

POLICIES, PROCEDURES, AND ORIENTATION MANUAL

The *APMA Board of Trustees Policies, Procedures, and Orientation Manual* was revised in its entirety in 1998-1999 with the goal of identifying policies, procedures, and orientation information that could be viewed to be permanent, long-standing rules that could stand the test of time, yet be subject to modification as needed. In developing the revised manual, the following formula was applied:

1. Revise and/or write policy based upon existing protocols and precedents
2. Review texts and available literature prepared by recognized scholars on the subject of board governance
3. Consult with APMA general counsel on all matters of board governance
4. Incorporate opinions and ideas discussed during meetings of the board

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1.0 GENERAL INTRODUCTION

“As a board sets out to fulfill its trusteeship, its most immediate responsibility is to deal with the implications of being a group. Indeed, this hurdle can easily keep a board from attending to other responsibilities. Boards are fraught with extensive interpersonal dynamics as is any other group of human beings.”¹

Purpose of this Document

The *APMA Board of Trustees Policy, Procedures, and Orientation Manual* outlines policies and procedures by which the affairs and activities of the board are governed. This document is essentially the board’s operating manual, providing direction and guidance to board members and staff. By having a mutually agreed upon set of policies and procedures, the following objectives should be attained:

- Enabling the codification of the board’s governance process
- Reaching general consensus on routine matters for which disagreement may have existed
- Clarifying tasks and responsibilities of the board, committees, and staff
- Recognizing off-limit topics

Attaining these objectives should help to depersonalize and neutralize disagreements among fellow trustees and staff who may have opposing views on routine issues. In other words, the governance process can occur and be preserved by referring to these agreed-upon policies and procedures rather than upon the control measures invoked by one individual (e.g., the chair or executive director) on the basis of his/her sense of what should be.

This manual complements other policy and procedural documents that exist within the association (e.g., *APMA Bylaws, Administrative Procedures, APMA Code of Ethics*). Throughout this document, when reference is made to such other policies and procedures, the reader will be directed to the appropriate source. Policies and procedures that have been formally adopted and that are published in other documents will not be repeated in this document.

Distribution

This document is provided to all members of the board and senior staff. This document is available in hard copy and by electronic format. Please contact the APMA Executive Office to obtain additional copies of the document or if you have questions or comments about its content.

¹John Carver and Miriam Mayhew Carver, *Your Roles and Responsibilities as a Board Member* (San Francisco, CA: Jossey-Bass, Inc., Publishers, 1996), p.2.

The *Policies, Procedures, and Orientation Manual* is an internal document and not for circulation outside of the APMA Board of Trustees and staff except that said policies and procedures shall be available for review by delegates or alternates of the House of Delegates or by a committee appointed by the president specifically designated for the purpose of reviewing said policies and procedures.

Adoption of Modifications

Although this document is intended to be current and complete, the board recognizes that the policies and procedures outlined herein may not address every future concern, nor may they continue to be relevant. The board is responsible for adopting the policies and procedures identified in this manual and will undertake modification of the manual as the need arises and as the board sees fit.

Amendments to the policies and procedures may be offered at any regular meeting or at a special meeting called for that purpose, provided that notice of the proposed amendment has been given to all members of the board at least fifteen (15) days prior to the meeting at which the amendment is to be considered. Amendments for which no notice has been given may be considered by the board upon unanimous approval of the members present and voting.

All proposed amendments must be reviewed by the Executive Committee prior to consideration by the Board of Trustees. The committee is responsible for recommending an action to be taken by the board.

The policies and procedures identified in this manual shall become effective upon approval by a two-thirds majority of the voting members of the board. Upon adoption, new policies and procedures shall supersede any prior policies, procedures, rules, or regulations which may heretofore have been applicable to the board. The board will review its policies and procedures at least once every three years.

Interim Modification

Interim modifications of the policies and procedures identified in this document are not allowed without board approval. If an interim modification is approved by the board, it is done so on a temporary basis until an action to make the modification final can be taken at a meeting of the board in accordance with the provisions identified in the previous section.

Interpretations

Interpretations of the policies and procedures will be determined by the executive director in consultation with the president. The president or member of the board may seek review of an interpretation by the Executive Committee of the board. (See section 35.0 BOARD SELF-ASSESSMENT.)

Interpretations that provide an expansion of the policies in this document will be logged by APMA administration and maintained for future reference.

Will of the House of Delegates

The board recognizes that it serves at the will of the APMA House of Delegates and therefore, propositions, resolutions, or directives approved by the house may have an immediate effect on the application, interpretation, or continuation of the policies and procedures identified in this manual. All duly enacted mandates of the house that bear on the policies and procedures in this manual shall result in immediate modification of the manual without any further action by the board.

APMA Bylaws, Administrative Procedures, and Code of Ethics

The board is precluded from adopting any policy or procedure that supplants or interferes with the *APMA Bylaws, APMA Administrative Procedures, or Code of Ethics*.

Note: Throughout this manual, the use of the terms, “members” and “trustees” will generally mean to include all

2.0 VALUE STATEMENTS

“... project a vision, infuse an organization with mission, bid a staff to be all it can be, and for itself, grow a little in the process.”²

Construction of a sound governance process for the board and the related policies and procedures is dependent upon the board considering its overall reason for existence. The reason for existence can be found in both a set of values established by the board and the board’s job description--i.e., its role and responsibilities.

The Board of Trustees has agreed on the following value statements or principles to guide it in its efforts to carry out its charge on behalf of the association. The board believes that all board members should reflect occasionally on the following statements.

- The board will foster trust among the public and podiatric professional communities to which it is dedicated to serve
- The board will focus on advancement of the profession by stimulating ongoing quality services and programs for members
- The board will be inclusive in the implementation of its activities and will maintain an openness to the diverse opinions of its community of interest
- The board will maintain integrity through its decision-making process by being consistent, fair, and honest
- The board will maintain a high level of accountability and accuracy in its communications with the publics it serves: consumers, members, students, employers, educational institutions, government, and others
- The board will pursue its goals and objectives through a process and procedures that are both cost-effective and cost accountable
- The board will engage in activities that are professional, and socially and ethically responsible

²John Carver and Miriam Mayhew Carver, Strategies for Board Leadership (San Francisco, CA: Jossey-Bass, Inc., Publishers, 1996), p.2.

3.0 BOARD OF TRUSTEES: DUTIES AND RESPONSIBILITIES

“A board speaks with one voice ... or it doesn't speak at all.”³

General Authority

The Board of Trustees serves at the will of the House of Delegates but is ultimately responsible to the entire APMA membership--in other words, the members are the owners of APMA and the board stands in for the owners.

Service to APMA requires that the board abide by the policies and procedures stated in the *APMA Bylaws, Administrative Procedures*, and the mandates set forth by the House of Delegates. The *APMA Bylaws* define the powers of the Board of Trustees. The powers are summarized below.

- Conduct the business, manage the affairs and properties, and control disbursement of funds of APMA
- Develop and oversee implementation of the strategic plan and operational plan and determine program priorities
- Determine editorial policy and materials to be published in official APMA publications
- Establish interim policies when the House of Delegates is not in session
- Establish committees, rules and regulations, and duties to govern itself

Job Description: Trustees

The effectiveness of any board requires that each member recognize and embrace his/her responsibility and commitment to the group process. While individual board members bring with them a diversity of opinions, concerns, and issues, the ultimate sign of success is reached when the board, working as a collective body, attains an unambiguous, single board decision from among the diversity.

The board agrees on the following general statements to be included in its job description, which flow from its values and distinguishes the board's unique role from the roles of the staff.

1. The board links the membership to APMA
2. The board is obliged to fulfill its fiduciary responsibility

³John Carver and Miriam Mayhew Carver, *Basic Principles of Policy Governance* (San Francisco, CA: Jossey-Bass, Inc., Publishers, 1996), p.2.

3. The board guards against undue risk
4. The board determines program priorities
5. The board ensures that the staff, through the executive director, faithfully serves the goals of the organization and the policies of the board

The board will review its job description in the light of its value statements to ensure that together the job description and value statements are a reasonable articulation of a set of “value added” objectives that define the intended results for board performance. These “value added” objectives constitute the starting point for the board to engage its self-assessment process.

Guiding Principles

The following list of “Dos and Don’ts” has been agreed upon by the board for guiding the general conduct of all board members and officers.⁴

Do	Don’t
do: govern, set policy, identify goals, and focus on the “big picture”	don’t: administer specific services, programs, or budgets
do: ensure that planning priorities are identified and their achievement monitored	don’t: be intimidated by others’ strong opinions
do: examine, question, and define/redefine the big picture	don’t: publicly oppose the board’s decision
do: be a microcosm of the entire membership	don’t: act unilaterally on behalf of the board
do: become familiar with policies and procedures of the association and board	don’t: engage in political campaigns for candidates running for elective office
do: remember to meet with members to gather information and assess the needs of the profession	don’t: assign staff jobs or instruct staff members who are subordinate to the executive director (except when the executive director has assigned a staff member to a particular board function)
do: tolerate issues that cannot be quickly settled	don’t: interfere with the administrative and management authority bestowed on the executive director
do: be prepared for meetings/do your homework	don’t: determine staff development needs, terminations, or promotions (except for executive director)
do: establish the limits to the administrative and management authority of the executive director	don’t: render judgments about staff activities where no previous board expectations have been stated
do: identify board training and development needs	don’t: over-commit your or others’ time and energy
do: endeavor to keep disagreements and controversies impersonal and to promote unity	
do: express your opinions/respect those of others	
do: share in the responsibility for board discipline	
do: obey the rules set by the board	
do: support the president and the board’s final actions	
do: treat staff as a partner in a high calling	
do: support other board members and staff, rising to their defense when they are unjustly criticized	

⁴Carver, Your Roles and Responsibilities as a Board Member, pp. 11-17; cf. Brian O’Connell, The Board Member’s Handbook (New York, NY: The Foundation Center, 1985), p. 28.

Responsibilities: Trustees and Officers at the APMA House of Delegates

During meetings of the APMA House of Delegates, the trustees and officers (excluding the president and president-elect) assist the president and president-elect in assuring that the APMA Board of Trustees is properly represented, and that board philosophies and concerns are appropriately communicated.

The expectations of the trustees and officers during the House of Delegates include, but are not limited to, the following:

1. The trustees and officers attend meetings of the Finance Committee, Resolutions Committee, Bylaws and Procedures Committee, and other committees (as necessary), and may be asked by the president to speak on matters of concern
2. The trustees and officers attend all sessions of the House of Delegates and may be asked by the president to speak on matters of concern
3. The trustees and officers attend all appropriate official social functions
4. The trustees and officers assist the president and president-elect with other matters as necessary

Responsibilities: Trustees and Officers at Regional and Other Meetings

Official representatives from the board are appointed by the president with the approval of the board to attend and represent the Board of Trustees at regional meetings of the association. A member and/or officer of the board (normally the president) will be assigned to attend any one regional meeting. Attendance at these regional meetings assures that the APMA Board of Trustees is properly represented and that board philosophies and concerns are appropriately communicated.

The president also authorizes board members and/or officers to attend and represent APMA at other official meetings of state components, affiliated and related organizations, and organizations external to APMA. While the number of board members and/or officers authorized to attend a particular meeting will be based upon the circumstances and issues surrounding the meeting, the president is expected to be prudent in making assignments.

The responsibilities of the trustees and officers appointed to represent the board at regional and other meetings include, but are not limited to, the following:

1. The trustees and officers confer in advance with APMA staff concerning scheduled activities
2. The trustees and officers confer with the president regarding plans to provide verbal or written reports

3. The trustees and officers represent the board at official functions
4. The trustees and officers maintain a high level of visibility at the meetings
5. The trustees and officers confer with the president to determine the need and agenda for the board's representative to host an informal meeting with the leadership of the region, component, affiliated, or related organization

Responsibilities: Trustees and Officers in Communicating with Assigned Components

Official representatives from the board are assigned by the president to component states for the purpose of improving communications and determining issues of concern. Board members are asked to contact their assigned states by telephone or electronic mail sometime before every board meeting. Any issues of concern should be reported to the board.

Responsibilities: President

The specific duties of the president of APMA are defined in the *APMA Bylaws*.

Responsibilities: President at the House of Delegates

During meetings of the APMA House of Delegates, the president assures that the APMA Board of Trustees is properly represented, that board philosophies and concerns are appropriately communicated, and that the needs and requirements of the board are met.

The expectations of the president during the House of Delegates include, but are not limited to, the following:

1. The president attends meetings of the Finance Committee, Resolutions Committee, Bylaws and Procedures Committee, and other committees (as necessary) to assure that board philosophies and concerns are properly communicated
2. The president determines the assignments for trustees to speak on matters and issues, as appropriate and necessary, to be considered by the House of Delegates and/or committees of the House of Delegates
3. The president attends all sessions of the House of Delegates
4. The president formally addresses the House of Delegates in an acceptance speech and a state-of-the-association farewell speech
5. The president or his/her designee introduces and presents the Distinguished Service Citation awards
6. The president or his/her designee introduces VIP speakers

7. The president consults with staff regarding the planning of the President's Dinner/Reception
8. The president attends all appropriate official social functions
9. The president hosts official APMA social and celebratory functions
10. The president passes the leadership role to the new president at the close of the house
11. The president performs such other duties as may be assigned by the board

Responsibilities: Board Chair

As specified in the *APMA Bylaws*, one of the duties of the APMA president is to serve as the chair of the Board of Trustees. Generally, the chair serves the board as its leader who is empowered to make certain decisions and act as the point-person for board discipline. Ultimately, the chair should lead the board to become a responsible leadership group.

The expectations of the board chair include, but are not limited to, the following:

1. The chair presides over all sessions of the board with all commonly accepted powers associated with that position (e.g., ruling, recognizing)
2. The chair creates the meeting agendas for the board
3. The chair ensures that the board acts in accordance with its own policies and procedures, and in accordance with its legislated authority as specified by the House of Delegates
4. The chair appoints, with the approval of the board, the members and chairs of committees of the board
5. The chair designates, with the approval of the board, liaison representatives to other organizations, including representatives from the board at regional meetings
6. The chair may vote on all board matters
7. The chair serves as an ex-officio member of all committees of the board and he/she may attend any or all meetings of these committees
8. The chair serves as the chair of the board's Executive Committee
9. The chair may respond or direct response to inquiries on the basis of established board policies and procedures and is expected to provide copies of all

correspondence, memoranda, and significant communications to the executive director

10. The chair performs such other duties as may be assigned by the board

Responsibilities: President-elect

The duties of the president-elect are defined in the *APMA Bylaws*.

Along with the responsibilities delegated to the president-elect as specified in the *APMA Bylaws*, the additional expectations of the president-elect include, but are not limited to, the following:

1. The president-elect meets with the executive director and other staff members at APMA headquarters prior to taking office as president in order to begin planning for his/her year as president. This meeting should be arranged several months prior to the regular meeting of the House of Delegates.
2. The president-elect determines new committee appointments and liaisons for his/her term as president. The president-elect provides a list of his/her recommended appointments to the executive director for consideration by the board no later than its winter meeting.

Responsibilities: President-elect at the House of Delegates

During meetings of the APMA House of Delegates, the president-elect assists the president in assuring that the APMA Board of Trustees is properly represented, that board philosophies and concerns are appropriately communicated, and that the needs and requirements of the board are met.

The expectations of the president-elect during the House of Delegates include, but are not limited to, the following:

1. The president-elect attends meetings of the Finance Committee, Resolutions Committee, and other committees (as necessary), and may be asked by the president to speak on matters of concern
2. The president-elect attends all sessions of the House of Delegates and may be asked by the president to speak on matters of concern
3. The president-elect identifies for staff, at least sixty (60) days in advance of the meeting, the name of his/her installing officer
4. The president-elect attends all appropriate official social functions
5. The president-elect consults with staff regarding the planning of any inaugural celebration

6. The president-elect performs such other duties as may be assigned by the board.

Responsibilities: Officers

The duties of the officers are defined in the *APMA Bylaws*.

General Conduct

Board members and officers are expected to conduct themselves in an appropriate and professional manner at all times when representing the interests of APMA.

Board members and officers are expected to forward immediately to the office of the executive director any correspondence of an official nature related to APMA that is received.

Board members and officers may neither make any commitments nor enter into any agreement on behalf of the board or APMA, without authorization of the board.

Board members and officers should not voluntarily testify on behalf of plaintiffs in malpractice cases.

Current Curricula Vitae

Each member and officer of the board is asked to provide a current copy of his/her curriculum vitae to the APMA Executive Office and notify the executive director of any changes.

