have accepted assignments by mail, email, or conference calls. The President and Executive Director of the ACRM should receive copies of all correspondence and action plans, as well as project requests that may require funding or staff support. The Chair will additionally submit a year-end report to the ACRM Board with an executive summary for distribution at the annual business meeting and subsequent publication in *Rehabilitation Outlook*.

- (l) **Chair-Elect.** The Chair-Elect shall act to obtain the greatest possible acquaintanceship with the affairs and membership of the I-NG so as to effectively and efficiently fulfill the office of Chair upon his/her succession. The Chair-Elect will coordinate with the Secretary and National Office to identify and recognize persons (as appropriate) in the I-NG anniversaries (e.g. appreciation certificates).

The Chair-Elect will also serve as Program Committee liaison to ensure that the international content is represented appropriately on the schedule. Program Committee Liaison responsibilities include attending the monthly Program Committee Meeting, participating in reviewing symposia for the I-NG Programming as well as participating in the determination of the I-NG Award recipients. The Chair-Elect is also the Chair of the I-NG Nominating Committee. The Chair-Elect shall preside at general or business meetings in the absence of the Chair and shall succeed to the office of the Chair in the event of removal of the Chair for reasons stated within the Rules of Governance.

- (m) **Immediate Past-Chair.** The Immediate Past Chair will serve on the I-NG Nominating Committee and in consultation with the I-NG Executive Committee.
- (n) **Secretary.** In collaboration with the ACRM representative assigned to the committee, the Secretary shall maintain a correct and permanent record of the meetings and transactions of the I-NG including minutes of all meetings, reports, correspondence by I-NG officers, budget, committee and task force reports, list of attendance at annual meetings, and membership records and the like on a centralized data system supported by the ACRM National Office. The Secretary will also oversee the minutes of the meeting are being recorded and an attendance sheet circulated or captured including sending minutes to I-NG members and the ACRM national office.

The Secretary will assume responsibility for reviewing and preserving the I NG Rules of Governance with regard to legality, integrity, and consistency within itself and with the existing bylaws of the ACRM and preparation of modifications in appropriate form for the membership's input and approval.

The Secretary will work with the ACRM on additional documentation needs such as developing surveys or other materials that need to be documented.

d. Membership Officer. The Membership officer shall act as a liaison between the ACRM National Office and the I-NG. The Membership officer shall oversee that I-NG membership of 30 or more persons is maintained by the ACRM National Office and that an ongoing campaign is maintained to promote I-NG membership in order to enhance its ability to fulfill its stated objectives. This person will provide a full membership report to the membership at the annual I-NG business meeting. In support of these duties, he/she may serve as I-NG liaison and a member of the ACRM Membership Committee.

The membership officer shall act as liaison between the ACRM National Office and the I NG regarding members who have fallen out of good standing of the ACRM and may work with the Chair to bring members back into good standing.

The membership officer shall promote ACRM and I-NG membership while monitoring that I-NG Only members do not exceed two (2) years.

(o) **Communications Officer.** The Communication Officer will lead and appoint members to the Media and Marketing Committee to assist with communication using print, electronic, website, and social media and other strategic initiatives.

The Communications Officer in coordination with the ACRM National Office will be responsible for assuring that the content of the I-NG portion of the ACRM website is up to date and reflective of the mission and activities of the I-NG. Additionally the Communications Officer in coordination with the ACRM National Office will be responsible for the establishment and maintenance of communication using social media, as deemed necessary by the I NG membership. The Communications Officer will oversee the I-NG Newsletter to be published at least once a year and in time for the annual meeting.

Finally, the Communications Officer in coordination with the ACRM National Office and I-NG Executive Committee will evaluate and

respond to dissemination requests for I-NG related activities and research. This would include determination of appropriateness of the request and facilitation/coordination.

- (p) **Member-at-Large.** The Member-at-Large will be responsible for coordinating the annual Translating Research into Knowledge presentation at the Annual Meeting and will provide consultation with the I-NG Executive Committee. The second Member-at-Large position will assist with carrying out special projects as assigned and needed by the I-NG.

ARTICLE VIII – COMMITTEES

SECTION 1. Standing Committees. The I-NG may establish standing committees, which currently consist of the Executive Committee, and the Nominating Committee.

- (f) **Executive Committee.** The Executive Committee shall consist of the officers of the I-NG: Chair, Chair-Elect, Immediate Past-Chair, Secretary, Membership Officer, the Communications Officer and two Member-at-Large positions. The Executive Director of ACRM or his/her National Office appointee shall serve as an ex-officio member of the Executive Committee.

