

HANDBOOK

Rev. 11/2/14

SACME

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Section

1

Introduction

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he Society for Academic Continuing Medical Education (SACME, the Society) was founded in 1976 to improve patient care through continuing medical education. It also serves as a national forum for its members. SACME is an individual membership organization. Membership in the Society is open to individuals in medical schools, or faculties of medicine, accredited by the Liaison Committee on Continuing Medical Education (LCME), and to those at academic medical centers, medical specialty societies, teaching hospitals, schools of public health, schools of education, government agencies, and other organizations whose research and any other educational objectives and activities are consistent with the Mission of the Society. SACME, as an organization, is a member of the Council of Academic Societies within the Association of American Medical Colleges.

The purpose of this Handbook is to outline the various positions, procedures, and policies, providing direction to individuals newly assigned to a role, reminders to individuals currently fulfilling a role, and information to others concerning what to expect from someone fulfilling a role. As a voluntary professional organization, the Society's activities are performed by members who typically already have full time positions related to academic CME. The structure of the Society therefore includes a large number of functions, each having its responsibilities.

The organization of the Handbook is indicated in the Table of Contents. Sections 2 to 5 focus on the structure of the Society, describing its governance and the various positions and committees. Sections 6 to 7 focus on procedures and activities, including an annual calendar, arrangements for the Society meetings, and a number of routine procedures and specific activities. Finally, Section 8 focuses on information and reference materials, including a glossary of terms, information about other relevant organizations, and the current Bylaws.

This handbook compiles materials from a variety of sources. While it provides a general overview of most roles and important functions, it does not contain all of the operational information regarding them. Many operational details are in notes and materials that incumbents assemble as they operate in their roles and are passed on to the individual moving into that position when a term is expired. Also, the Handbook does not always clarify the resolution of areas where individuals with different roles have responsibilities that overlap a functional area. If you have specific questions or concerns regarding details, you should check with the individual(s) in the role or who oversee the role.

Several other documents provide additional information concerning the operation of the Society. They include the current informational brochure describing the Society to prospective members, reports of the Society's committees, and the contract for services of the Executive Secretariat. Current specific items are detailed in the minutes of the meetings of the Board of Directors and minutes of the Society's semi-annual business meetings.

Section

2

# Governance and Oversight

The fundamental authority within the Society is vested in its [Board of Directors](http://www.sacme.org/Board). The Board consists of 11 officers:

* President,
* President-Elect,
* Vice President,
* Immediate Past-President,
* Secretary,
* Treasurer, and
* Five Regional Representatives.

The President functions as the Chair of the Board and the Chief Executive Officer. The first six officers are sometimes referred to as "administrative" officers because their roles include specific administrative responsibilities. The five regional representatives are sometimes referred to as "representative" officers because their roles are primarily to represent the membership at large on the Board.

The voluntary nature of the Society and the limited involvement of a large number of individuals have resulted in the evolution of a governance structure that emphasizes collegial oversight, insures that information is communicated to relevant individuals in a timely fashion, and provides reminders concerning expectations and responsibilities. These and other considerations have resulted in the current oversight structure presented in Table 2-1. Some features may not be immediately obvious. Most of the officers report directly to the President. Given the demands on the President, oversight is delegated to other officers as is reasonably possible. At any given time four individuals are in the presidential "track", with the person elected as Vice-President automatically becoming President-Elect the following year, then President for a year, then Immediate Past-President for a year. As Vice-President the individual oversees the individuals and groups working in various substantive areas of interest to SACME. Then as President-Elect the individual oversees individuals and groups involved with the communications and planning activities of the Society. These experiences provide a broad exposure to Society activities before the individual assumes the role of President. Then as Immediate Past-President the individual assumes a role of advising and supporting the President and maintaining communications with external organizations. The President and Board of Directors can modify the governance structure to meet evolving needs of the Society, so long as the few basic requirements in the Bylaws are observed.

TABLE 2-1

|  |
| --- |
| **President:** Provides overall leadership and directs "current" Society activities  Chair, Board of Directors  Chair, Business Meeting  Represents Society to heads of external groups (ACCME, ACEHP, AMA, AHME, AAMC etc.)  Appoints committee chairs  Oversees admin. officers: past president, president-elect, vice-president, secretary, treasurer  Oversees Strategic Affairs Committee  Oversees Executive Secretariat  Oversees CAS representatives (2)  Represents SACME to Tri-Group  **Past President:**  Focus on advice and support  Chair, Nominating Committee  Chair, Awards Committee  Chair, Past Presidents Council  Oversee committees and work groups as assigned by the President including liaisons to external groups.  Represents SACME to Tri-Group  **President-Elect:**  Focuses on "upcoming" Society activities  Oversees Position Statements  Oversees Program Committee  Oversees editors of Intercom  Oversees Regional Representatives  Oversees Communication Committee  Serve *ex officio* as a member of the Finance Committee.  Represents SACME to Tri-Group  **Vice-President:**  Focuses on "content" activities  Oversees Research Committee  Oversees Membership Committee  **Treasurer:**  Focuses on Financial business activities  Chair, Finance Committee  Liaison with all officers and committees regarding budgets  Administrative coordination with Executive Secretariat  **Secretary:**  Serves as resource for documentation of records and rules of order  Coordinate, with Executive Secretariat and President, review/finalization of minutes of  monthly Board conference calls  Coordinate, with Executive Secretariat and President, review/finalization of semi-annual  Board meetings and SACME business meetings  Member, Finance Committee |

**SACME Officer Oversight Responsibilities** (8/2010)

Section

3

# Individual Positions and Roles

## 3.1 Officers

3.1.1 President. The President serves a one year term; however, this is the third year of an expected four year commitment. An individual is elected to be Vice President for one year and in succeeding years becomes President-Elect, President, and Immediate Past-President.

The President chairs the Board of Directors and is the Society's Chief Executive Officer. Duties not otherwise assigned or delegated are *de facto* duties of the President. Some of the President's duties include the following.

1. Provide overall leadership for the Society, including identifying internal and external priorities and taking action to meet these needs.

2. Preside over activities of the Board of Directors, including setting meeting times and preparing agendas. This includes Board meetings at the semi-annual meetings of the Society, monthly conference calls of the leadership group and at other times both for meetings in person and by telephone conference.

3. Preside over the semi-annual Business Meetings of the Society and any other officially called Business Meetings of the Society including preparing agendas and advance materials.

4. In collaboration with other members of the leadership group appoint the chairs of the standing committees of the Society.

5. Oversee the governance of the Society, particularly the other administrative officers (Immediate Past-President, President-Elect, Vice President, Secretary, Treasurer, Strategic Affairs Committee) and the Executive Secretariat.

6. Ensure the Society has appropriate representation to external organizations and groups.

7. Collaborate with the chair of the Program Committee in leading the Board discussion for selecting the host institution for the Spring Meetings of the Society.

8. Prepare a "President's Column" for each issue of INTERCOM.

9. Participate in the new member orientation sessions chaired by the chair of the Membership Committee.

10. Identify members whose activities during the year deserve special recognition at Society Business Meetings.

11. Serve as interim Treasurer should the Treasurer become unable to perform.

### 3.1.2 Immediate Past-President.

This officer serves a one year term, having served as President during the previous year. Responsibilities include:

1. Serve on the Board of Directors.

2. Work closely with the President and other administrative officers of the Society.

3. Chair of the Nominating Committee.

4. Chair of the Awards Committee

5. Chair of the Past President's Council.

6. Oversee committees and work groups as assigned by the President including liaisons to external groups.

7. Perform other duties assigned by the President.

### 

### 3.1.3 President Elect.

This officer serves a one year term having been elected to be Vice President for the previous year and preparing to be President in the following year. Responsibilities include:

1. Serve on the Board of Directors.

2. Work closely with the President and other administrative officers of the Society.

3. Oversee committees and work groups as assigned by the President. This will usually include the groups involved in the planning and communication of activities of the Society (e.g., program and communications committees).

4. Serve *ex officio* as a member of the Finance Committee.

5. Prepare any special recognition for the outgoing President at the Spring Meeting.

6. Perform other duties assigned by the President.

### 3.1.4 Vice-President**.**

This officer is elected by the voting membership to a one year term, and then becomes President-Elect. Responsibilities include:

1. Serve on the Board of Directors.

2. Work closely with the President and other administrative officers of the Society.

3. Oversee committees and work groups as assigned by the President. This will usually include the groups involved in the content and topical activities of the Society (e.g., education, research, special interest groups and task forces addressing specific issues).

4. Perform other duties assigned by the President.

### 3.1.5 Treasurer**.**

This officer is elected by the voting membership for a two year term and can serve no more than four consecutive terms. This position has general responsibility for the financial aspects of the business activities of the Society and coordinates budgets for all officers and committees. The Treasurer works closely with the Executive Secretariat to assure coordination of the Society’s business affairs. Specific responsibilities include:

1. Serve on the Board of Directors.

2. Chair of the Finance Committee.

3. Establish procedures and protocol for the sound management of Society fiscal affairs. Periodically review procedures and modify as appropriate.