Role of the Treasurer

- Supervise the management of the organization's securities and property
- Understand the internal controls in place to safeguard assets
- Review investment policy and make necessary recommendations to the board
- Review financial arrangements regarding the organization's real estate holdings
- Finance Committee chair
- Review budget process
- Present budget to Finance Committee
- Review budget results periodically
- Review investment performance periodically
- Review audit report
- Report to the House of Delegates
- Act as intermediary between the board and management regarding any significant financial matters
- Consulted on periodic review of audit firm
- Serve as compliance officer (See Section 15.0 WHISTLE-BLOWER POLICY FOR SUSPECTED VIOLATIONS OF BUSINESS, ACCOUNTING, AND FINANCIAL PRACTICES)
- Review and recommend to the board agreements between APMA and host

- component or regional sponsors of the annual educational program
- Evaluate budget presentation to the House of Delegates and make changes when necessary
- Be informed of changes in board policies with fiscal implications

4.0 BOARD MEETINGS

“Welcome information and the best available advice, but reserve the right to arrive at decisions on the basis of your own judgment.”⁵

Regular Meetings of the Board

The board conducts four regular business meetings a year.

One of the four meetings may be designated for the sole purpose of reviewing and updating the board’s strategic plan.

Staff will ensure that dates of regular meetings of the board are published and will notify each member of the board directly of any meeting scheduled.

Annual Schedule of Regular Meetings of the Board

The *APMA Bylaws* require that the APMA Board of Trustees conduct at least two meetings annually. Additional meetings may be scheduled at times that are most convenient and cost effective for the efficient transaction of the business of the board.

The board meets four times each year. One of the four meetings will be designated as the time for the board to review and update its strategic plan and discuss its operational plan for the forthcoming fiscal year.

The board will determine the precise dates of its meetings for the forthcoming year when it meets during the regular meeting of the House of Delegates.

The board reserves the right to modify its schedule at any time it deems necessary.

Special Meetings

Special meetings of the board may be convened by the chair, upon written request of at least eight (8) members of the board. The call for a special meeting will specify the purpose of the meeting. At least ten (10) business days notice is required for a special meeting held either in person or by conference call. No other business may be conducted at such special meetings except by unanimous consent of the board. Whenever possible, special matters will be deliberated by a conference call method rather than an in-person meeting. (See Section 10.0 COMMUNICATIONS POLICIES.)

Special meetings are conducted in accordance with all applicable rules, policies, and procedures that have been established for regular meetings and in accordance with the *APMA Bylaws*. The executive director will provide notification to the board of any special meeting called.

⁵O’Connell, p. 28.

Reorganizational Meeting

At the determination of the president, the board may elect to convene a reorganizational meeting following the elections and installation of new members and officers at the conclusion of the regular meeting of the House of Delegates.

Location and Site Visits

The hotels and meeting locations selected for meetings of the board will be determined by staff based upon meeting space availability and in keeping with the goals of establishing an ongoing relationship with a major hotel chain, cost containment, and ease of access.

APMA staff will determine the necessity of site inspection and planning visits for the meetings. The staff will conduct the site inspection.

Executive Sessions

At any meeting of the board, the chair, with consent of the majority present, may declare the meeting to be an executive session, at which only board members, general counsel, executive director, deputy executive director, and specified staff may be present except that, with the consent of the majority present, an invitation may be extended to any persons whose presence may be necessary for the conduct of the business of the board. All deliberations that pertain specifically to sensitive matters (e.g., requests for boards of inquiry, actions on awards and recognition recommendations, certain legal matters, performance evaluation of the executive director) will be conducted in executive session. Routine association business should not be deferred to an executive session.

The board may elect to postpone discussion of executive session issues until all non-executive session business is completed or it may elect to conduct its executive session prior to the beginning of the regular business session.

Actions taken during executive sessions are considered official actions of the board.

Informal Meetings

At the determination of the chair, board members may be asked to gather prior to the regular business session (or at other times) to exchange information, engage in board training and development, and/or discuss general issues of mutual concern. The board may elect to add items to the agenda of the regular business session based upon issues that surface during an informal meeting. For informal meetings, no official business may be conducted, and no votes or minutes may be prepared.

Agenda Setting

In advance of the board meeting, a detailed agenda is prepared by the executive director based upon consultation with the chair. Board members are asked to submit items for the agenda at least three (3) weeks in advance of the meeting. The board chair approves all items to be included on the agenda.

The agenda is distributed to the board prior to each meeting. The agenda is distributed to guests on site at the time of the board meeting.

The agenda is formally adopted at the beginning of the board meeting. New items may be added to the agenda and existing items may be modified or deleted by majority vote of the board. Changes to the agenda are most commonly considered by the board prior to adoption of the agenda.

Meeting Materials

Materials related to meetings will be prepared and distributed by staff in advance of the deliberations. For regular meetings, staff will distribute materials as they become available with most information being provided a week in advance of the meeting.

Attendance by Board Members, Liaisons, and Key Personnel

Board members are expected to attend and participate actively in all board meetings and meetings of committees to which they are appointed.

The young physician liaison and American Podiatric Medical Students' Association (APMSA) liaison are expected to attend board meetings and participate in other board-related activities as specified by the president or Board of Trustees. Generally, this means that the liaisons are expected to arrive by late afternoon/early evening on the day before board meetings and not depart until the conclusion of the open session of the board. For some business items, the liaisons may be requested to participate in executive session discussions. With respect to the board meeting that occurs at the House of Delegates, the liaisons are expected to arrive by late afternoon/early evening on the day before the board meeting and not depart until the conclusion of the House of Delegates. With respect to the board meeting that occurs at the Annual Scientific Meeting, the liaisons are expected to arrive by late afternoon/early evening on the day before the board meeting and not depart until the conclusion of the open session of the board.

The executive director, deputy executive director, and (when necessary) general counsel are required to attend all regular and special meetings of the board.

At the determination of the executive director, key staff members may be invited to attend all or part of the regular and/or special meetings of the board. Generally, all staff directors are asked to attend each regular meeting of the board and may be requested to be available for specific items to be discussed by the board during executive sessions.

Absentee Voting

Board members must be present at meetings (in person or via teleconference) in order to execute their voting privileges. The vote of a board member may not be transferred to another designated member under any circumstance.

Visitors

All regular meetings of the board shall be open to any APMA member in good standing. Consultants, component executives, affiliated and related executives, and other guests may be present by invitation of the chair, subject to the approval of the board. Visitors are allowed to observe regular sessions of the board other than those conducted in executive session. Members and other persons may address the board upon invitation of the chair, subject to the approval of the board.

Order of Business

The recommended order of business for regular meetings of the Board of Trustees is:

- a. Call to Order and Roll Call
- b. Adoption of Agenda
- c. Report of President
- d. Report of Executive Office
- e. Staff/Committee Reports
- f. Liaison and Special Reports
- g. Other Business
- h. Good and Welfare
- i. Adjournment

Quorum

In accordance with the *APMA Bylaws*, a majority of the voting members of the board shall constitute a quorum.

Majority Votes

Assuming that a quorum exists, majority votes as specified below are not affected by the number of board members present or voting.

A four-fifths majority vote of the board is construed to be eleven (11) votes at all times.

A two-thirds majority vote of the board is construed to be nine (9) votes at all times.

A simple majority vote of the board is construed to be seven (7) votes at all times.

Action Items

The board is required to consider for action all committee recommendations and other recommendations or items that are presented as part of the agenda. The board may elect to: (1) approve, accept, or reaffirm; (2) deny, defeat, or fail to approve or accept; (3) refer to a committee; or (4) postpone items that are presented. As a general rule, the board acts to approve or not approve **recommendations** embedded within the reports. The board includes within its definition of “taking action” numbered items (1), (2), and (3) identified above.

No separate action is required by the board to receive a report.

The board defines “approving” or “accepting” as an action to authorize or put into effect a decision, policy, or procedure.

All committee actions/recommendations require approval by the board except for actions that are pursuant to or enable an action or policy previously approved or authorized by the board. As a general rule, any action that represents a new issue, has policy ramifications, has significant budgetary impact, or redirects staff priorities must be approved by the board. Action items that have a budgetary impact must include a cost projection for the proposed project or program.

All items on the agenda (in reports or otherwise) that are presented for consideration of approval by the board should be submitted with an official “Action Item Form.” This form outlines pertinent background information, budgetary impact (and/or confirmation of approval by the Budget Committee), and identifies the action to be taken. Alternatively, a recommendation that appears in a committee report may be appropriately highlighted to be recognized by the board as an action item. As noted previously, the board may approve recommendations embedded within reports.

A sample copy of a completed “Action Item Form” is attached at the end of this section.

Consent Agenda

In order to facilitate smooth and efficient completion of board business, the Board of Trustees may use a consent agenda. The consent agenda format enables indisputable action items to be automatically accepted and reports to be automatically received. The chair determines which items are to be placed on the consent agenda.

Items may be removed from the consent agenda by individual board members without vote or debate and placed before the board for discussion and action. An item removed from the consent agenda does not need to be discussed in its entirety, but rather a trustee may designate specific parts for discussion. The undiscussed parts of the agenda item remain on the consent agenda.

Reports on the consent agenda are received but recommendations or action items embedded within the reports are approved.

Items on the consent agenda are identified as such with an asterisk.

Rules of Order

The deliberations of the board will be governed by the parliamentary rules and usages contained in the current edition of *Robert's Rules of Order, Revised*, when not in conflict with the *APMA Bylaws* or policies and procedures of the board or applicable statutes.

Suspension of Rules of Procedure

The rules of procedure of the board, except those required by the *APMA Bylaws*, may be suspended for a given time but not for longer than the duration of any one meeting or any session, by a two-thirds majority vote of the voting members, except that this rule shall not be suspended.

Privilege of Speaking Informally Off the Record

Any member of the board shall have the privilege of speaking informally and not for the record. When this privilege is exercised, the board member requests that his/her remarks be "off the record" in order that such information is to not be included in the minutes. The board member also is expected to indicate when he/she wants his/her remarks to be back on the record. The privilege of speaking informally may be suspended temporarily by a two-thirds majority vote of the members of the board present and voting.

Protocol

Board members, staff, consultants, and visitors are expected to be courteous and polite during meetings. Deliberations will be conducted in a professional and cooperative manner. The chair reserves the right to suspend deliberations if, in his/her opinion, conduct of members becomes indecorous.

Dress Code

Board members and staff are expected to attend board meetings in appropriate business attire.

Official Transcripts, Reports, and Minutes

The board may elect to have its meetings professionally recorded. If such a record is made, the executive director shall be responsible for maintaining the verbatim transcript of the recorded meeting for a period of five (5) years.

A verbatim transcript of executive sessions of the board will not be recorded unless a special request is made by the board.

A written record will be made in the form of minutes or reports providing details of committee recommendations and actions, and board actions. The executive director shall be responsible for ensuring the preparation of minutes of all regular and special sessions, including executive sessions,

of the board, subject to the approval of the board. When corrections are submitted, the corrections shall be subject to the approval of the board. The approved minutes of the board shall be considered the official minutes.

The official transcript, written reports, and official minutes together shall constitute a complete historical record of discussion and actions taken by the board. If action items are not discussed such as would be the case with consent items, or if discussion is not captured as part of a professional recording, it is incumbent upon the minutes to provide greater detail about the discussion leading to the board's decision to complete the accounting of the action taken. The executive director ensures that Robert's Rules are followed in the compilation of the minutes.

Minutes of executive sessions of the board shall not include discussion of agenda items, identify names of board members, or specify how votes were cast. These minutes will include only the name of the agenda item and the final action taken (see "Action Items" in this section).

The official transcript shall be available for inspection by all APMA members at the principal office of the association during regular business hours upon reasonable notice. In accordance with House Resolution 46-87, the official minutes, except that of the record of executive sessions, and financial reports shall be made available to presidents and executive directors of all component societies and associations as soon as prepared and approved by the board.

Actions Archiving

For future and historical reference, actions taken by the board will be maintained in the most feasible way determined by the executive director provided that the system allows that items may be searched by topic or date and are easily retrievable.

Sample - Action Item Form

- ACTION ITEM:** Approve sections of the *APMA Board of Trustees Policies, Procedures, and Orientation Manual*
- SUBMITTED BY:** Edward B. Festinate, DPM, President
- BACKGROUND:** The board continues to review sections of its *Policies, Procedures, and Orientation Manual* for approval. Staff asks the board to review the additional sections that have been completed and to consider approval of all policies and procedures for which the board believes meet current and future needs.
- BUDGETARY IMPACT:** An annual projected increase in costs related to the change in Section 4.0 pertaining to serving only organic snacks at board meetings is estimated to be \$9,850.
- A decrease in cost of \$135,000 per annum is projected in relation to the change that will require APMA travelers to use public transportation for any travel that is within 500 miles of the traveler's point of departure.
- No additional costs are projected for the other changes.
- RECOMMENDATION:** **Approve the revisions related to the following sections of the *APMA Board of Trustees Policies, Procedures, and Orientation Manual*:**
- 1.0 General Introduction**
 - 3.0 Board of Trustees: Duties and Responsibilities**
 - 4.0 Board Meetings (except for matter of professional recording of meetings - pending action of HOD)**
 - 15.0 Travel Policies**
 - 16.0 Reimbursement of Expenses and Perquisites**

5.0 EDUCATIONAL MEETING

The association conducts an educational meeting in July or August of each year for its members. Activities and arrangements associated with the educational meeting that are within the control of the APMA Board of Trustees are described in this section. The reader also is instructed to review the *APMA Administrative Procedures* for further information concerning the educational meeting.

Site Selection and Visits

The board will determine the city in which the educational meeting will be held. The hotel or convention facility will be selected by APMA staff based upon meeting space availability and meeting needs and in keeping with the goals of establishing an ongoing relationship with a major hotel chain, cost containment, and ease of access.

APMA staff will determine the necessity of site inspection and planning visits for the educational meeting. The staff will conduct the site inspection.

Date Selection

In accordance with the *APMA Administrative Procedures*, the dates for the educational meeting will be determined by the board based upon space availability.

Publicity Schedule

Articles or ads run monthly from September through January. A large color spread is published in February, and from March until July, the registration forms and full program are inserted in *APMA News*, along with full-color information about the meeting and enticements to attend.

Schedule of Events

The schedule of events for the educational meeting will be developed by staff and approved by the Board of Trustees.

Complimentary Registration and Social Events

Each member of the APMA Board of Trustees will receive complimentary registration to the educational meeting. Board members also receive two complimentary tickets for attendance at each social event that may be held.

The educational meeting registration fee may be waived for special association guests and VIPs who have been identified by the president or executive director. The list of non-paying guests may include, but not be limited to, liaison representatives, association executives or officers, and foreign protocol guests. These complimentary registrations include one complimentary ticket for attendance at each social event that may be held. Complimentary tickets for spouses are considered on a case-by-case basis by the executive director. The list of guests is prepared in advance of the meeting in

order that appropriate staff members are aware of any arrangements made for complimentary registrations and tickets.

Past APMA presidents will receive complimentary registration. Past presidents also receive one complimentary ticket for attendance at each social event that may be held.

Social Events

The board determines the need to identify social events for the educational meeting. All social events associated with the changing of leadership are held at the time of the regular meeting of the House of Delegates.

6.0 REGULAR MEETING OF THE HOUSE OF DELEGATES

The association convenes a regular meeting of the House of Delegates to conduct the business of APMA and to elect officers and members of the Board of Trustees. The regular meeting of the House of Delegates is held in Washington, DC, with the intent to coincide with when Congress is in session provided that such meeting is held at least 30 days, but not more than 120 days, prior to the commencement of the ensuing fiscal year, or shall be held at such other times and location as may be designated by resolution of the House of Delegates upon the recommendation of the board. Activities and arrangements associated with the regular meeting of the House of Delegates that are within the control of the APMA Board of Trustees are described in this section. The reader also is instructed to review the *APMA Bylaws* and *APMA Administrative Procedures* for further information concerning the regular meeting of the House of Delegates.

Location and Site Visits

The regular meetings of the House of Delegates will be held in the metropolitan Washington, DC, area exclusively. The hotel will be selected by APMA staff based upon meeting space availability and in keeping with the goals of establishing an ongoing relationship with a major hotel chain, cost containment, and ease of access.

APMA staff will determine the necessity of site inspection and planning visits for the meeting.

Date Selection

In accordance with the *APMA Bylaws*, the dates for the regular meeting of the House of Delegates will be approved by the board and based upon when Congress is in session and space availability.

Notification

The *APMA Bylaws* specify the notification to be given to members of the House of Delegates in advance of the meeting.

Schedule of Events

The schedule of events for the regular meeting of the House of Delegates will be developed by staff and approved by the Board of Trustees.

Complimentary Social Events

Except by special consideration of the president or executive director, no complimentary tickets for social events are provided.

Social Events

The board determines the need to identify social events for the regular meeting of the House of

Delegates. The official social events that have become customary are the President's Dinner/Reception and Inaugural Celebration.

President's Dinner/Reception

The President's Dinner is (but is not required to be) a black-tie-preferred, formal event. The President's Reception, held in lieu of the President's Dinner, is a less formal event. The President's Dinner/Reception serves to enable the outgoing president to have an opportunity to thank those people who have supported him/her as well as APMA during his/her tenure on the board and during his/her presidency.