The Executive Committee shall:

- (11) Provide leadership of the I-NG;
 - (12) Review and comment on ethical problems encountered upon request of the I-NG Chair or the ACRM at large;
 - (13) Review programmatic and related standards of care devised and proposed by this and/or other groups/organizations,
 - (14) Prepare an annual report to the membership and make recommendations to accrediting, regulatory and other bodies based upon agreement by the membership at large; and
 - (15) Determine and promote educational opportunities within the ACRM, recommend educational programs for allied health professionals, and determine and plan presentations and/or programmatic content for other organizations, groups or training institutions having current or potential impact.
- (g) **Nominating Committee.** The Nominating Committee shall consist of the Chair-Elect and Immediate Past-Chair. The current Chair of the I-NG shall appoint one other member from the general membership. All members shall serve a term of two years. The Committee is charged with soliciting and preparing a slate of nominations for offices to be filled, conducting elections, and providing the I-NG with recommendations as to modifications of procedures for nominations and elections. The Nominating Committee shall also be responsible

for nominating members of the I-NG to the ACRM Board of Governors.

- (h) **Advisory Committee.** The Advisory Committee shall consist of invited experts in the field of rehabilitation who serve as consultants to the I-NG.
- (i) **Media and Marketing Committee.** The Media and Marketing Committee shall consist of the Communications Chair and other appointed members to address the broad issues involved with media and marketing.

SECTION 2. Task Force Action Approval. Task force Chairpersons shall seek and obtain

approval by the I-NG Executive Committee with regard to all specific functions, tasks, projects, written documents and the like prior to their initiation and final approval before publication. The Executive Committee may determine that approval by the membership is appropriate. Completed projects and the like shall be presented to the Executive Committee for review, who shall determine if dissemination to the membership is indicated.

SECTION 3. Task Forces.

- (j) The I-NG may establish task forces with time-limited agendas following approval of the Executive Committee.
- (k) An activity proposal must be submitted to the Executive Committee, describing the project, intended products from the activity, and an anticipated time frame to completion of the mission. Yearly updates on task force progress and anticipated goals for the upcoming year must be submitted by the Task Force Chair/Co-Chair and approved by the Executive Committee for continuation.
- (l) Task Force Chairs are appointed by the I-NG Chair. Recommendations for Task Force Chairs can be submitted to the Executive Committee by the general membership. Task Force Chairs shall be responsible for accomplishing charges within their self-determined time frame and shall produce an annual report of progress and submit to the Executive Committee for approval.
- (m) The term of a Task Force Chair will be reviewed annually by the Executive Committee.

SECTION 4. Other Committees. Ad hoc committees and subcommittees may be established

to meet special needs or those needs not met by the existing standing committees or Task Forces upon request of the I-NG Chair or by the two-thirds affirmative vote of the membership present at a given

meeting. Ad hoc members may be reappointed by the Chair of the I-NG for no more than two consecutive terms.

SECTION 5. Chairpersons. A member shall serve as a Chairperson of not more than two committees. Officers of the I-NG Executive Committee may serve as the Chairperson of a committee.

SECTION 6. Inter-organizational Collaboration. Liaisons may be appointed by the Chair to maintain communication between the I-NG and organizations as a means of facilitating clinical and research collaborations and to increase exposure of the I-NG.

Liaisons. Liaisons are responsible for requesting that participating organizations designate contact person. The liaison should remain current on activities and projects of the organization they represent to promote collaborative efforts. The contact person will be invited to attend I-NG meetings. Minutes of these meetings should be exchanged between the I-NG and the collaborating organizations. Liaisons will report to the general membership at the annual meeting. A liaison chair may be appointed by the I-NG to oversee and coordinate liaison activity (as appropriate).

ARTICLE IX – MEETINGS

SECTION 1. Business Meeting. An annual business meeting shall be held at the same general time and site as the annual assembly of the ACRM. Members in good standing and guests may attend. Whenever possible the I-NG meeting will be scheduled for unopposed time during the ACRM meeting to permit undivided attention to the I-NG matters.

SECTION 2. General Meetings. The I-NG shall convene a minimum of one time annually, at the annual meeting and if possible on one other occasion which may or may not be in conjunction with a professional conference or the mid-year meeting of ACRM. The meetings shall be convened at such times and in such places to promote opportunity for attendance by the geographically distributed national membership.

SECTION 3. Other Meetings. Other meetings, in addition to the general meetings may be convened at the discretion of the I-NG Chair, with notification of the membership one month in advance.

SECTION 4. Rules of Order. All meetings shall be conducted in a manner similar to that

outlined in the current edition of *Robert's Rules of Order*.

ARTICLE X – AMENDMENTS

These Rules of Governance may be amended at any regular meeting by a two-thirds affirmative vote of membership in attendance, provided that the proposed amendment has been submitted in writing to all members one month prior to the meeting and provided that approval of the adopted changes is obtained from the Board of Governors of the ACRM before dissemination occurs.