4. With the advice of the Finance Committee, draft an Annual Budget (July 1 to June 30) for review by the Board of Directors at the Spring Meeting. This is prepared by contacting all officers, representatives, committees, and work groups (by Feb. 1) regarding any special projects or requests for the coming year. To reflect a three year budget cycle, the Finance chair will request that committee chairs anticipate and prepare budget for a three year cycle. Committee chairs will submit to Executive Secretariat for dissemination to Finance Chair by the Feb 1 deadline.

5. Receive requests for budget modifications during the year and forward them to the President for action by the Board.

6. Review payments of budgeted expenses, insuring appropriate justification, recording, and logs of disbursements prepared by Executive Secretariat.

7. Oversee receipt and deposit all revenues to the Society (e.g., membership dues, fees for the Fall Meeting, gifts to the Society) by Executive Secretariat, insuring appropriate recording and logs of receipts and deposits.

8. Review the Society’s banking and investment statements monthly with administrator (Executive Secretariat).

9. Coordinate SACME investments with Finance Committee and Investment Advisor.

10. Report to the Board and the membership at the Spring and Fall Meetings on the status of the Society's fiscal affairs.

11. Recommend fiscal policy (e.g., amount of membership dues) to maintain the fiscal integrity of the Society.

12. Oversee the annual income tax return preparation and filing (by Nov. 1).

13. Oversee external oversight of fiscal affairs, including CPAs or accounting firms to perform periodic checks and audits.

14. Coordinate the above and other financial administrative activities with the Executive Secretariat (e.g., receipt and deposit of membership renewals and dues).

15. Review all hotel and other contracts for Society meetings before authorizing signature.

16. Perform other duties assigned by the President.

### 3.1.6. Secretary.

This position is elected by the voting membership for a two year term and can serve no more than three consecutive terms. This position has general responsibility for ensuring the accuracy of the Board of Directors meeting and conference call minutes, in cooperation with the Executive Secretarial and the President. Responsibilities include:

1. Review and edit Board, conference call, and business meeting minutes produced by Executive Secretariat for final review by President.

2. Member of the Finance Committee.

3. Function as arbiter regarding rules of order for SACME Board and business meetings.

4. Conduct periodic review and update of SACME administrative documents such as the Handbook.

5. Perform other duties assigned by the President.

### 3.1.7 Regional Representatives.

There are five regional representatives of the Society, each representing a constituency that corresponds to one of the four geographic regions of the Association of American Medical Colleges: Southern, Western, Northeastern, and Central, plus a Canadian representative. These officers are each elected by the entire voting membership, with two elected in the odd years and three elected in the even years. A representative serves a two year term and may serve no more than two terms consecutively. Responsibilities include:

1. Serve on the Board of Directors, representing the views of members of their regions.

2. Initiate contact with the members in their regions in order to fulfill their representative role.

3. At the request of the President, the Program Committee, or others, the Regional Representatives may be asked to chair regional meetings, in conjunction with Society meetings, to discuss specific issues and obtain input from the region.

4. Serve as a member of the Membership Committee in its recruitment activities.

5. Serve as a member of other SACME committees, as assigned by the President.

6. Contact new members in their region to welcome them. (Membership Committee should inform Regional Representatives of new members.)

7. When appropriate, help members in their regions by identifying specific committees and work groups that would be of interest.

8**.** Perform other duties assigned by the President.

## 

## 3.2 Other Appointed Positions

3.2.1 Representatives to the Council of Faculty and Academic Societies.

The Council of Faculty and Academic Societies (CFAS) is one of the constituent bodies in the Association of American Medical Colleges and is composed of two representatives from each of the societies representing faculty specializing in areas of academic medicine. CFAS requires that representatives hold faculty or senior staff positions at an LCME-accredited medical school and that representatives be appointed or elected for a two year term. CFAS representatives may serve multiple terms at the discretion of their society. SACME has determined to elect its representatives for two year terms with no limit on the number of terms an individual may serve. This parallels CFAS operations, with individuals on the CFAS Administrative Board elected by CFAS members for two year terms and the individuals chosen for leadership positions within CFAS typically serving for several years in the CFAS before being chosen for leadership roles in it.

The Society's CFAS Representatives have three general responsibilities: (1) represent the interests and policies of SACME to the CFAS, (2) promote SACME activities, and (3) participate as required and requested in CFAS activities. Specific responsibilities include:

1. Attend the two CFAS meetings held each year (one at the fall AAMC annual meeting and one in the spring).

2. Report to SACME on all matters of policy from CFAS. Reports can be made to individual Society officers, the Board of Directors, and the membership at Business meetings.

3. On behalf of the Society, bring policies and position papers in CME to CFAS where appropriate.

4. Prepare written reports for the Society and INTERCOM as appropriate.

5. Work with CFAS committees to develop AAMC position papers on CME related matters.

## 3.3 Liaisons with Other Organizations.

A number of other organizations are engaged in activities that are associated with the mission of the Society. The Society tries to stay current with these groups through a network of informal liaisons. The Board of Directors identifies organizations and organizational units with which the Society should have an ongoing liaison. The President appoints Society liaisons, usually from Society members already affiliated with the other group so that little extra work or expense are involved.

The Society currently tries to maintain ongoing communications with the following organizations and their subunits. Note that the President is *ex officio* and typically the liaison to the chief executive officer of other organizations. For completeness, the list also includes formal representatives whose positions have been described above. The role of the person acting on behalf of the Society is noted in parentheses.

Accreditation Council for CME: Chief Executive (President), Council (liaison), Committee on Recognition & Review (liaison).

Alliance for Continuing Education in the Health Professions: President (President), Board (liaison)

American Medical Association: Division of CPPD CME (President), Council on Medical Education (liaison), Section on Medical Schools (liaison),

Association for Hospital Medical Education: President (President), Board (liaison)

Association of American Medical Colleges: Liaison through SACME executive leadership and the CME section of the GEA, known as the Joint Working Group (JWG).

Journal of Continuing Education in the Health Professions: Tri-Group is represented by the SACME President and President-Elect

**The liaisons have three general responsibilities:**

1. Inform the Society of other organization's activities likely to affect Society members or Society activities.

2. Inform the other organization of Society activities likely to impact that organization.

3. Facilitate the coordination of activities of mutual interest and the development of joint activities as appropriate.

The roles of liaison to the AAMC Group on Educational Affairs and liaison to its Research on Medical Education Committee were created in collaboration with those groups to include a specific additional function: provide input regarding CME into the programs of those groups. The GEA program committee does not have a formal meeting; it conducts its activities through telephone, e-mail, and fax communications. The Society's liaison to the GEA is included in all mailings and discussions about scheduling and speakers, assuring that CME interests are represented and that the program is also suited to an audience of academic CME professionals. Similarly, the Society's liaison to the RIME Committee will advise that committee of ways in which the RIME conference can incorporate more research on CME and can better meet the needs of the CME community.

Section

4

# Executive Secretariat

The Executive Secretariat provides a professional central office for SACME, supporting the Society in its varied activities in an efficient manner. The Executive Secretariat also serves as a general information source about Society activities, providing information to members and others requesting information about the Society. Additionally, the Executive Secretariat can act as a liaison for the Society with the public, the AAMC, and other groups. To assure that the Society's administrative activities are performed appropriately, the Executive Secretariat works closely with the President, with other Society officers, and with the chairs of Society committees responsible for routine business and procedural activities.

The function of the Executive Secretariat is a contractual agreement between the designated management organization, currently Prime Management Services (PMS), and SACME. The term of the contract is typically two years, reviewed and renewed at two year intervals. Although one individual at PMS has primary responsibility for insuring that the functions of the Executive Secretariat are performed, that individual may delegate specific responsibilities and tasks to other PMS personnel.

Many of the specific routine responsibilities of the Executive Secretariat are summarized below.

## Membership

* Respond to inquiries concerning becoming a member and changing membership status, providing information and application forms
* Receive application forms, review for completeness, forward application copies to Membership Chair and record and deposit checks for dues
* Upon approval by Board of Directors, enter new members and changes in membership status into Society's master file of members and send these members confirmation of their new status and a new member packet including a welcome letter, the latest issue of Intercom, announcement/brochure of the next SACME meeting, the latest issue of the biennial survey, RDRB announcement/postcard, and a member pin.
* Send dues renewal notice by email in early May, followed by mailed notice after 30 days, and a faxed notice after 60 days to those who have not yet renewed.
* Process dues, update database, and record and deposit checks to the Society’s operating checking account. In early October, send list of non-renewals to the Regional Representatives for personal contact.

## Mailing lists

Maintain mailing lists for the Society, including lists of Society members and of others to whom Society mailings should be routinely sent.

## Publications

* Update and distribute sections of the Society Membership Handbook:
  + prepare an updated membership list monthly (online)
  + prepare an updated list of Society officers, roles, committee chairs, and committee members annually (online)
  + prepare updated copies of the Society bylaws when they are amended (online)
  + prepare updated copies of the Society's Policies and Procedures when they are approved by the Board of Directors (online)
  + distribute a link to entire Handbook to new members (online)
* Assist the editor of INTERCOM with production and mailing.
* Send mailing list of members to ACEHP when requested for JCEHP.