The guest list is prepared by the president in consultation with staff. The guest list includes the members of the Board of Trustees, their spouses, common-law spouses, fiancés/fiancées, domestic partners, or guests, and others who have played an important role in advancing the goals of the president and/or APMA. Invitations are prepared and mailed by APMA staff.

The following guidelines are provided to give direction in the planning for the event:

1. Staff guides planning consistent with the budget for the event.
2. Children under twelve (12) are not ordinarily invited to the dinner.
3. The location of the dinner is selected by the president in consultation with APMA staff.
4. If a dinner, entrees are selected by the president from a recommended list of entrees provided by staff. Complimentary alcoholic beverages will be served.
5. Presentations during the dinner/reception are informal and personal. The president may make some non-political remarks.
6. Gifts may be exchanged at the option of the president. Entertainment may be considered (in consultation with staff) if within the parameters of the budget.
7. If a dinner, the transportation to and from the event will be arranged by staff. The president is expected to utilize the same transportation service as provided other guests.
8. The dinner/reception is generally held on the evening of the day preceding the opening of the regular House of Delegates sessions.
9. Because the dinner/reception is a private event by invitation only, it will not be posted in the schedule of events.

10. APMA staff is expected to keep the total cost of the dinner/reception within the budget.

Inaugural Celebration

If desirable to the APMA Board of Trustees, APMA sponsors a social event to celebrate the inauguration of the president of APMA. In an effort to arrange a cost-conscious event, the inaugural celebration will be a reception. This event may be combined with the Leadership Reception or be a separate event as determined by the board in its annual operational plan rankings.

The guest list is prepared by the president-elect in consultation with staff. Invitations are arranged for by APMA staff.

The following guidelines are provided to give direction in the planning for the inaugural reception, if held:

1. Staff guides planning consistent with the budget for the event.
2. The invitation list includes, but is not limited to, delegates and alternates of the House of Delegates, members of the Board of Trustees, members of the Council on Podiatric Medical Education, speaker of the House of Delegates, protocol officer, APMA general counsel, installation officer, VIPs, and staff.
3. The spouses, common-law spouses, fiancés/fiancées, domestic partners, or guests of the Board of Trustees.
4. Children under twelve (12) are not ordinarily invited to the reception.
5. The location of the reception will be the facility utilized by the House of Delegates.
6. Food, if served, is selected by the president-elect from a recommended list of items provided by staff. A cash bar will be offered. Invited attendees will receive one complimentary beverage coupon. (These last two provisions may be waived or modified if external funding for the event can be secured.)
7. Presentations during the reception are informal and personal. The president may make some non-political remarks.
8. Entertainment may be considered (in consultation with staff) if within the parameters of the budget.
9. The reception is generally held on the evening of the last session of the regular meeting of the House of Delegates.
10. The inaugural reception will be posted in the schedule of events.

11. APMA staff is expected to keep the total cost of the reception within the budgeted amount for the activity. The board has authorized \$50 per guest for this event, inclusive of all costs.

After Party Events

After-party events may be conducted by the president in his/her suite, but will not incur any additional (substantial) APMA food expense.

7.0 REGIONAL MEETINGS

Official Board Representation

Official representatives (these representatives may include the president) from the board are appointed by the president with the approval of the board to attend regional meetings of the association. The board representative(s) attends with the APMA executive director. The representative(s) of the board may be asked to address members in attendance at the regional meeting and should be prepared to answer questions. The representative(s) may moderate discussion among the region's leadership at a board-hosted event.

In the event that no board members or officers are available to attend a regional meeting, the president may designate an appropriate individual to serve as the official representative of the board and to host or moderate regional events.

Board members may exchange regional meeting assignments if extenuating circumstances exist and if approved by the president.

Board members may elect to attend regional meetings at their own discretion without reimbursement from APMA. These individuals, however, are not viewed to be the official representatives of the board. If in attendance as unofficial representatives of the board, these board members are asked to attend any prearranged leadership meetings to assist the official representative in addressing APMA issues.

A list of regional meeting dates and board assignments (if other than the president) is identified in the *Board of Trustees Directory*, published annually.

The official board representative(s) is required to provide a brief written report describing the interaction occurring at the regional meeting. This report is circulated to the entire board via e-mail. Requests for travel reimbursement related to the meeting will not be processed until the report has been submitted.

Hosted Events

The following general guidelines are provided for a board-hosted event involving the leadership of the region:

1. Staff guides planning for the event. The event is expected to be informal with a limited number of invited participants.
2. The invitation list is determined in consultation with the regional meeting coordinator and staff. APMA is expected to issue the official invitations to the event.
3. The location of the event will be the hotel at which the regional meeting is held.

4. Food selection is determined by staff.
5. The APMA board representative moderates discussion.
6. APMA staff is expected to keep the total cost of the event within the budgeted amount for the activity. The board has authorized no more than \$35 per person for each regional event.
7. APMA will sponsor no more than one event per region per fiscal year.

8.0 APMA DOCUMENTS

Blueprint for the Future: Educational Enhancement Project Report and Recommendations - 1998

This document was produced to provide enhancement recommendations made for podiatric education and training that collectively define predoctoral educational programs capable of producing podiatric physicians responsive to the needs of the public in a changing health-care environment over the next 10 years. Recommendations are specified in the details for podiatric medical college education, for graduate medical education (residency) and are extendable to the enhancement of continuing professional education. Two significant reorientations apparent across the *Blueprint for the Future* recommendations are the following: a commitment to defining, attaining and assuring explicit indicators of competence in graduates at all levels; and because of the competency orientation, more accountability for attainment of the competence indicators in each planned learning experience.

Board of Trustees Directory

Published annually, this document provides information on the Board of Trustees, APMA staff, affiliated and related organizations, college visitation schedule, committee appointments, board/component liaisons, state component organizations, liaison appointments, and regional meeting board assignments.

Bylaws and Administrative Procedures

The *APMA Bylaws* and *APMA Administrative Procedures* serve as the primary governing documents for the association. The documents are published separately and, if revised at the regular meeting of the House of Delegates, are revised, published, and disseminated accordingly.

Bylaws, Operating Rules, and Procedures of the Council on Podiatric Medical Education

This document guides and directs the conduct of affairs and activities of the council and its related committees and complements other CPME publications that identify specific standards, requirements, and procedures used in the conduct of the accreditation, approval, and recognition processes.

The Council on Podiatric Medical Education and its committees utilize numerous documents and publications in the completion of accreditation/approval/recognition related affairs. The council has formally adopted 62 documents related to the accreditation of colleges of podiatric medicine, recognition of specialty boards; and approval of residency programs, fellowship programs, and continuing education sponsors.

Code of Ethics

The *APMA Code of Ethics* defines professional conduct for members of the association. The *APMA Code of Ethics* is published separately.

DPM Handbook for Hospital Privileges

This handbook provides information to assist podiatric physicians in securing hospital privileges. The handbook contains information on understanding the hospital structure, identifying and overcoming problems related to privileges, amending hospital bylaws, and using medical resources.

APMA Membership Directory

This document is available online and is a reference manual that includes addresses, phone numbers, and fax numbers for members of the association. This information is organized alphabetically and geographically.

Guidelines for Industry-sponsored Symposia

Because a mutual and beneficial relationship exists between APMA and industry, APMA will work cooperatively with industry to develop educational activities for the benefit of the association's members. The *Guidelines for Industry-sponsored Symposia* govern such collaboration and specify the procedures required of all industry supporters wishing to offer a cosponsored educational activity at the APMA Annual Scientific Meeting (The National). The content, quality, and scientific integrity of the program submitted by the industry cosponsor will be evaluated by the Education Committee. If a company's application is accepted by the Education Committee, the company will become an industry sponsor. "Industry sponsor" refers to companies that have been designated to host a symposium and have committed to support APMA by means of an unrestricted educational grant in the amount of \$25,000. Similar guidelines exist for government agencies wishing to offer a cosponsored educational activity.

HIPAA Privacy Manual

This publication assists podiatric physicians in achieving compliance with the Standards for Privacy of Individually Identifiable Health Information, a portion of the Health Insurance Portability and Accountability Act of 1996 (HIPAA).

List of Seven Referral Guidelines Approved by APMA

This guide includes information to assist primary care physicians in addressing the following: ingrown toenails, mycotic nails, foot orthoses, heel pain, bunion deformity, hammertoe deformity, and diabetic foot ulcers. A brief descriptor of each is also included. Additionally, the guide explains when a podiatric consult is warranted for the services or items listed.

Marketplace & Podiatric Medicine: A Workforce Update 1997-2010

This document forecasts to the year 2010, the demand for foot care services, supply of physicians and other providers and podiatric medical education college enrollment, attrition, and residency positions. The report was prepared for APMA by Glenn R. Markus.

Medicare Compliance Manual

This publication assists podiatric physicians in implementing a voluntary, active Medicare compliance program in their practices and was prepared for APMA by legal experts. The program is based on the Office of Inspector General's (OIG's) *Final Compliance Program Guidance for Individual and Small Group Physician Practices*.

Medicare Data Report (BMAD Data)

This is an annual report of the top 300 services provided by podiatric physicians to Medicare beneficiaries. The report includes both national and state-specific data, as well as data on Level II Healthcare Common Procedure Coding System (HCPCS) codes.

Podiatric Practice Survey

The survey includes information to: allow members to compare practice arrangements and income; provide the colleges of podiatric medicine with student loan indebtedness information so they may analyze student loans as a function of projected future income; establish income data for legal issues affecting the profession; and assist APMA in answering questions about the practice of podiatric medicine and physician income.

Model Screening Criteria for the Review of Surgical Procedures and Associated Foot Care

This document contains a series of model criteria designed for use by review personnel responsible for assessing the necessity, appropriateness, and quality of care associated with the management of common foot and ankle diagnoses, illnesses, conditions, or pathology. The criteria in the document are not designed to replace professional peer review but are intended to be used as part of a review process.

Podiatric Medicine: A Guide for Hospitals

This guide presents a general overview of the podiatric medical profession, including a description of the education and training of a doctor of podiatric medicine. It also presents model bylaws and guidelines for the delineation of privileges.

Principles and Guidelines for APMA Corporate Sponsorship

Principles

1. Corporate sponsorship shall mean transactions in which APMA receives funds from a business organization and APMA's name and logo are used in connection with a company, product, or service.
2. When appropriate and desirable, APMA participates in corporate sponsorships to support activities that will further the association's objective of promoting the practice and science of podiatric medicine and the betterment of public health. In

- general, rather than responding to others, APMA may proactively choose its priorities for corporate sponsorship and participate in those that fulfill priorities.
3. All corporate sponsorships with any company, entity, or organization must be consistent with these principles. Any sponsorship must be reviewed by the APMA Development Committee. Approval of corporate sponsorship must be based on APMA's conclusion that acceptance of such funding will have no influence on APMA policies or be in conflict with the association's goals.

Guidelines

1. APMA accepts sponsorship only if acceptance does not pose a conflict of interest and in no way impacts the objectivity of the association, its members, activities, programs, or employees.
2. Participation in a specific corporate sponsorship does not in any way imply APMA approval of that corporation's general policies, nor does it imply that APMA will exert any influence to advance the corporation's interests outside the substance of the sponsorship itself. Use of APMA's logo in connection with corporate sponsorship shall be subject to approval by APMA.
3. The APMA Development Committee must review and approve all marketing materials bearing the association's name or identity in accordance with these principles and guidelines. Such review is not required for materials produced under APMA control.
4. Any program of APMA for which APMA has received a grant or contribution from a corporate sponsor will be managed and administered solely by APMA in accordance with its rules and principles.
5. APMA retains editorial control over any information produced as part of a corporate sponsorship. All materials in print, broadcast, or electronic media prepared by the corporate entity must be submitted to APMA for approval in writing prior to release.
6. The APMA Board of Trustees is responsible for enforcing these principles and guidelines governing relationships with corporations.
7. The executive director is responsible for the implementation of each corporate sponsorship in accordance with the above principles and appropriate guidelines.

Report of the Task Force on Global Surgical Services

This report identifies component services, procedures and supplies integral and inherent to each surgical procedure identified by Physicians' Current Procedural Terminology (CPT) coding.

State Reference Manual

This document is a compilation of current information on administrative, legislative, and judicial opinions affecting podiatric medicine in the 50 states, Puerto Rico, and the District of Columbia.

The State Reference Manual includes each state's scope of practice language for podiatric physicians, definitions of podiatrists as physicians, training requirements for assistants performing radiography, and hospital, HMO, PPO, and insurance and related reimbursement nondiscrimination

laws. Major sections of this manual are updated every two years and as legislative developments require.

Surviving Managed Care: A Primer for Podiatric Physicians

This manual is a compilation of articles and graphs on issues to help podiatric physicians survive managed care. These articles and graphs have been printed in *APMA News* in the past. Issues addressed include evaluating if managed care is right for you; positioning your practice for managed care; understanding and negotiating contracts; and overview information (concerns, economics, committee work and resources).

9.0 PLANNING: STRATEGIC AND OPERATIONAL

“Boards attempt to be all things to all people, constantly adding new projects and initiatives to its bag. Planning strategically requires the Board to set the direction for the Association and deciding what needs to be removed from the bag.”⁶

Two Kinds of Planning

The board engages in two types of planning: (1) strategic planning, which is completed every three to five years (and reviewed annually); and (2) operational planning, which is completed annually. The former focuses on new initiatives and the latter on ongoing projects, including initiatives that may have been derived from previous strategic planning processes.

Planning Strategically

The creation of a strategic direction and its successful implementation signals the board’s and staff’s desire to lead APMA via a more formal *planning-strategically* leadership approach. Developing this strategic direction is not a one-time event. Planning is an ongoing commitment and process to lead the association in a strategic orientation. The strategic direction represents a compass that the board and staff will use to guide future strategic decision-making and the ongoing operational plan.

Planning Horizons

Ideally, the board should identify two key planning horizons. These horizons differ significantly in strategic focus and the length of planning time. The following planning horizons have been identified by the board:

1. Ten-year assumptions that identify the key external trends, challenges, or issues that will impact the podiatric medical profession and APMA in the future. These assumptions could represent future opportunities, threats, or both, to APMA.
2. Three- to five-year strategic plan that consists of:
 - a. a limited number of long-range outcome-oriented goals (i.e., APMA’s future direction);
 - b. a concise mission statement (i.e., APMA’s five-year strategic niche);
 - c. strategies under each goal (i.e., how APMA will accomplish each goal); and
 - d. milestones that provide a means to measure the accomplishment of each goal.

Strategic Focus

One of the challenges that APMA faces is the fact that there is more to be done for members and key stakeholders than the association has resources to accomplish. The temptation to do everything

⁶Bud Crouch: Strategic Planning Facilitator, Comments to APMA Board of Trustees, April 24, 1999.

can often lead not-for-profit organizations to try and be all things to all people. The result of this approach is an organization that does nothing particularly well. If everything is important, nothing is important. Planning strategically is the counter to the “all things” syndrome. This approach requires the board to identify a limited number of key strategic activities that the organization must undertake to move successfully into the future. Using the new strategic direction will help bring focus to APMA’s future activities.

Operational Plan

Each year, the board and staff work toward accomplishing a series of tasks, assignments, and activities that are included in a portfolio of programs and services for APMA members: the annual operational plan. The operational plan is built by the board and staff conjointly, requiring the setting of priorities several months in advance of the forthcoming fiscal year. Once constructed for the forthcoming year, the staff has the requisite information to construct a budget and identify staff resources to ensure accomplishment of tasks, assignments, and activities.

The board discusses and approves its operational plan for the forthcoming fiscal year in the fall of the preceding year, e.g., October 2012: operational plan approved for activities to occur in the fiscal year beginning June 1, 2013.

Strategic Approach

The approach to defining a new strategic direction is different than the approach to identifying the annual operational plan. The strategic direction does not identify what APMA is doing today but rather establishes what needs to be done for the future if APMA wishes to be successful. This strategic direction is not about business as usual--it is about change!

The strategic planning approach separates the strategic direction and five-year strategic plan from the annual operational plan. The strategic direction is a constant reminder, as the leadership team oversees the development of the annual operational plan, of what must be changed to steer towards the envisioned future.

Updating the Strategic and Operational Plans

The board will apply due diligence in reviewing and updating the three- to five-year plan on an annual basis to ensure that the plan remains current and relevant. Therefore, the board is responsible for: (1) evaluating the accomplishments or lack thereof related to the plan’s milestones; (2) changing the three- to five-year plan when it needs to be changed; and (3) updating the plan on an annual basis.

The annual review should be spearheaded by the president-elect approximately six months prior to his/her taking office.

The board also may elect to modify its annual operational plan as it deems necessary, adjusting to changes in priorities or available fiscal and personnel resources.

10.0 COMMUNICATIONS POLICIES

Good internal and external communications are extremely important to the board and staff. The forms of communication vary and are constantly changing as new forms of technology become available. Staff attempts to be creative in keeping board members informed of significant issues, utilizing electronic communication, mailings, facsimile transmittal, and telephone contact as necessary.

Telephone Use and APMA Telephone Credit Cards

Board members are expected to use the toll-free number when contacting APMA staff at headquarters. Although the toll-free number provides some economies, it is an expenditure for APMA. Board members are asked to *minimize usage* of the toll-free lines only to conduct official association business.

Each member of the board is provided an APMA telephone card for the purpose of conducting official APMA business from home and when traveling. The APMA executive director monitors use of the telephone credit cards to ensure that it is sensible.

Mail Ballots

Between meetings of the board, a mail ballot may be initiated by the president, executive director, by any member of the board with the authorization of the president, or upon written request of at least four members of the board. For any issue of substance, discussion shall be held until the next scheduled meeting of the board, or a conference call should be arranged in consultation with the president. All mail ballots that require the board's consideration will be disseminated by staff by e-mail except when the mail ballot involves consideration of a large or unwieldy document that must be transmitted by other means.

The mail ballot will state the proposition and should be accompanied by any necessary explanatory material. Board members will have the opportunity to vote for or against the proposition, or indicate that they wish the matter to be deferred until additional information can be secured and provided by staff or held over until the next scheduled meeting. If important substantive issues are presented by less than a majority of board members, staff will consult with the president to determine if the proposition should be deferred and when and how it should be reconsidered. A two-thirds majority of affirmative votes (nine votes) is required for approval of a mail ballot proposition by the board except when the unanimous written consent procedure is implemented (see description appearing later in this section). Board members may transmit their votes on mail ballot issues by e-mail, fax, or regular mail.

Board members may discuss mail ballot propositions via e-mail or telephone for a period not to exceed 48 hours from the time the mail ballot is sent from staff. The purpose of this 48-hour discussion period is to ensure that changes in board members' votes can be minimized and, at least, confined to a definitive period of time.

Staff members will record the votes concerning the mail ballot and will report final votes to the board or committee. Any member of the board may request that the specific voting record of all individuals be revealed to the board.

Mail ballot actions of the board that result in the acceptance of a proposal shall be ratified in one of the following ways in order that the actions may become final and part of the official record.

1. Ratification by majority vote at a scheduled meeting of the board
2. Ratification by majority vote at a conference call of the board called for the purpose of ratifying mail ballot(s)

Alternatively, a final action may be taken by mail ballot under the following procedure:

Unanimous Written Consent

1. The vote of the board on the mail ballot shall be unanimous
2. A copy of the completed ballot shall be printed, signed, and faxed or mailed to APMA headquarters by all members of the board
3. The action proposed by mail ballot shall be considered final if unanimous written consent by the board is obtained

Note: The president shall determine which process shall apply to each respective mail ballot, taking into consideration the importance of each issue and the proximity in time to the next scheduled meeting of the board.

Propositions considered by mail ballot that do not receive the requisite number of votes to be approved will be viewed to have failed and will be exempt from any further consideration unless raised as an item of business at a subsequent meeting or conference call of the board. Mail ballots that fail do not need to be ratified.

Conference Calls

When issues of great urgency arise between meetings of the board and when the substance of these issues is not appropriate for a mail ballot, a conference call may be conducted. A conference call of the board may be initiated by the president, executive director, or four members of the board. If the conference call involves taking a specific action, it will be viewed as a special meeting of the board (see Section 4.0 BOARD MEETINGS, "Special Meetings").

The agenda for a conference call is determined and approved by the president prior to the call. Additional agenda items may not be introduced at the time of the conference call without two-thirds majority approval of the board (unanimous consent of the board is required if the agenda item includes the possibility of an action being taken).

Prior to the conduct of a conference call, staff will contact all involved parties to make arrangements. A quorum is required for the conference call. Any necessary explanatory material will

be distributed to members by staff prior to the conference call, if possible. Staff members will develop minutes or a report of the conference call deliberations.

The precise method and services used in arranging and facilitating conference calls will be determined by the executive director.

Except when extraordinary circumstances exist, no conference call will be scheduled to begin after 9:00 p.m. (EST/EDT).

Minutes of the conference call shall be prepared by staff, with all deliberations to be considered in executive session.

11.0 LEADERSHIP MEDIA POLICY

Responding to Misinformation

In cases in which outside media outlets misrepresent APMA and its policies or initiatives, or cite inaccurate information about the association, its membership, or the podiatric medical profession, APMA will contact the editors and/or reporters to obtain a correction. APMA also will offer itself as a source for future articles to help ensure accurate reporting about the association and podiatric medicine.

Depending on the seriousness of the misrepresentation, APMA will pursue a correction and/or removal of false and misleading information up to and including engagement of legal counsel. The president and executive director, with the guidance of Public Relations and Communications staff, will be responsible for evaluating the gravity of the situation and determining the extent of APMA's response.

Responding to Negative Coverage

Coverage of APMA or podiatric medicine that is perceived as negative must be managed on a case-by-case basis. Responding to such coverage often exacerbates the situation by calling more attention to a negative news item or prolonging the association's exposure to criticism. In many of these cases, the best course of action is to overlook the negative coverage but work to develop a relationship with the reporters/editors/producers in order to foster opportunities for positive coverage in the future. The president and executive director ultimately are responsible for selecting the best course of action in these situations, acting with the guidance of Public Relations and Communications staff.

In particularly egregious instances of negative coverage, the president and executive director may determine that APMA should respond. There are several options for response:

- Letter to the editor/online response from official APMA spokesperson (president, executive director, board member, etc.)
- Letter to the editor/online response from positive APMA members
- Letter to the editor/online response from APMA staff member, if appropriate

Responses from APMA members who do not hold leadership positions with the organization can be particularly important and influential in outlets such as podiatry-specific listserves, blogs, and publications, when the criticism comes from another podiatrist. Spontaneous responses from positive members to criticism of APMA are much appreciated, but APMA Public Relations and Communications staff may actively seek a member's assistance in some instances. Appropriate sources for such responses might be committee members, component leaders, or a subject-matter expert. APMA's Public Relations Department maintains a list of members who are able and willing to serve as spokespeople for the organization and will use this list as a starting point in selecting non-leadership spokespeople. If a board member has a question about whether to respond to perceived negative coverage, he or she is requested to contact the APMA Communications team.

APMA Public Relations and Communications staff, under the oversight of the executive director, president, and spokesperson, are responsible for drafting the response to negative coverage. Responses to negative coverage, particularly in vehicles like blogs and other online forums, can often lead to protracted debates. Engaging in a debate for the sole purpose of “having the last word” can be harmful to the association by prolonging a negative discussion and positioning APMA’s spokesperson as argumentative. After clarifying any critical points and correcting any misinformation, it’s important to end the debate quickly.

Advice for Working with Podiatrist-run Media Outlets

Podiatric medicine boasts an entrepreneurial spirit that has led more than one podiatrist to launch media outlets covering the profession. These individuals produce print publications, digital newsletters, and radio programs that play an integral role in disseminating professional news and information.

APMA respects and appreciates these member podiatrists and their contributions. However, the association must treat them carefully because they function not only as members, but as reporters at APMA events and meetings. Beginning in 2012, APMA will ask these members to obtain media credentials and work closely with the Public Relations and Communications staff (as do other members of the media) if they wish to cover APMA meetings and events.

APMA’s policy is to publish association news and information first in its own publications and news vehicles. Before sharing information (no matter how inconsequential it may seem) with APMA members who are also members of the media, board members are asked to contact a member of the PR or Communications team to ensure that the information is approved for release. Board members are urged to be careful of what information they share via e-mail or casual conversations, and they must be very specific with these member-reporters about what information is “off the record.” It is critical to review e-mail chains before forwarding them to avoid unintentionally sharing information that appears in the chain of responses. As an APMA member, it is each board member’s obligation to be a responsible steward of the information received in his or her capacity as a member or leader.

APMA Leaders in the Media

If a media outlet (podiatrist-run or otherwise) contacts a board member for an interview or invites a board member to contribute an article, the board member is requested to contact a member of the PR or Communications team to discuss the nature of the request and obtain assistance in formulating talking points or drafting an article. Board members are advised to ask the media outlet for questions in advance of the interview so that the PR or Communications team may consider how best to respond.

If a board member wishes to respond in his or her capacity as a board member to a media outlet (podiatrist-run or otherwise), he or she is requested to contact a member of the PR or Communications staff first. Staff members can help the board member evaluate the most

appropriate and effective response, draft a response, and contact the media outlet in question.

If a board member is not speaking or writing in an official capacity as an APMA spokesperson, the association asks that the board member avoid using his or her APMA title in the article or interview, and/or that he or she note that the article or commentary does not necessarily reflect APMA's positions or policies.

Alert APMA Staff

APMA Communications staff members are only as effective as the information available to them. If a board member hears of an issue, controversy, or concern among the membership, he or she is urged to contact a member of the Communications team as soon as possible so that staff may address it. Likewise, if a board member knows that a particular news topic or item will be extremely time-sensitive, he or she must contact APMA staff members immediately. Staff will attempt to address the issue with members as soon as possible, even if it is just to alert the membership that APMA is aware of an issue and working on it. The best way for APMA to stay ahead of the "competition" is to have better information from its members.

12.0 ORIENTATION

Board of Trustees

Between thirty (30) and sixty (60) days after their election to the board, new members will be provided an orientation by APMA staff at APMA headquarters. The APMA executive director will arrange the schedule for the orientation.

Committee Members

All new committee members will be provided an orientation and/or specific written information prior to attendance at their first meeting.

13.0 ELECTIONS

Information concerning the election of board members and officers is described in the *APMA Bylaws*.

Participation in Political Campaigns

Members of the board shall not manage campaigns or participate directly in campaigns for others who seek elective office to the APMA Board of Trustees, Council on Podiatric Medical Education, Joint Committee on the Recognition of Specialty Boards, or speaker of the House of Delegates. (With the mutual consent of the parties involved, this does not preclude board members from attending campaign presentations to delegations by other board members.)

Candidate Information

An advertisement is placed in *APMA News* each year inviting candidates running for a position on the Board of Trustees to submit for publication a one-page biographical sketch, leadership goals, and professional photograph. The deadline for receiving this information is usually three months prior to the election. Board members are responsible for submitting the information to the Department of Publications prior to the deadline.

14.0 RESEARCH ENDOWMENT POLICY

History

Resolution 20-86 adopted by the APMA House of Delegates included a provision that \$25 per APMA member be set aside for the specific purpose of funding podiatric medical research. Although not specified in the resolve of the resolution, the idea behind Resolution 20-86 was that \$25 per Active member (prorated accordingly for other membership categories) be allocated for disbursement to institutions or individuals who presented qualified “wet bench” research proposals. Although the research grant program was widely publicized and members were encouraged to become more engaged in “wet bench” research, this research initiative was not overwhelmingly successful.

The undisbursed annual earmarked amount from the dues was placed in a separate account in APMA’s financial reserves, continuing to grow over time. Neither the house nor the board ever intended that a research endowment be created. The endowment originated, however, because the monies continued to accumulate and because the resolution was unclear about what to do with these monies if they were not utilized for the specified purpose. As the level of interest in “wet bench” research continued to diminish, staff, as part of the annual budget process, would *estimate* an amount to take from the dues and place in an endowment line in the operating budget. This amount had been approximately \$165,000 per annum. Over time, as the “endowment” grew, interest income also grew to the extent that a determination was made to utilize the investment proceeds to be the vehicle for funding the endowment rather than funding the endowment from the operating budget. Funding the endowment in this way appeared to meet the vague expectations of resolution 20-86, which singly required that \$25 per member be allocated for podiatric medical research.

In February 2009, the board approved an investment policy for the research endowment.

In 2012, the APMA Board of Trustees clarified the purpose of the research endowment along with how research projects would continue to be funded.

Current Policy

The purpose for the research endowment is to fund board-approved projects consistent with the APMA strategic plan. Such projects may include data collection that enables the identification and analysis of member needs (e.g., communications study), provides members information about their practice environment (e.g., practice-income data collection), provides APMA socio-economic data that can be used to advance the profession (e.g., podiatric outcomes), or pertain to original clinical or scientific studies (e.g., “wet bench” research). In addition, the endowment may be used to support funding of APMA fellows engaged in approved research endeavors.

The board authorizes the use of the endowment for specific projects as part of its recommendations to the APMA Finance Committee included in the annual budget proposal. Upon a four-fifths vote of the board, other unbudgeted projects may be approved for extraordinary research or data collection opportunities that may arise during the course of the year.

Financial Plan

The research endowment has been established and shall be maintained at a minimum corpus of no less than \$2M.

Allocations from the endowment to the annual operating budget may not exceed 5 percent of the corpus.

15.0 FINANCES

Budget Preparation

The budget is developed only after the board has completed its operational plan for the forthcoming fiscal year. The operational plan directs the staff to the funding priorities. The budget process follows three (3) steps:

1. Staff will prepare draft budget in the fall
2. At its winter meeting, the Board of Trustees will approve budget recommendations for transmittal to the Finance Committee
3. The Finance Committee will review and approve the budget at its winter meeting (that follows the board's winter meeting) for transmittal to the House of Delegates

Budgetary Oversight

The responsibilities of the board and the treasurer are defined in the *APMA Bylaws*. In addition to the duties and powers specifically enumerated in the *Bylaws*, the board shall at every regular session review the finances of the association. This review may include consideration of a report of the treasurer. The board shall have authority to require such additional information and reports as it may deem necessary to properly discharge its functions and duties in this area.

Committee chairs should review copies of the budget reports specific to their committees on a quarterly basis to review committee expenditures relative to budgetary projections and report any concerns they may have to the treasurer.

Treasurer/Chair of Finance Committee

The treasurer is responsible for the financial control and the adherence of expenditures to authorizations contained in the previously approved budget, or as otherwise directed by the Board of Trustees.

As the chair of the Finance Committee, the treasurer shall represent the board in its evaluation of fiscal procedures of the association and shall make recommendations in this area through the Finance Committee to the board, when appropriate. The members of the Finance Committee shall from time to time receive adequate information from the treasurer to provide evidence that the association's finances are being administered in conformity with the approved budget. The nature, frequency, and extent of the information to be provided by the treasurer to the Finance Committee shall be determined by the board.

The treasurer should be prepared to provide an explanation for each line item that is \$10,000 or more over budget for the current reporting period. This information will be supplied to the treasurer by the executive director.

Fiscal Year

In accordance with the *APMA Bylaws*, the board determines the fiscal year subject to approval of the House of Delegates.

Operating/General Account

This account is used for all current operating expenses and disbursements of the association. Payroll is linked to the operating account by APMA's commercial bank. All operating revenues are deposited in this account, which is maintained as a sweep checking account. Fund balances over a target level established by the director of finance are invested in overnight investments through APMA's commercial bank.

Checks for operating expenses are signed (normally by facsimile stamp of the deputy executive director) under the direction of the department director and his/her staff. Checks over \$5,000 are countersigned by the executive director and another authorized person.

Checks over \$50,000 require preauthorization by an elected officer of the association.

APMA maintains adequate levels of employee dishonesty coverage as part of its commercial insurance program.

Long-term Reserves Policy

The Board of Trustees desires to build the association's long-term reserves to a level representing one year of operating expenses. Not less than 25 percent of any budget surplus in excess of \$10,000 will be automatically transferred to a fund for long-term reserves.

Program Reserves Policy

In many instances, funds (in part or in whole) granted to support APMA programs may not be expended during the fiscal year in which they are received. This is due to differences in fiscal periods, lag times in initiating new activities, and corporate payment cycles. In order to preserve the integrity of these funds, the board has established a fund for program reserves. This fund enables grant monies to be transferred out of the budget at the end of the association's fiscal year if they remain unexpended for the program for which they were intended. The monies placed in the Program Reserves fund remain available for the program in future years. The transfer of these funds is made prior to the 25 percent calculation for automatically funding the Long-term Reserves.

Reserve Funds

General reserve funds are maintained in accordance with the investment policy adopted by the board. Any checks received for interest on reserve accounts not maintained by APMA's investment advisor are deposited in savings accounts titled as "Reserve."

The board may authorize the transfer of funds from Reserve accounts to Operations by a two-thirds majority vote. Any draw on reserves will be accompanied by a repayment plan established and approved by the board.

The board may establish additional reserve accounts for specific purposes. The director of finance shall manage each in accordance with applicable investment policies.

Tracking of Expenses

Tracking of APMA revenue and expense items is required to be completed by each APMA department director. When anomalies are identified, the department director is required to bring these to the immediate attention of the executive director, deputy executive director, and/or director of finance. Particular attention will be focused on outstanding bills that are anticipated but are significantly overdue.