## Financial

* Work closely with the Treasurer to process dues and fees related to meetings
* Maintain a checking account in SACME’s name, hereinafter referred to as the SACME checking account.
* All bookkeeping entries (deposits, checks written, invoices, sales receipts) will be maintained in QuickBooks Online, with access made available to individuals selected by the SACME Board of Directors.
* Process accounts payable at least twice per month. Payables in excess of $500 that are not Board approved or budgeted items must receive written approval from the SACME Treasurer (email accepted as written approval).
* Maintain appropriate records of checks issued with associated invoices/receipts for seven years.
* Process accounts receivable at least twice per month.
* Endorse checks and deposit items into SACME account within thirty days of receipt.
* Maintain appropriate records of deposited items for seven years.
* Reconcile the SACME checking account monthly.
* Reconcile investment accounts monthly prior to each Board meeting
* Produce reports for monthly SACME Board conference calls
* Produce reports for two annual Business Meetings.
* Assist Treasurer in preparing the annual budget report,
* In coordination with the Treasurer, set up a chart of accounts to record expenditures made directly by PMS
* Provide monthly financial statements of revenues and expenditures made directly by PMS to the Treasurer
* Close-out year and open new year balances for funds held at PMS within 30 days of close of fiscal cycle
* Assist Treasurer in filing all state and federal forms necessary to maintain incorporation status
* Collaborate with the Treasurer in an annual review and/or audit by an independent, qualified auditing firm as specified by the Board
* Receive dues, record data and forward reports to Treasurer
* All PMS employees will be bonded
* PMS will provide the Treasurer with a monthly financial summary of expenditures made from the Working Fund. PMS will provide the Treasurer with copies of appropriate documentation (e.g., invoices) to justify those expenditures.
* The PMS will work with the Treasurer as representative of the Board as described above; and, in doing so the PMS for purposes of ensuring continuity in accordance with SACME’s bylaws, will also include the Secretary (as CC) on major correspondence to the Treasurer as outlined in the list of services and duties.
* Cooperate with an auditing firm selected by the SACME Board annually. The auditing firm should be responsible for producing and distributing audited financial statements to the membership in a format to be determined by the SACME Board of Directors. All records requested by the auditing firm will be provided.

## Spring and Fall Meetings

* Assist the program chair with preparations for the Fall meeting
* Mail and/or post online Society registration materials for the Fall SACME meeting.
* Assemble and distribute detailed materials for the Fall business meeting of the Society
* Assist the program chair and the host of the Spring meeting with plans for the Spring meeting
* Assemble and distribute detailed materials for the Spring business meeting of the Society
* Present report at the Spring and Fall business meeting of the Society

## General Support

* Provide communications support, including a telephone line, a fax line, and an e-mail line and personnel to answer them, which individuals wishing to contact the Society can use
* Provide secretarial support for routine Society activities, and as possible, for non-routine activities
* Maintain master copies of central Society documents (e.g., Bylaws, Policies and Procedures), preparing updated copies as directed by the Board of Directors for review, approval, and distribution
* E-mail minutes and other materials, as appropriate, to the Board of Directors
* Mail special notices and information to the membership, as necessary
* Prepare Society stationery and related items (e.g., folders, notebooks)
* Record, transcribe, and distribute the minutes of official meetings of the Society, i.e. all meetings of the Board of Directors and the semi-annual Business Meetings of the membership.
* Work with SACME Secretary to identify changes and additions to Society documents (e.g., Bylaws, Policies and Procedures) based on information and actions at Board meetings and information and actions at Business meetings of the membership.
* Approve development and revision of forms for the non-financial activities of the Society.
* Perform other duties assigned by the President.

The Executive Secretariat may be asked to manage the JCEHP operating account, under direction of the Chair of the JCEHP Admin Committee. Every third year, the Executive Secretariat prepares Tri-Group meetings, materials, agendas, minutes, and teleconferences. Duties include maintaining the financial records of JCEHP, providing reports to the Admin Committee, and participating on monthly Admin Committee teleconferences. Some of the routine activities of the Executive Secretariat are further described in the fuller discussions of Society meetings (see Section 7).

Section

5

# Committees and Other Work Groups

The Society has formally created a number of interrelated work groups to carry out its activities. While the specific structure, purposes, and requirements of the various groups may differ, their general purpose is to provide an organizational structure within which members can work together to accomplish specific goals. The standing committees are:

* Board of Directors,
* Communications Committee,
* Finance Committee,
* Membership Committee,
* Nominating Committee,
* Past Presidents Council,
* Strategic Affairs Committee
* Awards Committee,
* Program Committee, and
* Research Committee.

Additional committees may be convened by the Board of Directors for a specific purpose, and will disband when that purpose has been accomplished. From time to time, the SACME President may appoint Task Forces or Work Groups to manage special projects.

A number of the committees collaborate naturally to accomplish the business of the Society. The natural interrelationships and overlapping areas of interest make it necessary for the leaders of various groups to coordinate activities with each other and with Society officers, as well as within their own work groups. To coordinate activities with other work groups, with officers having specific responsibilities, and with representatives and liaisons to other organizations, members of each work group would do well to have some working knowledge of the overall organization of the Society.

* The Finance Committee, Membership Committee, Communications Committee and Nominating Committee are responsible for core functions that maintain the Society as an organization.
* The Bylaws of the Society require that, in addition to the Board of Directors, committees exist as "standing" (i.e. ongoing) committees because their functions are viewed as vital components of the Society.
* The Finance Committee is responsible for assembling the Society's overall budget for the upcoming year (July 1 to June 30), including the budget needs for each of the committees and other work groups, as needed. The Treasurer assembles a preliminary draft of an overall budget that is reviewed and modified by the Finance Committee, then submitted for review and possible modification by the Board of Directors and then by the membership at the Society's Spring Business Meeting. To reflect a three year budget cycle, the Finance chair will request that committee chairs anticipate and prepare budget for a three year cycle. Committee chairs will submit to Executive Secretariat for dissemination to Finance Chair by the Feb 1 deadline.
* The Program Committee assures that the schedule and content of the Spring and Fall meetings are planned.
* The Research Committee assures that efforts are focused on developing a scholarly, evidence-based approach to the Society’s work and promoting strategic research activities, which differentiate the academically-based Society for Academic CME from other organizations specializing in CME.
* The Awards Committee highlights research excellence or distinguished service among SACME members.
* The Strategic Affairs Committee guide and inform the Board of Directors by developing effective process and performance approaches for advancing the strategic plans of the Society.

Additional committees, internal task forces, and special interest groups are designated by the Board of Directors to perform functions that have been identified as important to the Society. The President appoints the chair or leader of the committee, and confirms a co-chair. A new committee, task force, or special interest group can be formed whenever its need is recognized. Similarly, currently functioning groups can be disbanded by the Board of Directors when the group's function is completed or no longer needed. (Disbanding a "standing" committee would require a Bylaws change through a majority vote of the membership.)

## 5.1 [Standing Committees](http://www.sacme.org/Bylaws)

5.1.1 Board of Directors.

The fundamental authority within the Society is vested in its Board of Directors. The Bylaws specify the Board's composition and responsibilities.

The Board consists of eleven officers: President, President-Elect, Vice President, Immediate Past-President, Treasurer, Secretary, and five Regional Representatives. The President is *ex officio* Chair of the Board. The first six officers are sometimes referred to as "administrative" officers because their roles include specific administrative responsibilities. The five regional representatives are sometimes referred to as "representative" officers because their roles are primarily to represent the membership at large on the Board. All of the officers are elected by the membership. Specific information concerning the election, term, and responsibilities of each officer is presented in Section 3 (Individual Positions and Roles).

The Board of Directors has general supervision of the affairs of the Society, sets the "hour and place" of meetings, makes recommendations to the Society, sees that the actions and responsibilities detailed in the Bylaws (e.g., membership enrollment, officer election, committees established, budgets prepared) are performed. The Board is subject to "orders" of the Society (majority vote of voting members) and its actions cannot conflict with actions or orders of the Society.

The Board of Directors meets in conjunction with the Spring and Fall meetings of the members, and via conference call each month in which there is not a face-to-face meeting. The Leadership (President, Past-President, President-Elect, Vice-President and Secretary) also meet monthly via conference call the 2nd Wednesdays of the Month at noon CST. Additionally special meetings of the Board may be called by the President or by the written request of three of the Directors. Sixty percent of the Directors constitute a quorum.

5.1.2 Finance Committee**.**

The Treasurer is the chair of the Finance Committee. *Membership:* Appointed by the President and approved by the Board include the Chair (Treasurer), Vice Chair, Past Chair, President, President-Elect, Past President, Secretary, and four at-large members. The committee members are usually appointed for two-year terms that coincide with the term of the Treasurer.

The general responsibility of the Finance Committee is to advise the Treasurer in carrying out the responsibilities of that office, primarily through review and recommendations concerning Society budgets, investments, and other fiscal matters. Specific tasks include:

1. Review procedures and protocols relating to the sound management of Society fiscal affairs

2. Review the Society's proposed annual budget developed by the Treasurer

3. Provide assistance to the Treasurer, as requested, in

• arranging for the periodic audit

• preparing the Society's annual income tax return (filed by November 1)

4. Assist in monitoring the activities of officers, other committees, and others in the Society that would have considerable unanticipated effect on Society income and expenditures.

The Finance Committee meets during the Society's Spring and Fall Meetings. It can also meet at other times called by its chair, the Treasurer. At the Spring Meeting a major recurring agenda item is the approval of the Society's budget for the upcoming (July 1 to June 30) fiscal year. At the Fall Meeting a major recurring agenda item is the approval of the final financial report for the Society's preceding fiscal year. To reflect a three year budget cycle, the Finance chair will request that committee chairs anticipate and prepare budget for a three year cycle. Committee chairs will submit to Executive Secretariat for dissemination to Finance Chair by the Feb 1 deadline.

5.1.3 Membership Committee.

The Chair of the Membership Committee is appointed by the President, and a vice-chair is selected and approved by the President. Members serving in committee leadership will serve three 2-year terms with the Vice-Chair advancing to Chair and the Chair advancing to Past-Chair. The Membership Committee consists of the chair, the US regional representatives and the Canadian representative. *Membership*: Appointed by the President and approved by the Board to include the Chair, Vice-Chair, Past Chair, all Regional Representatives, President-Elect, Vice-Chair of Communications, Vice-Chair of the Research Committee, Chair of Program, Chair of Strategic Affairs, Executive Secretariat, and 2 to 6 at-large members.  *Meeting Attendance*: Open to all SACME members. Members other than Committee leadership will serve for one-year terms and can be reappointed for up to five terms.

The general responsibility of this committee is to review applications for membership and make recommendations to the Board on each application. The committee will also propose changes in membership criteria when necessary. Specific responsibilities include:

1. Review new member applications and requests for change in membership status, and make recommendations to the Board.

2. Report to the Board of Directors and to the membership at Society Business meetings changes in membership status and the number of members occurring since the previous business meeting.

3. Review and recommend changes in various categories of membership within the Society.

4. Help develop information describing the Society to individuals interested in membership.

5. Develop and implement a strategy to achieve optimal membership levels in Society.

6. Review the current representation of eligible organizations within the Society membership and develop strategies for recruiting members from unrepresented organizations.

7. Help involve new members in Society activities.

8. Review and recommend changes in the amount of membership dues, as necessary

The Membership Committee meets at the Society's Spring and Fall Meetings and at other times via teleconference as called by its chair. The Chair of the membership committee hosts a casual orientation meeting for new and prospective members at the Spring and Fall Meetings.

5.1.4 Nominating Committee.

The Nominating Committee shall be comprised of the Regional Representatives, the Immediate Past-President who shall serve as committee chair, the Past Chair, and the Vice-President who shall serve as co-chair.

The responsibility of the Nominating Committee is to assemble a list of candidates for elected positions in the Society. The positions include Vice President (who in succeeding years becomes President-Elect, President, and Immediate Past-President), Treasurer (every other year), Secretary (every other year, in alternating years with Treasurer), Regional Representatives (two or three per year), and Representatives to the Council of Academic Societies (two positions, each once every two years, to begin on November 1 of the year of appointment). At least one candidate is to be nominated for each position. Specific responsibilities include:

1. Identify one or more potential candidates for each office, and then contact the potential candidates to ascertain their willingness to be a candidate. Continue this process until the Committee has identified a slate of candidates to recommend.

2. Obtain a brief biographical sketch from each candidate.

The chair sends the list of candidates and their biographical sketches to the Executive Secretariat for inclusion with materials e-mailed to the membership regarding the Society's Spring Business meeting. This information must be received by members at least 30 days prior to the Spring Business meeting. The Board shall decide whether the balloting for officers shall be conducted electronically, by mail, or in person at the Annual Meeting with voting based on a schedule to be determined by the Board of Directors and announced to the membership in a manner to provide sufficient time to accommodate ballot distribution and voting.  In the case of electronic/mail voting, ballots can be cast or received by mail up through a period prior to the Annual Meeting as established by the Board of Directors.  In the case of elections to be held at the Annual Meeting, ballots shall be cast by Voting Members in secret and tallied by the Executive Secretariat during the Business Meeting at the Annual Meeting. The chair is also responsible for coordinating the administrative aspects of the elections, including working with the Executive Secretariat to prepare email-ballots and arrange for online voting and counting.

The Nominating Committee meets at the call of the chair. Society members wishing to suggest candidates should contact members of the Nominating Committee in the early period of this process.

5.1.5 Program Committee.

Members serving in committee leadership will serve three 2-year terms with the Vice-Chair advancing to Chair and the Chair advancing to Past-Chair. *Membership*: Appointed by the President and approved by the Board to include the Chair, Vice-Chair, Past Chair, all Regional Representatives, President-Elect, Past President, Chair of Communications, Chair of Membership, Vice-Chair of the Research Committee, Strategic Affairs Chair, Spring Site Representative, Past Spring Site Representative, Executive Secretariat, and 2 to 6 at-large members.  *Meeting Attendance*: Open to all SACME members. Members other than Committee leadership will serve for one-year terms and can be reappointed for up to five terms. The Committee also includes, or is in contact with, Society liaisons to external groups with whom the Society can plan joint sessions at the Fall AAMC meeting (e.g., GEA, RIME, CFAS).

The major responsibility of the Program Committee is to plan and schedule the program at the Society's Spring and Fall Meetings. This includes coordinating needs of members regarding evolving topics related to CME, needs of the Society as an organization for business and other organizational activities to be conducted, needs of committees for meeting time, and the opportunities and limitations associated with the meeting location. For the Spring Meeting, logistical arrangements are coordinated with the host institution. For the Fall Meeting, logistical arrangements are coordinated with the Executive Secretariat, who interacts with the AAMC regarding publicity, site, and logistical arrangements for the Society's Fall Meeting as one component of the overall AAMC annual meeting. The logistical coordination required for planning the Spring Meeting has resulted in the formation of a Request for Proposal format detailing the responsibilities and requirements of a host institution, with guidance about submitting a proposal, which is to be completed by potential host institutions and submitted for review to the Program Committee.

Specific responsibilities of the Program Committee include:

1. Assemble and prioritize suggestions for program topics and speakers at the next Society meeting. This includes internal suggestions (members, officers, other committees), suggestions for joint activities with related groups (e.g., AHME, CFAS, GEA), and suggestions from others.
2. Ascertain meeting space requirements of the various Society committees and work groups at the next Society meeting.
3. Develop the Fall Meeting program to meet AAMC deadlines: April 1 for space requirements; May 15 for preliminary program; August 1 for final program.
4. For the Fall Meeting, prepare a budget for the meeting and oversee expenses; have the Treasurer review and approve the budget.
5. For the Fall Meeting, communicate with faculty to confirm participation and arrangements.
6. For the Fall Meeting, specify logistical details (e.g., food orders, audio-visual equipment) and coordinate through Executive Secretariat and AAMC.
7. Develop Spring Meeting program: Jan. 1 for preliminary program, Feb. 1 for final program.
8. For the Spring Meeting, assist the host institution in preparing a meeting budget (including speakers) and overseeing expenses. (Spring meeting budget must be reviewed and approved by the Treasurer.)

The committee meets at the Society's Spring and Fall meetings—sometimes twice at each meeting -- with an initial committee meeting to generate ideas at the beginning of the Society meeting and again near the end of the Society meeting to review and prioritize recommendations for the program of the Society's next meeting. The chair calls additional meetings as necessary.

5.1.6 Research Committee.

The chair of this committee is appointed by the President. The chair of the committee recommends a vice-chair or co-chair, appointed by the President and approved by the Board, as well as chairs of subcommittees that are responsible for specific activities initiated by the committee. The Chair and the Vice-Chair serve two-year terms. Membership: Appointed by the President and approved by the Board to include the Chair, Vice-Chair, Past Chair, one Regional Representative, Vice President, Vice-Chair of the Program Committee, Chair of Communications Committee, Chair of Strategic Affairs, Editor of The Journal of Continuing Education in the Health Professions, RDRB Representative (ex-officio) and two to six at-large members. Meeting Attendance: Open to all SACME members. Members other than Committee leadership will serve for one-year terms and can be reappointed for up to five terms.

The committee's general mission is to foster research in CME, particularly research by the Society and by its members. Specific responsibilities include:

1. Provide support, education and networking for Society members to encourage and promote research in CME and to enhance the visibility of research in the Society.
2. Recommend to the Program Committee the scheduling of research presentations deemed appropriate for the Spring and Fall Meetings.
3. Promote and support the development of resources that facilitate the design, conduct, and communication of research in CME.
4. Collaborate with the Research Committee.
5. Provide a forum on ethics and conflicts of interest in research.

The committee meets at the Spring and Fall Meetings of the Society and at the call of the chair.

5.1.7 Communications Committee.

The chair of this committee is appointed by the President. The editor(s) of INTERCOM are *ex officio* members of this committee. The chair is expected to be someone other than the INTERCOM editors or the JCEHP representatives. The chair recommends a "vice-chair" or "co-chair", appointed by the President and approved by the Board, to assist with administrative duties. Members serving in committee leadership will serve three 2-year terms with the Vice-Chair advancing to Chair and the Chair advancing to Past-Chair. *Membership*: Appointed by the President and approved by the Board to include the Chair, Vice-Chair, Past Chair, one Regional Representative, Vice President, Chair-Elect of the Membership Committee, Chair of Program Committee, Chair of Research Committee, Chair of Strategic Affairs, Editor of INTERCOM and two to six at-large members. *Meeting Attendance*: Open to all SACME members. Members other than Committee leadership will serve for one-year terms and can be reappointed for up to five terms.