Unbudgeted Expenses

The Executive Committee of the board will be apprised of any unexpected bill or unbudgeted expense that exceeds \$10,000. The executive director, in consultation with the president, will bring these matters to the attention of the Executive Committee. No action will be taken with respect to the unbudgeted expense by the executive director until the matter has been reviewed and action determined by the committee.

Authorization for Unbudgeted Expenditures

The executive director is authorized to approve any unbudgeted expenditures up to \$10,000.

The Executive Committee of the board is authorized to approve any unbudgeted expenditure between \$10,000 and \$20,000.

Unbudgeted expenditures exceeding \$20,000 require authorization by the Board of Trustees.

In accordance with the *APMA Bylaws*, the board may not authorize disbursements exceeding the total amount of the approved budget except in the case of declaring an extraordinary emergency, which requires a four-fifths vote of the board, or when previously unanticipated new monies are received during the fiscal year.

Donations and Fundraising Solicitations

With the exception of the APMA Educational Foundation, APMA does not donate or contribute funds in response to fundraising requests from colleges of podiatric medicine or other intra-professional organizations. With respect to special fundraising functions (e.g., dinners), if the attendance of an APMA board or staff member is requested, the requesting institution or organization will be expected to waive all fees for attendance. When invited, board members also have the prerogative of attending these types of events at their own expense.

Independent Audit Firm

Every five years, the APMA Finance Committee, serving as the audit committee, reviews the APMA audit firm and audit partner to determine if rotation off of the engagement should be considered. The audit committee determines if there is justification for making a change.

The following process is implemented on a five-year rotation:

- The APMA executive staff in consultation with the treasurer will implement a request for proposal process specific to audit/tax services
- The treasurer/CEO/CFO will interview at least three (3) firms (the current firm may be included in this process)
- The treasurer/CEO/CFO will report to the Finance Committee with a recommendation
- The Finance Committee approves the auditor selection
- If the current firm is retained, the Finance Committee determines whether there is a need to have the current audit partner rotated off of the engagement
- The audit partner will attend the fall Finance Committee meeting to discuss the audited financial statements
- At the fall Finance Committee meeting, the committee will have the opportunity to speak with the audit partner without APMA staff present for a confidential discussion regarding the audited financial statements and/or audit process

16.0 INVESTMENT POLICY STATEMENT

Introduction

This statement of investment policy has been adopted by the Board of Trustees of the American Podiatric Medical Association, Inc. (“APMA”) to provide guidelines for the investment of funds held by the association.

ASSIGNMENT OF RESPONSIBILITIES

Responsibility of the Finance Committee on behalf of the Board of Trustees

The Finance Committee is charged with the responsibility of managing assets in accordance with each fund’s purpose and restrictions. The committee shall discharge its duties solely in the interest of the association, with the care, skill, prudence, and due diligence under the circumstances then prevailing, that the prudent person, acting in a like capacity and familiar with such matters, would use in the conduct of an enterprise of like character with like aims. The specific responsibilities of the committee relating to the investment management of assets include:

1. projecting the financial needs and communicating such needs to the investment consultant(s) on a timely basis;
2. determining the risk tolerance and investment time horizon and communicating these to the appropriate parties;
3. establishing reasonable and consistent investment objectives, policies, and guidelines that will direct the investment of the assets;
4. prudently and diligently selecting qualified investment professionals, including investment consultants(s), investment manager(s), and custodian(s); and
5. quarterly evaluation of the performance of the investment manager(s) to assure adherence to policy guidelines and monitor investment objective progress.

The Board of Trustees has the final authority relating to the investment management of assets.

Responsibility of the Investment Consultant(s)

The investment consultant’s role is that of a non-discretionary advisor to the Finance Committee and Board of Trustees. Investment advice concerning the investment management of the assets will be offered by the investment consultant and will be consistent with the investment objectives, policies, guidelines, and constraints as established in this statement. Specific responsibilities of the investment consultant(s) include:

1. Assisting in the development and periodic review of investment policy.
2. Conducting investment manager searches. For the purposes of this policy, “investment manager” shall mean separately managed accounts, mutual funds, and all other portfolios managed by a third-party firm.
3. Providing “due diligence,” or research, on the investment manager(s) and monitoring the performance of individual managers.
4. Providing recommendations on investment managers to hire, and fire, as necessary.
5. Ensuring staff receives monthly statements and quarterly statements/analysis on portfolios.
6. Monitoring the performance of the investment manager(s) to provide the Finance Committee with the ability to determine progress toward the investment objectives.
7. Monitoring the asset allocation of the Long-term Reserve and providing the Finance Committee with recommendations for rebalancing.
8. Communicating matters of policy, manager research, and manager performance to the Finance Committee.
9. Reviewing investment history, historical capital markets’ performance, and the contents of this investment policy statement to the Finance Committee, and Board of Trustees as appropriate.
10. Developing and enacting proper controls and procedures to help ensure compliance by all parties with this policy.

Responsibility of the Investment Manager(s)

Each investment manager will have full discretion to make all investment decisions for the assets placed under its jurisdiction, while observing and operating within all policies, guidelines, constraints, and philosophies as outlined in this statement. Specific responsibilities of the investment manager(s) include:

1. Discretionary investment management including decisions to buy, sell, or hold individual securities, and to alter asset allocation within guidelines established in this investment statement.
2. The timely reporting of quarterly investment performance.

3. Communicating any major changes to economic outlook, investment strategy, or any other factors that affect implementation of investment process.
4. Informing the consultant of any qualitative change to investment management organization. Examples include changes in portfolio management personnel, ownership structure, investment philosophy, etc.
5. Voting proxies, if requested by the board, on behalf of the organization, and communicating such voting records to the board on a timely basis.

Responsibility of the Custodian

The Custodian will physically (or through agreement with a sub-custodian) maintain possession of securities owned by the Association, collect dividend and interest payments, redeem maturing securities, and effect receipt and delivery following purchases and sales. The Custodian will also perform regular accounting of all assets owned, purchased or sold, as well as movement of assets within fund accounts.

For the purposes of managing investment risk and to optimize investment returns within acceptable risk parameters, the funds held will be divided into three separate investment reserves. The process for determining the dollar amount in each reserve is set forth in the Procedures section of this document. The three investment reserves shall be called the Operating Fund, the Intermediate Reserve, and the Long-term Reserve.

Procedures

1. The following procedures will be followed to ensure the investment policy statement is consistent with the current mission of APMA and accurately reflects the current financial condition:
 - A. The APMA treasurer and director of finance will meet annually with APMA's designated investment consultant to discuss the investment policy
 - B. The investment consultant will meet with the Finance Committee to review the investment policy and determine if any revisions are necessary
 - C. Recommendations for any revisions or modifications to the investment policy will be made by the Finance Committee to the Board of Trustees for approval
2. The following procedures will be used to determine the dollar amounts to be placed in the Intermediate Reserve and the Long-term Reserve. Dollars not specifically

designated for the Intermediate or Long-Term Reserves will be restricted to investments designated in the Investment Guidelines for the Operating Fund.

- A. The director of finance will recommend the dollar amounts to be placed in the Intermediate and Long-term Reserves
 - B. The Board of Trustees will have final approval of the dollar amounts placed in the specific reserves
3. To assist the organization in the management of its investment reserves, APMA may engage the services of an investment consultant. The following procedures shall be used to engage a new or replace a current investment consultant:
- A. The director of finance and executive director will review the hiring or replacing of the investment consultant with the Finance Committee
 - B. Recommendations for any changes in investment consultant will be made by the Finance Committee to the Board of Trustees for approval
4. It is anticipated that from time to time the services of an investment manager(s) may be sought to manage portions of APMA funds. The following procedure shall be used to engage a new or replace a current investment manager. The same procedure shall apply for both individually managed accounts and mutual funds (with the exception of money market mutual funds):
- A. The investment consultant will recommend the hiring or replacing of an investment manager(s) to the executive director and director of finance
 - B. The executive director and director of finance will review the investment consultant's recommendation with the Finance Committee who shall have final approval

OPERATING FUND

Purpose and Objectives

The purpose of the Operating Fund is to provide sufficient cash to pay current operating expenses of APMA in a timely manner.

The investment objectives of the Operating Fund are:

1. liquidity;
2. preservation of capital; and

3. to optimize the investment return within the constraints of the policy.

Investment Guidelines

The executive director or his/her designee shall be authorized to invest the APMA Operating Fund as follows:

1. Federally insured certificates of deposit not to exceed the insurable limit per institution including interest at commercial banks or savings and loan institutions
2. Money market funds that invest in government-backed or fully insured securities
3. Interest-bearing checking accounts in federally insured banks and savings and loans not to exceed federally insured amounts
4. Direct obligations of the US government, its agencies and instrumentalities
5. Federal agency discount notes
6. Repurchase agreements collateralized by US government obligations with institutions whose senior debt rating is rated double A or better by Standard & Poor's and/or Moody's or where physical delivery of the collateral is made to a third-party custodian

Maturity

The maturities on investments for the Operating Fund shall be limited to one year or less. The executive director and director of finance, working with the investment consultant, shall be responsible for scheduling maturities.

Reporting

If an investment consultant is used for these funds, the investment consultant shall prepare the following reports on a monthly basis for the executive director and director of finance:

1. Schedule of investments
2. Interest income year to date
3. Current yield.

INTERMEDIATE RESERVE

Purpose and Objectives

The purpose of the Intermediate Reserve is to meet the expenses occurring as the result of planned future activities and to improve the return on reserves held for expenditure over the next one to five years. An example of funds that might be allocated to the Intermediate Reserve are those funds set aside for capital improvements and building expansion. Where possible, separate accounts will be created for each component of the Intermediate Reserve. The possibility exists that at any given time, no funds will be allocated to this reserve.

The investment objectives of the Intermediate Reserve are:

1. preservation of capital;
2. liquidity; and
3. to optimize the investment return within the constraints of the policy.

Investment Guidelines

The executive director or his/her designee shall be authorized to invest the APMA Intermediate Reserve as follows:

1. Federally insured certificates of deposit not to exceed the insurable limit per institution including interest at commercial banks or savings and loan institutions
2. Money market reserves that invest in government-backed or fully insured securities
3. Direct obligations of the US government, its agencies and instrumentalities
4. Federal agency discount notes
5. Corporate notes with an investment grade or better
6. Mutual funds meeting the investment guidelines for the Intermediate Reserve

Maturity

The Intermediate Reserve shall have a weighted average maturity of three years or less. The executive director and director of finance, working with the investment consultant, shall be responsible for scheduling maturities.

Diversification

No more than 10 percent at cost of the Intermediate Reserve may be in the securities of any one issuer with the exception of obligations of the US government, its agencies and instrumentalities, repurchase agreements collateralized by obligations of the US government, its agencies and instrumentalities, and federally insured certificates of deposit.

Reporting

The investment consultant shall prepare the following reports for presentation on a monthly basis for the executive director and director of finance:

1. Schedule of investments
2. Interest income year to date
3. Current yield

LONG-TERM RESERVE

Purpose and Objectives

The purpose of the APMA Long-term Reserve is to enhance the purchasing power of reserves held for future expenditure and to maintain the financial stability of the association.

The objectives of the account should be pursued as a strategic goal designed to maximize the returns without exposure to undue risk, as defined herein. It is understood that fluctuating rates of return are characteristic of the securities markets. The primary concern should be long-term appreciation of the assets and consistency of total portfolio returns. Recognizing that short-term market fluctuations may cause variations in the account performance, the expectations of the account will be to achieve the following objectives over a five-year moving time period:

1. The account's total expected return should exceed the Consumer Price Index by 4 percent annually. On a quarter-to-quarter basis, the actual returns will fluctuate and can be expected to exceed the target about half the time.
2. The account's total expected return should exceed the Treasury Bill Index by a minimum of 3 percent annually. On a quarter-to-quarter basis, the actual returns will fluctuate and can be expected to exceed the target about half the time.
3. The account's total return should outperform a composite index that is a blend of indices that reflects the policy's target asset allocation.

Understanding that a long-term positive correlation exists between performance volatility (risk) and expected returns in the securities markets, we have established the following short-term objective:

- The portfolio should be invested to minimize the likelihood of low negative total returns, defined as a one-year return worse than negative 10 percent. It is anticipated that a loss greater than this will occur no more than one out of twenty years.

Investment Guidelines

The investment policies and restrictions presented in this statement serve as a framework to achieve the investment objectives at a level of risk deemed acceptable. These policies and restrictions are designed to minimize interfering with efforts to attain overall objectives, and to minimize the probability of excluding any appropriate investment opportunities.

Prohibited Investments

Individual investments and investment activity not specifically approved by the Board of Trustees are prohibited.

Diversification

Investments of the Long-Term Reserves will be diversified to mitigate risk and be consistent with the investment objectives of the Association unless special circumstances exist in which the purposes of the fund are better served without diversification.

Target Asset Mix

The Long-term Reserve shall be comprised of the asset classes listed in the following table. The target weight is the desired weight for each asset class. The minimum weights and maximum weights are to allow for normal market fluctuations. The Finance Committee will monitor the asset allocation of the Long-term Reserve based on quarterly reports provided by the investment consultant. It is the responsibility of the investment consultant to monitor the fund on an ongoing basis and to make recommendations for portfolio rebalancing to ensure that the funds remain within investment policy guidelines.

ASSET CLASS	MINIMUM WEIGHT	TARGET WEIGHT	MAXIMUM WEIGHT
EQUITY			
US Large Capitalization Stocks	17%	25%	33%
US Mid Capitalization Stocks	3%	5%	7%
US Small Capitalization Stocks	3%	5%	7%
International Stocks	10%	15%	20%
TOTAL EQUITY		50%	

FIXED INCOME			
Domestic Fixed Income	20%	29%	40%
International Bonds	5%	7%	9%
TOTAL FIXED INCOME		36%	
ALTERNATIVE INVESTMENTS	10%	14%	18%

Equities

The equity asset classes should be maintained at risk levels roughly equivalent to the sectors of the market represented, with the objective of exceeding a nationally recognized index measuring the performance of the designated sector over a five-year moving time period net of fees and commissions. Mutual funds conforming to the policy guidelines may be used to implement the investment program.

The following definitions shall apply for the purposes of this policy:

US Large Capitalization Stocks: A portfolio of stocks comprised primarily of US-based companies with the individual companies having an average market value exceeding \$10 billion and primary shares of which are traded on a major US exchange. The generally accepted, nationally recognized index for this asset class is the Standard & Poor's 500 Stock Index (S&P 500).

US Mid Capitalization Stocks: A portfolio of stocks comprised primarily of US-based companies with the individual companies having an average market value between \$2 billion and \$10 billion. The generally accepted, nationally recognized index for this asset class is the Russell Midcap Index.

US Small Capitalization Stocks: A portfolio of stocks comprised primarily of US-based companies with the individual companies having an average market value less than \$2 billion. The generally accepted, nationally recognized index for this asset class is the Russell 2000 Index.

International Stocks: Stocks of non-US based companies, the primary shares of which are traded on exchanges outside the US. American Depository Receipts are considered international stocks. The generally accepted, nationally recognized index for this asset class is the Morgan Stanley Capital International Europe-Australasia-Far East Index (EAFE)

Fixed Income

Investments in fixed income securities will be managed actively to pursue opportunities presented by changes in interest rates, credit ratings, and maturity premiums. Mutual funds conforming to the policy guidelines may be used to implement the investment program. The following definitions shall apply for the purposes of this policy:

Domestic Bonds:

A portfolio consisting primarily of dollar denominated investment-grade fixed-rate taxable bonds that may include U.S. Treasuries, government-related issues, corporate bonds, mortgage-backed pass-through securities, asset-backed securities, and commercial mortgage-backed securities. The generally accepted, nationally-recognized index for this asset class is the Barclays Capital Aggregate Bond Index.

International Bonds:

A portfolio comprised of bonds denominated in currencies other than US dollars. Issuers may be both governments and corporations. The generally accepted, nationally recognized index for this asset class is the Citigroup Non-US Dollar World Government Bond Index.

Alternative Investments

Alternative investments, including hedge funds, managed futures, commodities and other non-traditional investments, shall be utilized through mutual funds or professionally managed pools of such investments to provide for a prudent level of diversification.

INVESTMENT MANAGER SELECTION AND EVALUATION CRITERION

Investment Manager Selection

In selecting the investment managers for the Long-term Reserve, the Finance Committee, working with the investment consultant, will consider a variety of statistical and non-statistical factors. These factors, measured over a multi-year period, may include the investment manager's investment objectives, performance relative to its index and peer group, risk characteristics, return characteristics, investment style, fees, manager tenure and turnover, style consistency, and degree of correlation with other fund investment managers.

Investment Manager Monitoring and Review

The ongoing monitoring of investment options must be a regular and disciplined process. It is the mechanism for revisiting the investment manager selection process and confirming that the criteria originally satisfied remain so, and that an investment manager continues to be a valid offering. While frequent change is neither expected nor desirable, the process of monitoring investment performance relative to specified guidelines is an ongoing process.