This committee has general responsibility to oversee and foster publications published on behalf of the Society. Specific responsibilities include:

1. Directly oversee and support INTERCOM (See also the description of INTERCOM.)

* Identify new editor(s) in the event of resignations
* Advise the editor(s)
* Help the editor(s) by soliciting or writing material
* Monitor budget needs
* Assist the editor and Board of Directors in locating funding sources

2. Oversee and set policy for the SACME website

• Identify who will serve as webmaster(s)

• Set policy for what is appropriate content

• Determine what things should be on the public site and what things should be in the “Members Only” section

• Help the webmaster(s) by soliciting or writing materials

• Advise webmasters as necessary

• Ensure that the website is updated regularly

3. Oversee and set policy for the listserv

• Develop policy and standards on appropriate use of listserv

* Review and approve surveys or questionnaires designed by members and others and intended for the listserv participants

• Ensure that policy and standards are maintained

• Provide interventions when breaches in policy occur

• Monitor listserv activity

• Interact with Executive Secretariat regarding issues that arise, software upgrades, and listserv home as needed

4. Support the Society's official journal, the Journal of Continuing Education in the Health Professions

• Communicate with the Society's representatives to the JCEHP Administrative Board to identify ways the committee can be supportive and can engage membership support.

• Assure that the goals of INTERCOM and other publications by the Society complement the goals of JCEHP.

5. Generally oversee all other publications developed by the Society and its various committees and working groups (e.g., membership brochures produced by the Membership Committee, Policy Handbooks). This collaboration is to assure reasonable continuity in form, substance, and language across the Society's publications. This will be implemented through the Executive Secretariat.

1. Develop methods to foster and recognize excellence in publications by Society members.

7. Set the policy for selling the Society mailing list:

• All requests to purchase our list will be forwarded to and reviewed by the Communications Committee

• If a request is approved, mailing materials will be sent to Prime Management, who will do the actual mailing

* Establish appropriate costs for mailing list usage and postage, if needed.
* The list is available as an Excel file that could be downloaded by members.
* A statement on the policy for use of the list is posted on the SACME website.

This committee meets during the Society's Spring and Fall Meetings and at the call of the chair.

5.1.8 Awards Committee**.**

The chair of this committee is the Immediate Past President. The members are recommended by the chair and appointed by the President and are typically the President and Past Chair. The Awards Committee has the general responsibility of identifying and establishing appropriate awards to be made annually by the Society, of developing criteria for those awards, and of recommending candidates for the awards. The Committee has recommended and the Board of Directors has approved two Society awards to be presented annually, Distinguished Service Award and the Dave Davis Research in CME Award. Request for new awards will be reviewed by the Strategic Affair Committee before proceeding to the Board.

• Distinguished Service in Continuing Medical Education. This award is for an individual. The criteria are: (1) An individual who has made outstanding contributions to continuing medical education over an extended period. (A period of fifteen years or more is suggested as a guide.) (2) An individual who has developed an outstanding innovation in continuing medical education representing an important advance in CME.

• Dave Davis Research in CME. This award is for an individual or a group of individuals. The criterion is: An individual or group of individuals who have made outstanding contributions to research in continuing medical education.

The Awards Committee has recommended several procedures concerning the awards:

a. Nominations for these awards may be initiated by the Society membership or other organizations involved in CME. However, the nominations must be presented by (or in conjunction with) a member of the Society.

b. Nominations should be given to the chair of the Awards Committee.

c. The awards should be presented at the Society's Spring Meeting at a time that features the award presentation and its importance to the Society.

d. The award should be a certificate, plaque, or other suitable object that is designed, worded, and framed to reflect the importance of the award to the Society.

e. Notice of the presentation of the award should be announced and featured in publications of the Society (e.g., INTERCOM, JCEHP).

f. Awards in each category are dependent upon suitable candidates and may or may not be awarded each year.

Specific responsibilities of the Awards Committee include:

1. Periodically reviewing the awards established by the Society and their criteria, recommending changes to the Board of Directors as appropriate.

2. Each fall ensuring that nominations are solicited through announcements of meetings of CME organizations, newsletters, and other methods as reasonable and appropriate.

3. The chair receives nominations, shares them with the committee members, and the committee develops a recommendation for each award.

4. The chair presents the recommendations to the Board of Directors for final decisions regarding the awards.

5. The committee (usually the chair) obtains the actual award to be presented, including wording.

6. The committee (usually the chair) assures that appropriate arrangements are made for awardees to be present to receive the award. Issues regarding travel expenses of non-members are resolved on a case-by-case basis.

7. The committee chair works with the President and Program Committee Chair to assure an appropriate time on the Spring Meeting program for the awards to be presented.

8. The committee (usually the chair) prepares notices regarding the awards and recipients for Society publications and communicates the information to them.

The Awards Committee meets at the call of the chair via teleconference between the fall and spring meetings.

### 5.1.9. Strategic Affairs Committee.

The chair of this committee is appointed by the President. *Membership:* Appointed by the President and approved by the Board to include the Chair, Vice-Chair, Past Chair, one Regional Representative, President, Past President, previous Past President, and one to four at-large members.

Meetings are closed and by invitation only.

The purpose of the committee is to guide and inform the Board of Directors by developing effective process and performance approaches for advancing the strategic plans of the Society; guide committees and prepare recommendations to the Board of Directors on current and future strategic initiatives, as appropriate; oversee organizational and committee work plans designed to advance strategic priorities; and establish processes to guide the solicitation and management of grant funding to support the scholarship of CME/CPD in the future.

Section

6

INTERCOMINTERCOM is the official newsletter of the Society and is published three times per year. It is led by an editor or by co-editors who divide the development, management, and publishing responsibilities. The Communications Committee oversees INTERCOM and its editor(s). The chair of the Communications Committee recommends individual(s) to be editor(s) and the President appoints them. The editor(s) identify and appoint assistant editors to be responsible for specific aspects of the newsletter. The editor(s) is/are *ex officio* members of the Communications Committee. The editor is also a guest at all Board meetings.

The overall mission of INTERCOM is to provide the membership (a) with current news and information that will help them better function in their professional roles associated with CME in academic institutions and (b) with information about current Society activities. Specific responsibilities of the individuals responsible for INTERCOM include:

1. Establish an administrative structure to develop, manage, and produce INTERCOM.

2. Identify individuals to act as assistant editors responsible for soliciting information regarding specific topic areas.

3. Maintain contact with Society officers and committees to be aware of current activities that are potentially newsworthy.

4. Follow substantive areas, issues, and topics likely to be of interest to the membership to be aware of current developments that are potentially newsworthy.

5. Work with the Executive Secretariat to obtain appropriate mailing lists and other production assistance.

6. Work with Treasurer to develop and maintain financial arrangements, as needed. Oversee the budget and financial aspects of the publication, including communicating with the Secretariat regarding the development of the projected annual budget and reporting the actual annual cost of operations.

7. Help identify and secure funding support for INTERCOM.

8. Final review and sign-off for publication of each issue of INTERCOM.

Assistant Editor(s) responsibilities include:

* Solicit information regarding specific topic areas
* Follow substantive areas, issues, and topics likely to be of interest to the membership to be aware of current developments that are potentially newsworthy.
* Submit articles, images and other materials for publication to Executive Secretariat for layout.
* Proofread typeset copy and make corrections.

The editor(s) and editorial staff of INTERCOM meet at the call of the editor(s). Meetings occur in conjunction with the Society's Spring and Fall meetings and at other times through the year.

Section

7

# Organizational Master Calendar

An organizational Master Calendar to assist with managing the responsibilities of the Officers, the Board, and the Committees has been established at the Board of Directors web site for e-documents. The Master Calendar can be accessed by Board members and contains a description of the various projects or tasks that are the responsibility of various Board members and Group Leaders. The Master Calendar documents due dates, position responsible, name of the current individual in that position, a description of the project or task, notes, and status.

An annual calendar of events relevant to the Society includes several routine events that are likely to occur at approximately the same time each year. A list of events likely to occur in any year of the Society is presented in Table 6-1. The events included are those likely to be of interest to the general membership. Individuals with specific roles or working on committees may have dates specific to responsibilities of their positions. The dates for some events are necessarily approximations because the actual dates may shift by several weeks from one year to another, e.g., the times of the Spring and Fall meetings. This calendar assumes the Spring meeting occurs in mid-April and the Fall meeting occurs over the end of October and the beginning of November.

The Society's functions occur continuously throughout the year, so there is no obvious point at which to start and end the year presented in the table. Somewhat arbitrarily, this calendar begins with the conclusion of the Society's annual meeting in April and concludes with the occurrence of the Society's next annual meeting. (Note that the Society's fiscal year begins July 1 and ends June 30.) Meetings and activities of other organizations relevant to the Society are noted in brackets.