The Finance Committee, working with the investment consultant, will monitor, on a periodic basis, the same factors identified above under “Investment Manager Selection.” The placement of a manager on a “watch list” may be required if an investment manager:

1. has a change in manager or analytical staff;
2. has experienced style drift;
3. has performed unfavorably on an absolute basis relative to its index or peer group over rolling five-year periods;
4. has performed unfavorably on a risk-adjusted basis relative to its index or peer group over rolling five-year periods;
5. has violated the association’s investment policy guidelines;
6. has material litigation filed against the firm;
7. has material changes in firm ownership structure; and/or
8. has exhibited any other factors that the finance committee or the investment consultant deems material since the initial selection of the investment option.

Watch list status is expected to last no longer than one quarter and will be used to evaluate the factors that led to the watch list designation. If at the conclusion of the watch list evaluation, the Finance Committee has overall satisfaction with the investment manager, no further action is required. If areas of dissatisfaction exist, it is the responsibility of the Finance Committee, working with the investment consultant, to consider taking steps to remedy the deficiency including the removal of the investment manager.

Investment Manager Removal

The Finance Committee, working with the investment consultant, may recommend to the Board of Trustees the removal of an investment manager when they believe such removal is in the best interests of the investment fund, taking into account for this purpose all relevant factors including, and without limitation, when the Finance Committee has lost confidence in the investment manager’s ability to:

1. achieve performance and risk objectives;
2. comply with investment guidelines; and/or
3. maintain a stable organization and retain key relevant investment professionals.

An investment manager’s consistent failure to adhere to one or more of the above conditions and failure to remedy the circumstances, within a reasonable time, may be grounds for termination.

The watch list is not the only route for removing an existing manager. The aforementioned events, or any other events of concern identified by the Finance Committee or the investment consultant, may prompt the immediate removal of a manager without it being watch listed. Any decision to remove an investment manager will be treated on an individual basis, and will be made based on quantitative and qualitative review.

Performance Reporting

The Long-term Reserves will be evaluated quarterly on a total return basis. Returns will be compared to:

1. the Consumer Price Index plus 4 percent;
2. the three-month Treasury Bill Index plus 3 percent; and
3. nationally recognized indices measuring the performance of the classes specified in the target asset mix.

Comparisons will show results for the latest quarter, year-to-date, and since inception. The report will be prepared by the investment consultant and will be presented to the executive director and the director of finance.

RESEARCH ENDOWMENT

Introduction

This statement of investment policy has been adopted by the Board of Trustees of the American Podiatric Medical Association, Inc. (APMA) to provide guidelines for the investment of funds for the Research Endowment.

ASSIGNMENT OF RESPONSIBILITIES

Responsibility of the Finance Committee on behalf of the Board of Trustees

The Finance Committee is charged with the responsibility of managing assets in accordance with each fund's purpose and restrictions. The committee shall discharge its duties solely in the interest of the Research Endowment, with the care, skill, prudence, and due diligence under the circumstances then prevailing, that the prudent person, acting in a like capacity and familiar with such matters, would use in the conduct of an enterprise of like character with like aims. The specific responsibilities of the committee relating to the investment management of assets include:

6. Projecting the financial needs and communicating such needs to the investment consultant(s) on a timely basis

7. Determining the risk tolerance and investment time horizon and communicating these to the appropriate parties
8. Establishing reasonable and consistent investment objectives, policies, and guidelines that will direct the investment of the assets
9. Prudently and diligently selecting qualified investment professionals, including investment consultants(s), investment manager(s), and custodian(s)
10. Quarterly evaluation of the performance of the investment manager(s) to assure adherence to policy guidelines and monitor investment objective progress

The Board of Trustees has the final authority relating to the investment management of assets.

Responsibility of the Investment Consultant(s)

The investment consultant's role is that of a non-discretionary advisor to the Finance Committee and Board of Trustees. Investment advice concerning the investment management of the assets will be offered by the investment consultant, and will be consistent with the investment objectives, policies, guidelines, and constraints as established in this statement. Specific responsibilities of the investment consultant(s) include:

11. Assisting in the development and periodic review of investment policy
12. Conducting investment manager searches. For the purposes of this policy, "investment manager" shall mean separately managed accounts, mutual funds, and all other portfolios managed by a third-party firm.
13. Providing "due diligence," or research, on the investment manager(s) and monitors the performance of individual managers
14. Providing recommendations on investment managers to hire, and fire, as necessary
15. Ensuring staff receives monthly statements and quarterly statements/analysis on portfolios
16. Monitoring the performance of the investment manager(s) to provide the Finance Committee with the ability to determine the progress toward the investment objectives
17. Monitoring the asset allocation of the Long-term Fund and providing the Finance Committee with recommendations for rebalancing

18. Communicating matters of policy, manager research, and manager performance to the Finance Committee
19. Reviewing investment history, historical capital markets performance and the contents of this investment policy statement to the Finance Committee and Board of Trustees as appropriate
20. Developing and enacting proper controls and procedures to help ensure compliance by all parties with this policy

Responsibility of the Investment Manager(s)

Each investment manager will have full discretion to make all investment decisions for the assets placed under its jurisdiction, while observing and operating within all policies, guidelines, constraints, and philosophies as outlined in this statement. Specific responsibilities of the investment manager(s) include:

1. Discretionary investment management including decisions to buy, sell, or hold individual securities, and to alter asset allocation within guidelines established in this investment statement
2. The timely reporting of quarterly investment performance
3. Communicating any major changes to economic outlook, investment strategy, or any other factors that affect implementation of investment process
4. Informing the consultant of any qualitative change to investment management organization. Examples include changes in portfolio management personnel, ownership structure, investment philosophy, etc.
5. Voting proxies, if requested by the board, on behalf of the organization, and communicating such voting records to the board on a timely basis.

Responsibility of the Custodian

The Custodian will physically (or through agreement with a sub-custodian) maintain possession of securities owned by the Research Endowment, collect dividend and interest payments, redeem maturing securities, and effect receipt and delivery following purchases and sales. The Custodian will also perform regular accounting of all assets owned, purchased or sold, as well as movement of assets within fund accounts.

For the purposes of managing investment risk and to optimize investment returns within acceptable

risk parameters, the funds held will be divided into two separate investment reserves. The process for determining the dollar amount in each reserve is set forth in the “Procedures” section of this document. The two investment reserves shall be called the Liquidity Fund and the Long-term Reserve.

Procedures

5. The following procedures will be followed to ensure the investment policy statement is consistent with the current mission of APMA and accurately reflects the current financial condition:
 - A. The APMA treasurer and director of finance will meet annually with APMA’s designated investment consultant to discuss the investment policy
 - B. The investment consultant will meet with the Finance Committee to review the investment policy and determine if any revisions are necessary
 - C. Recommendations for any revisions or modifications to the investment policy will be made by the Finance Committee to the Board of Trustees for approval

6. The following procedures will be used to determine the dollar amounts to be placed in the Liquidity Fund and the Long-term Reserve. Dollars not specifically designated for the Long-term Reserve will be restricted to investments designated in the investment guidelines for the Liquidity Fund.
 - A. The Liquidity Fund will maintain a minimum required balance of \$250,000
 - B. After the required Liquidity Fund minimum has been met, the executive director and director of finance will recommend the dollar amounts to be placed between the two funds
 - C. The Board of Trustees will have final approval of the dollar amounts placed in the specific reserves.

7. To assist the organization in the management of its investment reserves, APMA may engage the services of an investment consultant. The following procedures shall be followed to engage a new or replace a current investment consultant:
 - A. The executive director and director of finance will review the hiring or replacing of the investment consultant with the Finance Committee
 - B. Recommendations for any changes in investment consultant will be made by the Finance Committee to the Board of Trustees for approval.

8. It is anticipated that from time to time, the services of an investment manager(s) may be sought to manage portions of APMA funds. The following procedure shall be followed to engage a new or replace a current investment manager. The same procedure shall apply for both individually managed accounts and mutual funds (with the exception of money market mutual funds).
 - A. The investment consultant will recommend the hiring or replacing of an investment manager(s) to the executive director and director of finance.
 - B. The executive director and director of finance will review the investment consultant's recommendation with the Finance Committee who shall have final approval.

Research Endowment Liquidity Fund

Purpose and Objectives

The purpose of the Liquidity Fund is to provide sufficient cash to:

1. meet the financial obligations of the endowment; and
2. provide funding for immediate needs related to current research programs.

The investment objectives of the Liquidity Fund are:

1. liquidity;
2. preservation of capital; and
3. to optimize the investment return within the constraints of the policy.

Investment Guidelines

The executive director or his/her designee shall be authorized to invest the Liquidity Fund as follows:

7. Federally-insured certificates of deposit not to exceed the insurable limit per institution including interest at commercial banks or savings and loan institutions
8. Money market funds that invest in government-backed or fully insured securities
9. Interest-bearing checking accounts in federally insured banks and savings and loan institutions not to exceed federally insured amounts

10. Direct obligations of the US government, its agencies and instrumentalities
11. Federal agency discount notes, and
12. Repurchase agreements collateralized by US government obligations with institutions whose senior debt rating is rated double A or better by Standard & Poor's and/or Moody's or where physical delivery of the collateral is made to a third-party custodian.

Maturity

The Liquidity Fund shall have a weighted average maturity of one year or less. The executive director or his/her designee, working with the investment consultant, shall be responsible for scheduling maturities.

Reporting

The investment consultant shall prepare the following reports for presentation on a monthly basis to executive director and director of finance:

1. Schedule of investments
2. Interest income year to date
3. Current yield

Research Endowment Long-term Reserve

Purpose and Objectives

The purpose of the Research Endowment's Long-term Reserve is to provide funding for programs designed to carry out the mission of the endowment and to enhance the purchasing power of reserves held for future expenditure.

The objectives of the account should be pursued as a strategic goal designed to maximize the returns without exposure to undue risk, as defined herein. It is understood that fluctuating rates of return are characteristic of the securities markets. The greatest concern should be long-term appreciation of the assets and consistency of total portfolio returns. Recognizing that short-term market fluctuations may cause variations in the account performance, the expectations of the account will be to achieve the following objectives over a five-year moving time period:

1. The account's total expected return should exceed the Consumer Price Index by 4

percent annually. On a quarter-to-quarter basis, the actual returns will fluctuate and can be expected to exceed the target about half the time.

2. The account's total expected return should exceed the Treasury Bill Index by a minimum of 3 percent annually. On a quarter-to-quarter basis, the actual returns will fluctuate and can be expected to exceed the target about half the time.
3. The account's total return should outperform a composite index that is a blend of indices that reflects the policy's target asset allocation

Understanding that a long-term positive correlation exists between performance volatility (risk) and expected returns in the securities markets, we have established the following short-term objective:

1. The portfolio should be invested to minimize the likelihood of low negative total returns, defined as a one-year return worse than negative 10 percent. It is anticipated that a loss greater than this will occur no more than one out of 20 years.

Investment Guidelines

The investment policies and restrictions presented in this statement serve as a framework to achieve the investment objectives at a level of risk deemed acceptable. These policies and restrictions are designed to minimize interfering with efforts to attain overall objectives, and to minimize the probability of excluding any appropriate investment opportunities.

Prohibited Investments

Individual investments and investment activity not specifically approved by the Board of Trustees are prohibited.

Diversification

Investments of the Long-Term Reserves will be diversified to mitigate risk and be consistent with the investment objectives of the Endowment unless special circumstances exist in which the purposes of the fund are better served without diversification.

Target Asset Mix

The strategic component of the Long-term Reserve shall be comprised of the asset classes listed in the following table. The target weight is the desired weight for each asset class. The minimum weights and maximum weights are to allow for normal market fluctuations. The Finance Committee will monitor the asset allocation of the Long-term Reserve based on quarterly reports provided by the investment consultant. It is the responsibility of the investment consultant to monitor the Long-term Reserve on an ongoing basis and to make recommendations for portfolio rebalancing to ensure

that the funds remain within investment policy guidelines.

ASSET CLASS	MINIMUM WEIGHT	TARGET WEIGHT	MAXIMUM WEIGHT
EQUITY			
US Large Capitalization Stocks	17%	25%	33%
US Mid Capitalization Stocks	3%	5%	7%
US Small Capitalization Stocks	3%	5%	7%
International Stocks	10%	15%	20%
TOTAL EQUITY		50%	
FIXED INCOME			
Domestic Fixed Income	20%	29%	40%
International Bonds	5%	7%	9%
TOTAL FIXED INCOME		36%	
ALTERNATIVE INVESTMENTS	10%	14%	18%

Equities

The equity asset classes should be maintained at risk levels roughly equivalent to the sectors of the market represented, with the objective of exceeding a nationally recognized index measuring the performance of the designated sector over a five-year moving time period net of fees and commissions. Mutual funds conforming to the policy guidelines may be used to implement the investment program.

The following definitions shall apply for the purposes of this policy:

US Large Capitalization Stocks: A portfolio of stocks comprised primarily of US-based companies with the individual companies having an average market value exceeding \$10 billion and primary shares of which are traded on a major US exchange. The generally accepted, nationally recognized index for this asset class is the Standard & Poor's 500 Stock Index (S&P 500).

US Mid Capitalization Stocks: A portfolio of stocks comprised primarily of US-based companies with the individual companies having an average market value between \$2 billion and \$10 billion. The generally accepted, nationally recognized index for this asset class is the Russell Midcap Index.

US Small Capitalization Stocks: A portfolio of stocks comprised primarily of US-based companies with the individual companies having an average market value less than \$2 billion. The generally accepted, nationally recognized index for this asset class is the Russell 2000 Index.

International Stocks: Stocks of non-US-based companies, the primary shares of which are traded on exchanges outside the US. American Depository Receipts are considered International Stocks. The generally accepted, nationally recognized index for this asset class is the Morgan Stanley Capital International Europe-Australasia-Far East Index (EAFE).

Fixed Income

Investments in fixed income securities will be managed actively to pursue opportunities presented by changes in interest rates, credit ratings, and maturity premiums. Mutual funds conforming to the policy guidelines may be used to implement the investment program. The following definitions shall apply for the purposes of this policy:

Domestic Bonds: A portfolio consisting primarily of dollar denominated investment-grade fixed-rate taxable bonds that may include U.S. Treasuries, government-related issues, corporate bonds, mortgage-backed pass-through securities, asset-backed securities, and commercial mortgage-backed securities. The generally accepted, nationally-recognized index for this asset class is the Barclays Capital Aggregate Bond Index.

International Bonds: A portfolio comprised of bonds denominated in currencies other than US dollars. Issuers may be both governments and corporations. The generally accepted, nationally recognized index for this asset class is the Citigroup Non-US Dollar World Government Bond Index.

Alternative Investments

Alternative investments, including hedge funds, managed futures, commodities, and other non-traditional investments, shall be utilized through mutual funds or professionally managed pools of

such investments to provide for a prudent level of diversification.

INVESTMENT MANAGER SELECTION AND EVALUATION CRITERION

Investment Manager Selection

In selecting the investment managers for the Long-term Reserve, the Finance Committee, working with the investment consultant, will consider a variety of statistical and non-statistical factors. These factors, measured over a multi-year period, may include the investment manager's investment objectives, performance relative to its index and peer group, risk characteristics, return characteristics, investment style, fees, manager tenure and turnover, style consistency, and degree of correlation with other fund investment managers.

Investment Manager Monitoring and Review

The ongoing monitoring of investment options must be a regular and disciplined process. It is the mechanism for revisiting the investment manager selection process and confirming that the criteria originally satisfied remain so, and that an investment manager continues to be a valid offering. While frequent change is neither expected nor desirable, the process of monitoring investment performance relative to specified guidelines is an ongoing process.

The Finance Committee, working with the investment consultant, will monitor, on a periodic basis, the same factors identified above under "Investment Manager Selection." The placement of a manager on a "watch list" may be required if an investment manager:

9. has a change in manager or analytical staff;
10. has experienced style drift;
11. has performed unfavorably on an absolute basis relative to its index or peer group over rolling five year periods;
12. has performed unfavorably on a risk-adjusted basis relative to its index or peer group over rolling five-year periods;
13. violated the endowment's investment policy guidelines;
14. has material litigation filed against the firm;
15. has material changes in firm ownership structure; and/or
16. has exhibited any other factors that the Finance Committee or the investment consultant deems material since the initial selection of the investment option.

Watch list status is expected to last no longer than one quarter and will be used to evaluate the factors that led to the watch list designation. If at the conclusion of the watch list evaluation, the Finance Committee has overall satisfaction with the investment manager, no further action is required. If areas of dissatisfaction exist, it is the responsibility of the Finance Committee, working with the investment consultant, to consider taking steps to remedy the deficiency including the removal of the investment manager.