**TABLE 6-1**

**A Twelve Month Calendar of Major Recurring Events Relevant to the Society**

|  |  |
| --- | --- |
| **Time** | **Event** |
| **May** | Receive AAMC Fall Meeting Rooms/Preliminary Fall Meeting schedule due to AAMC ~ May 8. |
| **June** | Society fiscal year ends June 30.  [AMA meets] [Practice Parameters Forum meets] [ACCME Accreditation Review Committee meets] [ACEHP Board meets] |
| **July** | Dues renewals mailed to those that have not already paid.  Submit to CPA firm prior year financials for tax filing.  [ACCME Council meets] |
| **August** | Post SACME Fall Meeting registration/program to web site; send final/detailed fall program to AAMC.  Past President invite other Past Presidents’ to breakfast at Fall Meeting. |
| **September** | Send reminder for Fall Meeting registration.  Catering and AV requests due to AAMC.  Fax Dues Renewals to those that have not already paid (mark 2nd notice).  [AMA hosts meeting of state med. societies, state CME accrediting bodies, and Committee on Recognition and Review meets] |
| **October** | Final reminder for Fall Meeting registration; request Save the Date brochure for Spring Meeting to be distributed at Fall Meeting.  INTERCOM produced and mailed.  Catering guarantees due to AAMC.  Post Agenda for Board of Directors, notify individuals making reports to the Board and the membership at the Fall Meeting.  Handouts for Business meeting are prepared.  [In Canada, meeting of the Standing Committee on CME], [ACCME Accreditation Review Committee meets], [Practice Parameters Forum meets], [Annual meeting held by the Task Force on CME Provider/Industry Cooperation] |
| **November** | Fall SACME meeting occurs including the Society's Board, Committee, and Business meetings.  Complete minutes for Board and Business meetings.  [Also at AAMC: AHME, CAS, GEA, RIME, WIM and a meeting of Tri-Group leaders (ACEHP, AHME, SACME)] [ACCME Council meets] |
| **December** | [AMA meets] |
| **January** | Proposals due to host Spring meeting to be held in two years.  Nominations due for Society's awards.  Registration for Society's annual Spring meeting mailed by host.  Harrison Survey mailed to membership for completion  Treasurer solicits budget requests for next fiscal year.  Nominations Committee completes slate of candidates for elections.  [ACEHP meets] [ACCME Accreditation Review Committee meets]  INTERCOM produced and mailed. |
| **February** | Meeting host mails Spring detailed program and registration for Spring meeting.  Online election of board and officers begins. |
| **March** | INTERCOM produced and mailed.  Outline of Society's Fall meeting planned  Prepare meeting room requests for Fall meeting (due 4/15)  Agenda for Board of Directors meeting mailed  Handouts for Business meeting are prepared  Fall meeting room requests due to AAMC by April 1.  Post Agenda for Board of Directors, notify individuals making reports to the Board and the membership at the Spring Meeting.  [CAS meets] [Practice Parameters Forum meets] [ACCME Council meets] |
| **April** | Spring SACME meeting occurs, including the Society's Board, Committees, and Business meetings (awards, elections, selection for host of Spring meeting in two years)  Email Dues renewals. |

Not included on the calendar are the quarterly mailings to the membership of the Journal of Continuing Education in the Health Professions. Publication logistics vary sufficiently that the actual distribution dates can vary by months from year to year.

**Table 6-2**

**Committee Meetings of the Society At-A-Glance**

**Committee Meetings\***

* **Membership**
* **Communication**
* **Research**
* **Program**
* **SACME**
* **Board**
* **Finance**
* **Awards**
* **Tri Group**
* **Awards**
* **Nominating**
* **Strategic Affairs**

**\*Committee Meetings are scheduled at both fall and spring meetings**

The Society for Academic Continuing Medical Education (SACME) aims to be inclusive and welcome both individuals and associations.

**SACME meets formally twice per year:**

* **SACME Fall Meeting** -this meeting is held in collaboration with the AAMC. Current medical school/ teaching hospital leaders, faculty, administrators, residents, and students focus on the future of health care. SACME offers a CME track and also meet as a group. SACME’s meetings include the Society's Board, Committee, and Business meetings.
* **SACME Spring Meeting**- this smaller meeting includes only SACME and the focus is entirely on CME. The Society's Board, Committee, and Business meetings are also held (awards, elections, selection for host of spring meeting in two years).

The Society for Academic Continuing Medical Education (SACME) aims to be inclusive and welcome both individuals and associations.

SACME meets formally twice per year:

* SACME Fall Meeting -this meeting is held in collaboration with the AAMC. Current medical school/ teaching hospital leaders, faculty, administrators, residents, and students focus on the future of health care. SACME offers a CME track and also meet as a group. SACME’s meetings include the Society's Board, Committee, and Business meetings.
* SACME Spring Meeting- this smaller meeting includes only SACME and the focus is entirely on CME. The Society's Board, Committee, and Business meetings are also held (awards, elections, selection for host of Spring Meeting in two years).

Section

8

# Routine Procedures and Special Activities

The ongoing business and activities of the Society include a number of routine procedures and ongoing projects that are of interest to most members. This section presents information about procedures and activities about which inquiries are frequently made.

## 8.1 Bylaws Changes

The Bylaws of the Society briefly describe its fundamental purposes and functions, members and membership categories, officers and their terms and election, Society meetings, the Board of Directors and its duties, standing committees and the authority to create other committees, and the procedure to amend the Bylaws. The Bylaws were approved by a two-thirds vote of the voting membership at a membership meeting as the general directives within which the Board of Directors, officers, committees, and members operate. Within these general directives the Board, officers, committees, and others develop more detailed policies and operating procedures.

In response to evolving events, the Board, officers, committees or others may wish to modify policies or procedures in the current Bylaws. Before any change can be made, the Bylaws must be amended. The Bylaws can be amended at any meeting of the Society by a two-thirds vote, provided that the amendment has been distributed in writing, via mail or electronically, to the membership at least thirty days prior to the date of that meeting. A period of not less than seven (7) days shall be allotted to receive absentee ballots prior to the meeting. There shall be no proxy votes permitted at any meeting of the Society. Voting may occur outside of formal meetings of the Society, for example via electronic ballot; however, in such cases a window of no less than 14 days is provided between the times that ballots are available and voting is closed. The requirement for advance notice assures that all of the membership is aware of the proposed change. The two-thirds vote of those attending the Society's Business meeting insures that the substantial majority of the membership is in favor of the change.

The normal procedure for amending the Bylaws is to propose the change to the Board of Directors. The Board will review the request, solicit comments from individuals representing the constituencies likely to be affected by the change, and incorporate reasonable modifications that are recommended. The President then includes the proposed written amendment and an explanation of its purpose as a part of the materials mailed to the membership for the next Business meeting. Normally these materials are distributed in September for the Fall meeting and in early March for the Spring meeting. Proposed changes should be presented well ahead of those times to allow time for review of implications and consideration of mutually supported modifications before the notice is sent.

## 8.2 Communications

Official Society communications are the responsibility of the Society President and his/her designees. Oversight of communications to members via SACME list serve and INTERCOM is within the purview of the Communications Committee with assistance from the Executive Secretariat. Members wishing to survey Society members via the list serve must submit an explanation of the survey and a copy of the instrument to the Chair of the Communications Committee for review and approval.

## 8.3 Financial Accounts of the Society

The Society maintains a Checking Account, a Money Market Account, and a Society Reserve Account which is invested.

8.3.1 Checking Account.

This account is used to process income and expenditures for the regular operations of the Society. At each Spring meeting the Society adopts an annual budget for its regular operations for the upcoming fiscal year based on its anticipated income (e.g., dues, educational grants for meetings and INTERCOM) and expenses (e.g., meeting expenses, committee expenses, contract for Executive Secretariat, duplicating and mailing). The actual income is deposited into this account and the actual expenses are paid from this account. At the Fall meeting the Treasurer presents a report on the actual income and expenses for the previous fiscal year. The residual balance remains in the account and is carried forward as the starting balance in the account for the next fiscal year. For details of income and expenses, see the budget or report presented at the most recent Business meeting of the Society.

The authorization to expend funds is based on the budget for the upcoming year, which is approved by the Board of Directors and endorsed by the membership. Expenditures outside of the designated areas require approval of the Board of Directors.

Monies in this fund are held only on a short-term basis.

### 8.3.2 Money Market Account.

This account contains the society’s cash on hand which is being kept in an interest bearing account.  Fund balances are reported to membership at the Fall and Spring meetings.

**8.3.3 Society Reserve Account.**

This account contains the majority of the Society’s funds and is invested upon the advice of the Society’s Financial Advisor upon approval from the Society’s Finance Committee and Board of Directors. Fund balances are reported to membership at the Fall and Spring meetings.

## 8.4 Mailing Lists and Mailing Labels of the Society

The Executive Secretariat maintains a centralized data base of all addresses of Society members and of others to whom the Society regularly sends information. This data base is the source of addresses and mailing labels used for all Society mailings. The information and labels conform to US Postal specifications with labels coded to allow selection of subsets of the full list.

8.4.1 List subsets and regular mailings.

The data base includes the following subsets of individuals: (1) Society members, (2) interested industry personnel (including members of the Pharmaceutical Association for CME), (3) non-members at medical schools who are eligible for membership, (4) non-member subscription holders to INTERCOM, and (5) others who have requested to receive the Society's routine mailings. Sets of labels can be produced for any of these groups or combinations of them. The labels for members are coded to indicate the membership classification (e.g., voting, continuing).

The regular mailings of the Society can be grouped as follows (a) general information and announcements, including meeting announcements, (b) notices to members, e.g., dues notices, surveys to complete, (c) information regarding membership in the Society, including becoming a member and changes in status, (d) copies of INTERCOM, (e) copies of JCEHP. The mailing lists used for these regular mailings are indicated in the following Table.

**TABLE 8-1**

**Mailing List Subsets Used for Regular Society Mailings**

**List Subgroups** **Type of Mailing:**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **General Info. & Announcements** | **Notices to Members** | **Membership Application/& Status Update** | **INTERCOM**  **COM** | **JCEHP\*** |
| **Society members** | X | X | X | X | X |
| **Industry (inc. IACE)** | X |  |  | X |  |
| **Eligible non-members** | X |  | X |  |  |
| **Other subscribers to INTERCOM** |  |  |  | X |  |

\*JCEHP maintains the lists of other subscribers to JCEHP and performs all JCEHP mailings.

A general assumption is that anyone requesting general information about upcoming Society activities should receive it at no charge. The Society should underwrite such modest costs as part of enhancing visibility and establishing better communications with other constituencies interested in academic CME.

Periodic contact should be made with retired members and others not paying dues to the Society to confirm their interest in continuing to receive Society mailings. The Executive Secretariat currently checks with retired members as part of the annual dues statement mailing.

8.4.2 Access and charges for mailing labels**.**

The Board of Directors has the fundamental authority for deciding to make current mailing labels maintained by the Society available to individuals. The Board has developed a set of guidelines and authorized the Communications Committee to interpret them and apply them to specific cases. The Executive Secretariat receives requests for producing labels. If the labels are for a purpose other than a regular mailing of the Society, the request is referred to the Communications Committee for approval.

General guidelines are:

• Labels are to be produced for regular mailings of Society information (see Table 8-1).

• With the Communications Committee's approval and without charge, labels may be produced for individuals carrying out Society activities as part of their responsibility assigned by the Board (e.g., information request of members by the Education Committee).

• With the Communications Committee's approval and for a charge, labels may be produced for members of the Society who wish to inform the membership of relevant non-Society activities or information.

• With the Communications Committee's approval and for a higher charge, labels may be produced for non-members and other organizations wishing to inform the membership of relevant non-Society activities or information. The Executive Secretariat mails the pieces on behalf of the customer (postage included with charge).

The charge structure is recommended by the Communications Committee and the Executive Secretariat and approved by the Board of Directors. The Communications Committee and Executive Secretariat periodically review and recommend any necessary changes to the charge structure. Funds paid for mailing labels are given to the Treasurer for deposit into the Society's Operating Account.

## 8.5 Membership Applications and Status Changes

8.5.1 Membership Categories.

The four categories of membership in the Society and qualifications for them are stated in the Bylaws. In abbreviated form, they are as follows:

**Voting Members**. Eligible for membership are the dean or director of Continuing Medical Education, or other interested individual(s), of any medical college, or faculty of medicine, accredited by the Liaison Committee for Medical Education or by the American Osteopathic Association, or any branch campus of said college is eligible for voting membership.

Individuals at academic medical centers, medical specialty organizations, teaching hospitals, schools of public health, schools of education, government agencies, or other organizations with interests consistent with the Mission of the Society are also eligible for voting membership.  Upon recommendation of the Membership Committee and with the approval of the Board of Directors, the Executive Secretariat shall include approved members in the roster of voting members of the Society upon payment of dues.  Dues shall be set by the Board.

Any voting member who has current membership at the time of regulation retirement from his or her institution and wishes to continue association with the Society may be eligible for Emeritus status. Emeritus status members are entitled to all privileges of membership except the rights to vote and hold office. Dues shall be set by the Board.

**Trainee Members**.  Eligibility for Trainee Membership is open to advanced degree students, residents, fellows, and others preparing in full-time programs for professional careers in CME/CPD at filled, respectively, by the previous President-Elect, Vice-President, and President. The position of Treasurer will be filled by recommendation of the President and appointment made by the approval of the Board of Directors. The remaining regional representatives are considered filled. The offices of representatives to the Council of Faculty and Academic Societies (CFAS) shall be included on the slate subject to CFAS’ rules and bylaws.

**Honorary Life Members**. Upon the written recommendation of the Board of Directors, honorary life membership can be conferred upon up to three individuals per year who have made outstanding contributions to continuing medical education over an extended period of time but who may not necessarily have been Society members. An honorary member shall have none of the obligations of membership in the Society and shall be entitled to all of the privileges except those of making motions or voting at a general meeting, or holding office.  There shall be no limit on the total number of persons holding the title of honorary life member.  This status will carry with it no obligation for dues.

8.5.2 Application process.

Non-members interested in becoming voting, or student members of the Society should be referred to the Executive Secretariat, which will do the following:

1. Send the individual a membership packet, consisting of a cover letter, the Society's brochure and current newsletter, and a membership application. These materials indicate the dues structure, but defer payment until the application is approved.

2. Ask either the appropriate regional member of the Membership Committee or the Chair of the Membership Committee to call the prospective member and offer to answer any questions about the Society.

3. If a completed application is not returned by the prospective member in one month, the Executive Secretariat's office will contact the individual to inquire about the status of the application.

4. At the end of each month, completed applications will be promptly forwarded to the Membership Chair for review by the Membership Committee and, if the committee agrees that the candidate meets membership qualifications, recommendation to the Board of Directors to approve or disapprove.

5. If disapproved, a letter will be sent to the individual explaining why the individual was not accepted.

1. If approved, a letter will be sent by the Executive Secretariat welcoming the new member to the Society. The new member will be added immediately to the member mailing list and directory. An invoice for membership dues will also be sent. The amount of the invoice will be determined by the time of year membership has been accepted. The total amount of dues for that year (July 1 to June 30) will be broken into quarterly figures and the appropriate fee will be billed to the member.
2. Upon approval, Regional Representatives will contact new members to welcome them to SACME.

Once individuals are members of the Society, changes in their employment may result in their requesting a change of membership status to voting, emeritus, or student. These requests will be handled generally following the procedures for processing requests for new voting, and student membership. For changes in status, the above steps 1, 4, 5, and 6 will apply, with the individual completing the sections of the application that are appropriate for the requested status.

As was indicated in the description of membership categories, a very different process applies to becoming an Honorary Life Member. The conferring of this status is confirmed directly by the Board of Directors.

## 8.6 Payment and Reimbursement

The general guidelines regarding expenditure of Society funds are:

• Expenditures should be approved in advance

• Requests for payment, either direct payment or reimbursement, must be accompanied by suitable documentation of the expenditure and the activity for which it is being made.

The advance approval is accomplished in two steps. The first step is the approval of the overall activity and general amount: the Board of Directors and the membership approve a budget for annual operating expenses and the Board approves budgets for expenditures for projects. Once the budgets have been authorized, the second step occurs: individuals delegated responsibility for the specific activities may make expenditures on behalf of the Society for the specified purpose up to the amount authorized. Only the Board can authorize payments from the Money Market or Society Reserve Accounts.

The Treasurer is responsible for monitoring the appropriateness of all expenditures and for working in collaboration with the Executive Secretariat for Society financial management. When the appropriateness of an expenditure is unclear, the Executive Secretariat must check with the President for clarification or referral to the Board of Directors for decision. The Society has some standard policies in specific areas that parallel expense policies at most medical schools. For example, speaker travel reimbursement for air fare is limited to coach class; when Society members speak at Society meetings, they are not paid honoraria or reimbursed for travel expenses because it is assumed that they would be attending the meetings anyway as part of their regular personal professional activities; only business expenses are reimbursed and entertainment expenses are not reimbursed.

The Executive Secretariat manages the Society’s Checking Account funds, in cooperation with the Treasurer and with oversight from the President and Board. The Treasurer is the custodian of all of the Society's funds and is responsible for all financial decisions related to Society funds. All payments from the Society's funds are made by check, maintaining an auditable trail of all Society expenditures. One of two procedures is generally followed, depending on the amount of the expenditure. For large expenditures, the individuals responsible for the activity usually arrange for an invoice to be sent to the Treasurer and be paid directly by the Society. For small expenditures, the individuals responsible for the activity usually pay the expense directly, and then request reimbursement from the Treasurer.

Direct payment. For payments to be made directly by the Society, contact the Executive Secretariat in advance and inform him/her of the following:

• Specify the approved activity for which the payment is to be made.

• If someone other than an individual responsible for the activity is arranging for the purchase, document that the person responsible for the activity is aware of the expenditure and approves it.

• Identify the entity that will be requesting payment, the materials or services being paid for, and the approximate amount to be paid.

Reimbursement. Reimbursement requests should be sent in writing to the Executive Secretariat and include the following information:

• Specify the approved activity for which the purchase was made.

• If someone other than an individual responsible for the activity is requesting reimbursement, document that the person responsible for the activity is aware of the expenditure and approves it.

• Include original receipt(s) for the expense (specifying the amount, the materials or services provided, the entity to which payment was originally made, and the date of payment--which together make the expenditure auditable should that be necessary on some occasion).

• Specify the name to which the check should be made out.

• Specify the address to which the reimbursement check should be sent.

The Executive Secretariat will then provide the specific name and address (usually the Executive Secretariat’s) to which the supplier should send the invoice for payment.