Investment Manager Removal

The Finance Committee, working with the investment consultant, may recommend to the Board of Trustees the removal of an investment manager when it believes such removal is in the best interests of the Long-term Reserve, taking into account for this purpose all relevant factors including, and without limitation, when the Finance Committee has lost confidence in the investment manager's ability to:

4. achieve performance and risk objectives;
5. comply with investment guidelines;
6. maintain a stable organization and retain key relevant investment professionals.

An investment manager's consistent failure to adhere to one or more of the above conditions and failure to remedy the circumstances, within a reasonable time, may be grounds for termination.

The watch list is not the only route for removing an existing manager. The aforementioned events, or any other events of concern identified by the Finance Committee or the investment consultant, may prompt the immediate removal of a manager without it being watch-listed. Any decision to remove an investment manager will be treated on an individual basis and will be made based on quantitative and qualitative review.

Performance Reporting

The Long-term Reserve will be evaluated quarterly on a total return basis. Returns will be compared to:

1. the Consumer Price Index plus 4 percent;
2. the Three-Month Treasury Bill Index plus 3 percent; and
3. nationally recognized indices measuring the performance of the classes specified in the target asset mix.

Comparisons will show results for the latest quarter, year-to-date, and since inception. The report will be prepared by the investment consultant and will be presented to the executive director and director of finance.

17.0 WHISTLE-BLOWER POLICY FOR SUSPECTED VIOLATIONS OF BUSINESS, ACCOUNTING, AND FINANCIAL PRACTICES

General

The American Podiatric Medical Association, Inc. (APMA) expects that officers, trustees, employees, and others observe high standards of business and personal ethics in the conduct of their duties and responsibilities. (“Others” may include independent contractors or APMA members.) Board members and employees of APMA must demonstrate honesty and integrity in fulfilling their responsibilities and complying with all applicable laws and regulations with respect to their business, accounting, and financial practices on behalf of APMA, including, but not limited to, corporate accounting practices, internal controls, or auditing.

Reporting Responsibility

Officers, trustees, employees, and others are encouraged to raise serious concerns about business, accounting, or financial practices within APMA prior to seeking resolution outside APMA. All officers, trustees, employees, and others shall report suspected violations that may involve unethical or unlawful business, accounting, or financial practices.

Open-Door Policy

APMA has an open-door policy which allows officers, trustees, employees, and others to share their questions, concerns, suggestions, or complaints with someone who can address them properly. Usually, the individual to whom such questions, concerns, suggestions, or complaints are directed is an immediate supervisor, in the case of staff, or an elected officer or the executive director, in the case of a board member.

Suspected violations of honest and ethical business, accounting, or financial practices are to be reported to the APMA treasurer, who shall serve as compliance officer. The compliance officer has specific and exclusive responsibility to investigate all report violations. For suspected fraud, or when an officer, trustee, employee, or others are not satisfied or are uncomfortable with following APMA open-door policy, individuals should contact the compliance officer directly.

No Retaliation

No officer, trustee, employee, or other individual who in good faith reports a violation that may involve unethical or unlawful business, accounting, or financial practices shall suffer harassment, retaliation, or adverse employment consequence. An officer, trustee, employee, or other individual who retaliates against someone who has reported a violation in good faith is subject to disciplinary action.

Compliance Officer

The treasurer shall serve as compliance officer and is responsible for investigating and resolving all reported complaints and allegations concerning unethical or unlawful business, accounting, or financial practices and, at his or her discretion, shall advise the executive director and/or a compliance subcommittee of the Finance Committee. The treasurer has direct access to the compliance subcommittee of the Finance Committee and is required to report to the Finance Committee at least annually on any activity of the subcommittee.

In the case of the treasurer being the subject of the complaint, the complaint shall be submitted to the executive director, and a member of the Finance Committee shall be appointed by the president to serve as the compliance officer through the resolution of the complaint.

Accounting and Auditing Matters

The compliance subcommittee of the Finance Committee shall address all reported concerns or complaints regarding corporate accounting practices, internal controls, or auditing. The compliance officer shall immediately notify the compliance subcommittee of the Finance Committee of any such complaint and work with the subcommittee until the matter is resolved.

Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation that may involve unethical or unlawful business, accounting, or financial practices must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Handling of Reported Violations

The compliance officer will notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

18.0 TRAVEL POLICIES

The policies described in this section govern the use of American Podiatric Medical Association (APMA) resources for arranging travel by members and officers of the Board of Trustees while performing assigned duties. APMA expects that each board member takes seriously his or her responsibility to conserve association resources and to adhere to these policies. The following policies are established to promote safe, comfortable, cost-effective, and time-efficient travel for the Board of Trustees.

Preauthorization of Travel

All travel to be completed by board members on behalf of APMA must be preauthorized. Preauthorization is obtained in one of two ways: 1) Preauthorization is considered to be obtained when board member travel assignments are determined by the president and approved by the board; 2) When new assignments are necessary and have not been previously approved, preauthorization must be obtained in writing (e.g., electronic mail) from the executive director as determined in consultation with the APMA president.

Official appointments to committees constitute the requisite preauthorization for committee member travel to all meetings included in the board's annual operational plan.

Air Travel Agency

APMA has made arrangements with a reputable travel agency to provide members of the board and committees an easy service for arranging and reserving airline tickets. The telephone numbers for the APMA travel agency are included in the *Board of Trustees Directory* or may be obtained from staff. Board members are encouraged to utilize the APMA travel agency for arranging all airline travel.

Arrangements

Board members are expected to make their own travel arrangements, including airline and hotel reservations. These travel arrangements shall be made as early as possible in order to secure the lowest possible rates.

When group meetings are held, staff in consultation with the meeting chair determines the appropriate meeting site and makes arrangements to reserve hotel accommodations for board members and other attendees based upon arrival and departure dates that coincide with the meeting dates. All group meetings shall be ranked as part of the annual operational plan and included within the annual budget process.

Staff may be available to assist in arranging hotel accommodations when a board member has been assigned to attend a specific function or meeting on behalf of APMA. Board members are advised

to notify staff if they need assistance in making these reservations; otherwise it will be assumed that the traveler is making his or her own arrangements.

Staff should not be asked to reserve or arrange hotel accommodations for a board member who has decided to attend a specific meeting as a private individual and/or when a board member has not been assigned to attend on behalf of the board.

All meeting arrangements should take into consideration the most cost effective means, including but not limited to, Saturday evening stay-overs to reduce airfares, centralized locations, and use of airport or other conveniently located hotel properties to reduce reliance on and expense of ground transportation.

19.0 REIMBURSEMENT OF EXPENSES AND PERQUISITES

The policies described in this section govern the use of American Podiatric Medical Association (APMA) resources for expenditures of the Board of Trustees while performing assigned duties. Because participation on the Board of Trustees is done on a voluntary basis, reimbursement of board members for travel and other direct expenses is not to be considered compensation for time devoted to matters of APMA or for lost patient revenue while performing duties of the board. These policies are, however, specifically designed to assure that all legitimate direct expenses, as they relate to APMA activities, are reimbursed in full. APMA expects that each board member takes seriously his or her responsibility to conserve association resources and to adhere to these reimbursement guidelines. The following policies are established to reimburse members of the board properly for their direct expenses.

Airfares

Fares shall be the lowest available within a reasonable time of required arrival. Advanced booking is the most cost-saving technique available. Reservations should be booked as soon as practical. See also “Saturday Stay Overs” in this section.

Airline Club

The president shall be issued an airline club card of choice for as long as he or she is president. The membership fees associated with the airline club are paid by APMA. No other board members are issued an airline club card. If the president has an airline club card, APMA will either pay the renewal fee directly to the airline or reimburse the president for the annual membership fee.

Automobiles (Personal)

Use of personal automobiles is at the discretion of the traveler. The total reimbursement available for use of personal automobiles must be equal to or less than other forms of travel.

The association reimburses auto travel at the federal government rate adjusted annually on June 1 for transportation to and from public transportation stations (i.e., airports, train or bus stations), and to and from the site of the APMA meeting or activity. Should the traveler elect the use of a personal automobile instead of the use of an airline, reimbursement shall not exceed the lowest appropriate air fare available, irrespective of miles driven.

Because the use of personal automobiles is at the discretion of the traveler, the traveler assumes all responsibility for safety, maintenance, repairs, insurance, compliance with all applicable laws, fines, and other similar matters.

Automobiles (Rental)

Reimbursement for automobile rentals is approved when their use is more cost effective than public transportation. The choice of a car should be the smallest that can fulfill the needs of the trip. Individual travelers normally should choose compact cars with basic features. To avoid premium charges for rental company refueling, automobile rental users should plan to refuel before returning the rental. Drop-off charges also should be avoided. Additional insurance should be avoided if rental is secured with an appropriate credit card.

Board members may be reimbursed for automobile rentals made in connection with board meetings when approved in advance by the president. These automobiles should be used to transport board members to and from APMA headquarters. Coordination is the responsibility of the board members. Additionally, when more than one board member is traveling to the same event, shared car rentals are encouraged. Coordination and appointment of a designated driver is the responsibility of the board members who are traveling. When shared arrangements are made, APMA will reimburse for mid-size or larger automobiles.

Automobile rentals may be arranged through the APMA travel agent.

Non-reimbursable rentals or upgrades are the responsibility of the individual board member.

Automobile Parking

APMA will reimburse for parking under the following circumstances:

1. Personal automobile parking to attend business meetings
2. Hotel parking for personal or rental cars on authorized business trips
3. Reasonable airport parking for personal automobiles during business trips

Baggage Fees

Some airlines charge for all bags checked by the traveler. APMA will reimburse the authorized traveler for up to two checked bags for those airlines that offer no free baggage check-in.

Cash Advances

Cash advances of the per diem or for other planned expenses are not authorized.

Class of Service

Coach or economy class are the authorized classes of service for APMA travel. First-class and business-class services are not authorized, unless they result from upgrades that do not cost the association any more than the lowest appropriate fare, or in the case of travel by the president and his or her spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest and the executive director and his or her spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest when air travel on any one day exceeds four continuous hours.

Credit Cards

Board members are required to use their own credit card to pay expenses in connection with board business and travel.

Direct Expenses

The use of the term “direct expenses” refers to meals, transportation, and hotel expenses.

Electronic Rentals

APMA does not reimburse for rental of electronic devices (e.g., telephones, computers, pagers) while on travel status. Any special needs should be discussed with the executive director prior to any arrangements being made.

Entertainment

Entertainment expenses are the responsibility of the individual traveler. Certain pre-approved events may be authorized for reimbursement by the president or executive director.

Flight Insurance

Flight insurance or travel insurance is not a reimbursable item.

Frequent Traveler Benefits

Free travel and amenity coupons issued to an individual resulting from association travel are considered to be the property of the traveler. The traveler assumes any tax liability resulting from use of this privilege.

Abuse of travel discretion for the purpose of maximizing frequent traveler benefits will not be tolerated.

Gifts for Retiring Board Members

APMA will provide a modest gift to the retiring past president and other trustees who retire from the

board. The cost of the gift shall not exceed \$500. The gift may be a plaque or other such item to be determined by the president in consultation with the executive director.

The president-elect coordinates (i.e., collects funds, selects, and arranges for purchase) a gift for the president to be presented at the end of the president's term, usually at the President's Dinner or reception.

The president's gavel is presented to the newly appointed president in an informal ceremony during the reorganizational meeting of the Board of Trustees.

The state flag of the APMA president is flown at APMA headquarters during the president's term in office. The flag is presented to him or her at the end of his or her presidential term during an appropriate presentation before the House of Delegates.

A past president's medallion is presented to the immediate past president of the APMA. This presentation is made before the House of Delegates. The medallion is generally worn by the past president during the inauguration ceremony.

Gratuities

Gratuities are included within the per diem allowance and not reimbursed.

Honoraria

Presidential Honorarium: The annual honorarium paid to the president shall be increased annually by a percentage equal to the annual cost-of-living index used by APMA.

At least 90 days prior to taking office, the president shall propose a payment schedule which shall be determined in consultation with the treasurer and APMA administration.

Other Honoraria: An honorarium equal to one day of per diem also may be authorized for individuals engaged in the conduct of APMA business via telephone conferencing and on-line meeting applications when such business extends for more than three hours on the same work day. (This may include the aggregate of time encompassing more than one meeting occurring on the same day.)

Honoraria are established by the board and are required to be specifically reported to the House of Delegates.

The total amount of any honorarium paid for the calendar year will be reported as income on a 1099 tax form.

Hotel Accommodations

Convention and organized meetings are usually placed in designated lodging, which is to be the first choice of travelers. Good judgment is expected in choosing reasonable, cost effective lodging in all other circumstances.

Room amenities are not reimbursable. Room charges not specifically related to APMA business or an official pre-approved APMA social function will be deducted from the per diem.

The president is authorized to reserve a room on the concierge level of the hotel. When attending meetings where the necessity of personal meeting space may be required to conduct business on behalf of APMA, an appropriate suite for overnight travel is authorized. Under certain circumstances, the president-elect, when specifically representing the president, may be afforded these same privileges.

Except for the president, APMA will not reimburse for any additional expense related to hotel accommodations reserved on the concierge level of the hotel with the exception noted below. The following accommodations are authorized for board members at the regular meeting of the House of Delegates:

1. Officers of the board (president-elect, president, vice president, treasurer, and past president) will be provided suites of varying levels in accordance with their status on the board. Reasonable food and beverage set-up will be provided in the suites of the president and president-elect to enable the conduct of business meetings.
2. Trustees will be upgraded to concierge level (if available).

Inaugural Event

Board members and their spouses, common-law spouses, fiancés/fiancées, domestic partners, or guest, may attend the president's inaugural event at no charge. A pro-rated amount for the cost of the inaugural event will be charged against each attending board member's per diem for other family members who attend.

International Travel

Where official travel is authorized outside the United States, transportation, hotel, and per diem allowance, for the duration of the meeting plus a period of not more than two days each before and after such meeting, shall be paid for the board member. The spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest of the president is reimbursed for direct expenses for the same duration.

Internet Access

The expense for hotel Internet access will be reimbursed by APMA when board members find it necessary for enabling communication by electronic means while traveling at APMA expense.

Liaisons

The young physician and APMSA liaison shall be reimbursed for travel and hotel expenses incurred in accordance with their expected attendance at board meetings and in accordance with the reimbursement policies specified herein.

Meals

Meal expenses are covered within the per diem reimbursement.

Receipts for group meals should be submitted to APMA for reimbursement by the individual who paid for the meal. A list of persons attending the dinner should be recorded and submitted with the reimbursement request. Board members in the group will be charged a pro-rated amount against their per diem when they submit their respective travel reimbursement forms.

APMA will reimburse for working meals, as authorized by the president, the chair of a committee, or the executive director. The department director or authorizing person is responsible for ensuring that such working meals are included within the budget to cover these costs. Working meals are understood to concern genuinely productive work sessions, not convenient social occasions. VIPs and guests joining board members during working meals should be approved by the president, committee chair, or executive director. Working meals should not include spouses, common-law spouses, fiancés/fiancées, domestic partners, other family members, or guests, unless specifically authorized by the president or executive director. A pro-rated amount will be deducted from the attending board member(s) per diem for their guests when reimbursement is not specifically authorized. The individual paying for a working dinner is responsible for providing APMA with original receipts of the dinner, and names of individuals involved and the business purpose of the meal. Example of working meals include, but are not limited to, designated breakfast, lunch, or dinner meetings of the board (formal and informal) and its committees; breakfast, lunch, or dinner meetings with corporation executives designed to solicit grants or funding for APMA programs; and breakfast, lunch, or dinner meetings with representatives of other organizations for which a prepared written agenda exists.

Two social events (e.g., dinners, receptions, or other) for board members and their spouses, common-law spouses, fiancés/fiancées, domestic partners, or guest will be provided by APMA. These events shall be held in conjunction with the educational meeting and the meeting of the House of Delegates (the president's dinner may represent this event depending on scheduling conflicts and budget). These events shall be open to the board members and their spouses, common-law spouses, fiancés/fiancées, domestic partners, or guests, children of board members (at the

expense of the board member and when appropriate), and senior staff. Other VIP guests may be invited as appropriate and in consideration of the budget for the event. These events shall be included in the APMA annual budget.

Complimentary breakfasts and lunches will be provided by APMA to the board members at the fall and winter meetings of the board. Complimentary breakfasts or concierge privileges will be provided to the board members at the House of Delegates meeting and educational meeting.

Non-Reimbursable Expenses

Along with those items covered by a specific policy, reimbursement also is not available for the following types of expenses:

- animal care
- babysitting
- convertible automobile rentals
- haircuts
- in-room service-bar charges
- insurance for personal automobiles
- laundry charges
- limousine (unauthorized)
- luxury automobile rentals (unauthorized)
- manicures
- massages
- personal alcoholic beverages
- personal entertainment
- personal reading materials
- personal life insurance
- personal travel insurance
- short-term airport parking expense when used for long-term travel
- special equipment on automobile rentals
- unusual food costs
- valet parking (except when there is no alternative, as occurring at some hotel locations)

Penalty Fares

Travelers are expected to use nonrefundable (penalty) fares whenever practical. An occasional payment of a penalty when necessary is more cost effective than paying higher fares. Travelers are expected to meet penalty fare restrictions unless it is impossible.