## 8.7 Reporting to the Board of Directors and to the Membership

This information is for individuals who will make reports to the Board of Directors and to the membership at the Spring or Fall meetings of the Society. The Board of Directors maintains that it is important for these communications to occur --the opportunity to coordinate activities and to recognize individuals performing them is very important for the Society. However, the amount of time available to us is limited and should be used to best advantage.

Outlined below are some general suggestions for individuals who will make reports regarding preparations for the meeting and the reports. Individuals making reports should turn in two written items to the Society Executive Secretariat by the conclusion of the meeting:

• A written summary of your reports to be included in meeting minutes (separate summaries for the Board meeting and the Business meeting if your reports at those meetings differ appreciably). Brevity is preferred over length. Handwritten notes that are legible are fine. It is preferred that the Executive Secretariat receives your written summary before the end of the overall meeting and individuals return home.

• If you are in charge of a committee or group, a list of the members to update committee and other listings in the next Society directory. The Executive Secretariat should receive the list by the end of the overall meeting or shortly thereafter. (For some committees with changing membership, you will need to pass a “sign-up” sheet during the committee meeting, then telephone previous committee members who are not present to determine whether they want to continue to be on your committee.)

### 8.7.1 Preparation before the meeting**.**

All items to be included in the Board agenda should be submitted to the President prior to the meeting and appropriate handouts should be included. Board members and committee chairs are expected to upload their reports to the Board’s online document tool. Guests to the Board should submit their materials one week in advance of the meeting to the President and the Executive Secretariat.

8.7.2 Reports to the Board.

Reports to the Board should summarize current activities and request formal actions as appropriate. Generally **up to 10 minutes** is allocated for each report. In preparing for the Spring and Fall Meetings, the President is responsible for preparing the agenda for the Board meeting. Individuals invited to address the Board will be notified in advance of the time scheduled to make their report to the Board and whom to contact if a change is necessary. If not completed in advance of the meeting, provide the Executive Secretariat a written summary of your report to assist in preparing the minutes of the Board meeting.

8.7.3 Reports to the membership.

The primary purpose for giving reports to the membership at Business meetings is to summarize current activities. Generally **up to three minutes** is allocated to a report. The intent is to give the membership an overview of the types of activities that are occurring in your area of responsibility. Give the Executive Secretariat a written summary of your report to assist in preparing the minutes of the Business meeting.

## 8.8 Research and Development Resource Base

The Research and Development Resource Base in Continuing Education (RDRB), maintained at the University of Toronto, is a bibliographic database of literature relevant to the delivery and evaluation of continuing education in the health professions. It also incorporates information about practitioner performance in such areas as prescribing behaviors or health care outcomes. The Society provides support to the RDRB, with the amount and continuation of the support reviewed and recommended annually by the Research Committee, then approved annually by the Board. Society members have access to the RDRB.

The RDRB has the following objectives:

* To provide a comprehensive searchable database of relevant literature for researchers and providers of continuing education for health professionals;
* To perform literature searches;
* To produce annual updates on the continuing education literature in medicine and health;
* To produce regular annotated bibliographies of the continuing education literature in selected topic areas.

Each article in the RDRB has extensive keywords and most include a short abstract or summary. Searches can be broadly based or very specific, depending on the selection of keywords. The RDRB is organized into general areas, covering:

* **Interventions:** Studies and reports of educational events, activities, programs, and other maneuvers designed to increase learning, or produce performance change.
* **Learning environments:** Factors external to the health professional that influence learning and change. Topic areas include re-certification, mandatory continuing education, and practice sites.
* **Learner characteristics:** Factors that affect health professional learning and change, including personal characteristics such as motivation, gender, or age of the learner.
* **Needs assessment:** Surveys of health professional needs, need assessment techniques, and instruments.
* **Evaluation:** Techniques, strategies, and methods to evaluate continuing education and related interventions, e.g., instrument or survey development, application of statistical analysis, and methods of measuring patient outcomes.
* **CE organization and delivery:** Descriptive studies of the organization of continuing education units, offices, and large scale programs, including administration, funding, and logistical support.
* **Miscellaneous:** Papers and reports on issues relevant to the history, development, or ethical considerations in CE programs.

The RDRB is available at no charge online, and users are encouraged to access and search the RDRB on their own at: **http://www.cme.utoronto.ca/search**.

To request help with a literature search:

* Contact Laure Perrier, Research Librarian - email: **rdrb.cme@utoronto.ca**, or
* Fill out the online literature search request form at: **http://www.cme.utoronto.ca/rdrb/request.asp**

This service is available at no cost to members of the Society for Academic Continuing Medical Education (SACME) and the Alliance for Continuing Education in the Health Professions (ACEHP).

The service of retrieving full-text articles is not available with the following exceptions (for SACME members only):

* in certain circumstances, this can be arranged upon consultation with the RDRB Manager;
* if a small number of articles (e.g. 1-2 articles) are needed that are particularly difficult to locate; or,
* for articles from back issues of *The Journal of Continuing Education in the Health Professions* (JCEHP), if access to this journal is not otherwise available

## 8.9 Research Grant Application and Award

The Society has established a mechanism to provide funds to support research related to continuing medical education. The Research Committee is responsible for the solicitation, review, and recommendation of research projects to be awarded funds and for monitoring the conduct of projects that are awarded funds. The general procedures associated with these processes are described below. The Society has one named award, the *Phil R. Manning Research Award in Continuing Medical Education*, typically a grant of up to $50,000 that is awarded every two years. Calls for proposals for the Manning Award as well as smaller awards are made by the Chair of the Research Committee for review and consideration by the Committee.

This grant is made in the name of Phil R. Manning, MD, Paul Ingalls Hoagland Hastings Professor of Continuing Medical Education and Professor of Medicine Emeritus at the Keck School of Medicine, University of Southern California. Dr. Manning is founding president of the Society for Academic Continuing Medical Education, formerly the Society of Medical College Directors of Continuing Medical Education. He has been a governor, regent, and vice president of the American College of Physicians and serves on several educational committees of the American College of Cardiology. Dr. Manning is co-editor of Medicine: Preserving the Passion in the 21st Century and author of many peer-reviewed publications.

**Submission of proposals.** Proposals for research projects may be submitted by any person, but in the event that the Principle Investigator is not a member of the Society, the project must be sponsored by a member of the Society or by a member of the Research Committee. The projects should be well designed research in substantive areas relevant to CME, including:

• The nature and effectiveness of CME strategies and interventions;

• Theories of teaching and learning of physicians;

• Methods of assessment and evaluation of physician knowledge, skills (competence), and behavior (performance);

• Effectiveness of methods of CME administration.

The *Research Committee of the Society for Academic Continuing Medical Education* (SACME) requests Letters of Intent for original research related to physician lifelong learning within the domain of assessment and/or competency-based CME/CPD.

Proposals will not be restricted to any methodological approach. The finished work must be appropriate for publication in a health professions education journal (e.g. Journal of Continuing Education in the Health Professions) or equivalent peer reviewed journal and for presentation at a future SACME meeting (Phil R. Manning Research Award Plenary).

**Funding:** A grant will be awarded up to $50,000 over two years; for example, the awardee may receive $21,000 in year one and $29,000 in year two.

**Award process**: Following review of Letters of Intent by the Research Committee, selected projects will be notified regarding submission of full-proposals. Funding decisions will be announced at the SACME Spring Meeting.

**Deadline: Letters of Intent usually are received in November.**

**Eligibility**: Awards may be made to researchers interested in advancing CME/CPD research.

**Review criteria**: Clarity of research question, contribution to CME/CPD, fit of research design and methods to the research question, and experience/qualifications of research team for undertaking the research.  
  
**Format of the Letter of Intent**: The Letter of Intent must be no longer than two pages, single spaced, 12 pt. font. It should include a clear statement of the problem and how the research specifically addresses the issue/advances CME/CPD; the scope of the project; a research question; the methodology to be employed in addressing the research question and a brief indication of the qualifications and role of (each) investigator(s). Budgets and curriculum vitae are not required for LOI submission.

**Address**: Completed LOIs should be submitted electronically to the chair of the SACME Research Committee. The Letter of Intent will be formatted in Microsoft Word, PDF file or in "rich text format" (.rtf).  
  
**Questions**: Questions regarding Letter of Intent should be directed to the Chair of the SACME Research Committee.

The Committee establishes and oversees a process of reviewing the proposals for scientific merit, including the importance of the problem addressed, the importance of the contribution that the project will make, the adequacy of the methods to accomplish the proposed objectives, the capability of the investigators to perform the project, and the appropriateness of the proposed budget. The Committee will consider the conclusions of the review process and the funds available for award, then make recommendations to the Society's Board of Directors concerning the disposition of the proposals. When recommending proposals for funding, the Committee advises the Board regarding the amount and conditions of a research grant, including requirements for periodic reports by the Principal Investigator to the Committee regarding project progress and use of funds.

Final determination of awards is made by the Board of Directors. The Executive Secretariat is responsible for payment of the award from interest deriving from the Research fund. Announcement of the winner of grants should be announced at the Spring Meeting, when possible.

## 8.10 Surveys of the Society

SACME works with the AAMC and the CME Section of the GEA to craft and subsequently analyze responses to the Harrison Survey on a regular basis.