A newly elected member of the board may be reimbursed for any penalty fee associated with a ticket change that resulted because of a modification in his or her departure plans when such modification is necessary to fulfill board commitments immediately following the House of Delegates.

Per Diem

A \$225 a day per diem allowance is authorized for board members, officers, young physician liaison to the board, committee members, past APMA presidents, and others assigned to provide specific volunteer service to APMA for any portion of a day in which travel or business is conducted, provided the traveler leaves his or her home before 7:00 p.m. and returns home after 9:00 a.m. of a subsequent day. No per diem will be provided for activities that constitute less than three hours in duration. This per diem allowance is expected to cover all incidentals, including, but not limited to, meals, tips, and ground transportation to and from social activities. A \$75 a day per diem allowance is authorized for the APMSA liaison to the board in accordance with the policies specified herein.

If partial reimbursement (in the form of direct reimbursement for any and all expenses) is provided by another organization, a request may be made to APMA for the differential between the amount paid by the other organization and the APMA per diem amount. In order to request the differential, APMA must be provided with a copy of the expense voucher submitted to the other organization along with a copy of the reimbursement check received from the other organization. The traveler must follow all other policies for reimbursement appearing herein.

APMA travelers should use discretion in requesting per diem for portions of full days.

Per diem rates are established by the board.

The executive director in consultation with the president may establish in advance of travel a maximum number of per diem days allowed for specific meetings or reductions to the daily per diem rate based upon hotel package arrangements (i.e., meals included). A maximum number of per diem days will be determined in advance and applied uniformly for board member attendance at the educational meeting and regular meeting of the House of Delegates. Additional (maximum of two) per diem days are authorized for a newly elected member of the board for his or her participation in board-related activities that occur immediately following the adjournment of the House of Delegates.

The total amount of per diem paid to APMA travelers for the calendar year will be reported as income on a 1099 tax form.

President-Elect Family and Friends Reimbursement (House of Delegates)

This policy pertains only at the time of the regular meeting of the House of Delegates for the president-elect's family and friends.

Expenses for air fare, hotel accommodations, and ground transportation to and from airports and all APMA official events will be reimbursed for the president-elect's spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest, and ten (10) family members and/or friends, providing that original receipts are submitted with reimbursement forms. Limousine service to and from the airport is limited to the president-elect and those traveling on the same flight.

The president-elect and family members and friends are not reimbursed for food or incidentals.

A per diem of \$225 will be provided to the president-elect's spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest in keeping with the maximum number of days designated for attendance at the regular meeting of the House of Delegates and in keeping with all responsibilities associated with the spouse's, common-law spouse's, fiancé's/fiancée's, domestic partner's, or guest's role.

The total amount of per diem paid to the president-elect's spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest will be reported as income of the spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest on a 1099 tax form. The total amount of money reimbursed to the president-elect or expended by APMA for family members' and friends' expenses for air fare, hotel accommodations, and ground transportation, is reported on a 1099 tax form as income of the president-elect.

Room charges of the president-elect, spouse, common-law spouse, fiancé/fiancée, domestic partner, guest, family, and friends, not specifically related to APMA business or an official pre-approved APMA social function, will be charged against the per diems of the president-elect and/or the president-elect's spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest, or billed directly as appropriate.

President's Dinner/Reception

Attendance by members of the board and their spouses, common-law spouses, fiancés/fiancées, domestic partners, or guests is expected at the president's dinner/reception held during the regular meeting of the House of Delegates. Thus, no deduction is made from the per diem of the board member for his/her attendance or the attendance of a spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest.

President's Family and Friends Reimbursement (House of Delegates)

This policy pertains only at the time of the regular meeting of the House of Delegates for the president's family and friends.

Expenses for airfare, hotel accommodations, and ground transportation to and from airports and all APMA official events will be reimbursed for the president's spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest, and ten (10) family members and/or friends, providing that original receipts are submitted with reimbursement forms. Limousine service to and from the airport is limited to the president and those traveling on the same flight.

The president and family members and friends are not reimbursed for food or incidentals.

A per diem of \$225 will be provided to the president's spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest, in keeping with the maximum number of days designated for attendance at the regular meeting of the House of Delegates and in keeping with all responsibilities associated with the spouse's, common-law spouse's, fiancé's/fiancée's, domestic partner's, or guest's role.

The total amount of per diem paid to the president's spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest will be reported as income of the spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest on a 1099 tax form. The total amount of money reimbursed to the president or expended by APMA for family members' and friends' expenses for air fare, hotel accommodations, and ground transportation, is reported on a 1099 tax form as income of the president.

Room charges of the president, spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest, family, and friends, not specifically related to APMA business or an official pre-approved APMA social function, will be charged against the per diem of the president and the president's spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest or billed directly as appropriate.

President's Spouse, Common-Law Spouse, Fiancé/Fiancée, Domestic Partner

The president's spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest is entitled to travel with the president to any and all APMA-related functions as the president deems appropriate and in accordance with the annual budget. The spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest is reimbursed for all direct costs of travel, ground transportation to and from airports and all APMA official events, hotel accommodations, and meals, for which there are original receipts. Reimbursement will not include personal activities, entertainment, or engagements. The president-elect should provide information to the executive director regarding projections for spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest travel in advance of the budget process applicable to his or her presidency.

The total amount of the expenses paid to the president's spouse common-law spouse, fiancé/fiancée, domestic partner, or guest for the calendar year will be reported as income on the president's 1099 tax form.

Rail Service

Reimbursements are made using the same policies as airfares.

Receipts

Original receipts are required for all reimbursement expenses in excess of \$15.00. Original receipts may be attached to the reimbursement form and mailed directly to APMA or be electronically scanned and sent via e-mail. If a board member chooses to submit his or her receipts electronically, the board member should retain original copies of the receipts until the completion of the audit process for the fiscal year in which reimbursement was requested.

Regional and Other Meeting Reimbursements

Per diems and/or reimbursements are paid to board members who have been assigned to officially represent APMA or the board at a regional, state, affiliated, related, or other meeting. If a board member has been assigned to represent APMA at a regional, state, affiliated, related, or other meeting and is expected to attend a function (e.g., dinner) for which a fee must be paid, APMA will reimburse this expense for the board member.

Reimbursement for board members assigned to officially represent APMA or board at a regional, state, affiliated, related, or other meeting held in conjunction with an extraordinary venue such as a cruise liner shall be determined in advance of the meeting on a case-by-case basis. The traveler shall provide information to the board about the extraordinary venue at least six months prior to the meeting. The board will review the information and determine the reimbursement arrangement.

Saturday Stay Overs

APMA will approve lodging and per diem for additional nights in order to enable a Saturday night stay over, only when substantial savings are made on airfares. Saturday night stay overs must be authorized by the executive director.

Spouse, Common-Law Spouse, Fiancé/Fiancée, Domestic Partner, or Guest Travel

Reimbursement for spouses, common-law spouses, fiancés/fiancées, domestic partners, or guests of board members (other than the president's spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest) is not authorized, except for attendance at the educational meeting and regular meeting of the House of Delegates.

Expenses for airfare, ground transportation to and from airports and all APMA official events, and

hotel accommodations for spouses, common-law spouses, fiancés/fiancées, domestic partners, or guest who accompany a trustee to the educational meeting and regular meeting of the House of Delegates are reimbursed, providing that original receipts are submitted with reimbursement forms.

In all cases, expenses for spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest travel are considered income to the board member and reported as such on a 1099 tax form.

Spouse Luncheon at House of Delegates

A luncheon, planned and hosted by the spouse, common-law spouse, fiancé/fiancée, domestic partner, or guest of the president-elect, may be arranged in consultation with APMA staff to be held during the House of Delegates' meeting week. APMA provides financial support for the luncheon in an amount to not exceed \$1,000.

Taxi

Reasonable taxi expenses are reimbursed for transportation to and from home, airports, and hotels when associated with official APMA business activities. Reimbursement for taxi fares is not reimbursed for transportation to and from social activities other than those designated as official APMA events. Additional taxi fares for reasonable social activities may be reimbursed if taxis are a more economical form of transportation than renting an automobile.

Telephone

Telephone expenses directly related to APMA activities are reimbursed.

Tolls

Reimbursement is authorized for tolls incurred during business travel.

Unused Tickets

Any unused ticket coupons should be returned to the executive director immediately.

Violations of Law

No reimbursement is authorized for payment of traffic or parking tickets or other fines imposed on the traveler as a result of a violation of applicable laws.

Limitations on Request for Reimbursement

All requests for reimbursement must be submitted on an official APMA reimbursement form and received at APMA headquarters within sixty (60) days from the last date of travel. Requests for

reimbursement received after that time shall not be reimbursed.

Evidence of travel must accompany all requests for travel reimbursement. These may include meeting registration forms, airline receipts, etc.

Exceptions/Appeals

Exceptions or waivers of these policies may be granted by the executive director or president. No exceptions may be assumed by the traveler.

Expense reimbursement requests that are denied or modified by staff may be reviewed by the treasurer and/or appealed to the Executive Committee. Staff also may bring questionable reimbursement requests to the attention of the treasurer and/or the Executive Committee.

20.0 CONTRACTS AND AGREEMENTS

APMA may enter into contracts or agreements including, but not limited to, the following circumstances:

1. To coordinate or conduct projects/programs with or provide services for affiliated or other organizations
2. To obtain services for improvements to and/or maintenance for property or equipment
3. To have specialized services provided to APMA by individual consultants or consulting groups
4. To arrange for accommodations and/or meeting space with hotels and/or meeting or convention centers

The following guidelines apply to all arrangements:

1. The Board of Trustees shall determine the need and shall authorize budgetary allocations for all specialized consulting services that pertain to designated APMA programs
2. The Council on Podiatric Medical Education shall determine the need and shall authorize budgetary allocations for all specialized consulting services that pertain to designated CPME programs
3. The APMA executive director shall determine the need and shall include within annual budgetary requests all specialized consulting services that pertain to administration of APMA affairs, property, and equipment
4. The expenditure of significant funds (in excess of \$10,000) for all specialized consulting services shall require at least two competing bids
5. All contracts or agreements for which APMA funds may be expended shall be reviewed by APMA general counsel prior to signing
6. All contracts or agreements for which APMA funds may be expended shall be signed by the executive director
7. All agreements that commit resources of APMA to another organization shall require review by APMA general counsel, the executive director, and other parties as determined to be necessary by the executive director

21.0 CONFLICT OF INTEREST STATEMENT

The Board of Trustees strives to avoid conflict of interest or the appearance of conflict of interest in all aspects of its activities. All individuals involved in any aspect of board activities are expected to recognize and publicly acknowledge relationships in which they may have a potential conflict of interest and remove themselves from deliberations when such conflicts exist.

The board shall abide by the Conflict of Interest statement that appears in the Code of Ethics.

No board member or officer may participate in any way in decisions in which he or she has a pecuniary or personal interest (or the appearance of same) or with respect to which, because of present organizational, institutional, or individual association, he or she has divided loyalties or conflicts (or the appearance of same) on the outcome of the decision. The restriction is not intended to prevent participation and decision-making in matters which have no direct or substantial impact on the organization, institution, or individual with which the board member or officer is associated. Nor is the restriction intended to prevent the opportunity of the board member who is in conflict with an issue under consideration by the board to be able to discuss aspects of the issue. If a conflict of interest arises, the matter is to be brought to the attention of the president and executive director. The board member or officer shall refrain from voting on any matter in which such actual or apparent conflict exists. This policy recognizes that there may be times when it is not appropriate for an individual in conflict to be involved in a specific discussion in any way. This determination will be at the discretion of the board or committee.

Current members and officers of the board may not serve on any board of a component or affiliated society or association. This restriction extends to the Council on Podiatric Medical Education and Joint Committee on the Recognition of Specialty Boards.

Current members and officers of the board must provide full disclosure when serving on boards of corporations, vendors, or other companies with which APMA is directly involved in a business or other relationship whereby APMA derives financial support, products, or services.

Should a disagreement exist concerning a perceived conflict of interest, the president and executive director will refer the matter to the Executive Committee as appropriate. The Executive Committee will seek resolution through procedures developed to address the specifics of each case. These procedures will avoid conflict of interest or the appearance of same.

Removal

The best way to handle conflicts of interest is to avoid them entirely. Short of avoiding conflicts of interest, the best ways to deal with them are one or more of the following (mitigation) measures.

Recusals

Board members, officers, and committee members are expected to recognize potential conflicts and are precluded from voting on any matter concerning institutions, organizations, and individuals with which a conflict of interest exists.

A board member or officer who is affiliated in an official capacity with, or who has financial interest in, or receives compensation from, an institution or organization that seeks special consideration from APMA may not vote when the matter of special consideration is being reviewed by the board.

APMA recognizes that having its leadership represent a wide variety of professional expertise and activity provides valuable perspectives. It would be unreasonable to expect volunteer members to give up other professional activities and financial interests while serving APMA. However, such services must conform to certain legal and ethical principles and therefore require acting honestly, in good faith, and in the best interest of APMA.

APMA is committed to the disclosure and management of real and potential conflicts of interest to ensure that all of its activities and business is managed in an ethical manner and is free of bias or the appearance of bias.

A conflict of interest depends on a situation and not the character of an individual.

After disclosing an issue of real or potential conflict of interest, the involved party should recuse him- or herself from further discussion unless:

1. a majority of disinterested parties determines that the conflict is immaterial or not adverse to APMA interests; or
2. the benefit of allowing the person with conflict to participate in discussion, but not the final vote, is in APMA's best decision-making interest. The conflicted party should remove him- or herself from the room prior to any vote.

In all other situations of real or potential conflict, members who recuse themselves should leave the room during any and all discussion and voting on the matter at hand.

Disclosure

Board members, officers, and committee members are required to disclose:

1. ownership interest or potential ownership interest in any corporation or entity doing business with or potentially doing business with APMA; and

2. receipt of honoraria or research funding within the last year or anticipated to be paid, exceeding \$2,000 per year or \$5,000 over a three-year period

Gifts

Trustees are discouraged from accepting gifts of more than nominal value (\$100) from vendors and others wishing to do business with APMA as specified in the APMA Code of Ethics.

Procedures

1. All officers, board members, and committee members must complete and sign the Conflict of Interest Policy and Agreement form for each year of their service. All conflicts and potential conflicts must be fully disclosed on the form.
2. Conflicts disclosed on the form shall be reviewed by the president and executive director for officers and board members and by the committee chair and staff liaison for committee members. With respect to conflicts for committee members, the committee chair and staff liaison may recommend to the president that the conflict is of such a nature that it would be inappropriate for the individual to serve effectively on the committee.
3. When the board or any committee meets, a list of conflict of interest disclosure statements for that group shall be distributed to the group (e.g., in the pre-meeting reading materials) so everyone is aware of any potential conflicts within the group.
4. A preliminary agenda item at each meeting shall be “Review of Conflict of Interest Policy.” The chair shall ask if any member wishes to disclose any new conflicts that may have surfaced since the previous meeting or since the disclosure form was submitted and/or recuse themselves from any agenda item(s).
5. Failure to fully disclose and/or recuse shall be subject to review by the Executive Committee.

22.0 CONFIDENTIALITY STATEMENT

In the course of duties as a member or officer of the Board of Trustees, individuals recognize that they have access to confidential information about APMA's operations. Board members agree that during their service to the board and after their service to the board concludes, they will not disclose any such information to any person or entity, other than the officers, trustees, agents, and employees of APMA as appropriate. Any questions concerning confidential information will be referred to and resolved by the president in consultation with the executive director.

Deliberations and actions of the board that occur in executive session are deemed to be confidential.

23.0 NONDISCRIMINATION STATEMENT

The APMA Board of Trustees prohibits discrimination on the basis of age, sex, color, race, creed, national origin, sexual orientation, political belief, or disability.

24.0 SEXUAL HARASSMENT

The APMA Board of Trustees is committed to ensuring that a policy on sexual harassment issues is current and available for employees, potential employees, and visitors. The following information outlines APMA's policy with regard to sexual harassment issues.

Objective

The American Podiatric Medical Association is committed to maintaining a work environment where all individuals are treated with respect and dignity. APMA promotes equal opportunities and prohibits discriminatory practices, including sexual harassment. Sexual harassment, whether verbal, physical, or arising out of the work environment, is unacceptable and will not be tolerated. This policy (along with making available information and providing training) is designed as a specific effort to prevent sexual harassment from occurring. Sexual harassment is illegal, as it violates Title VII of the Civil Rights Act of 1964 and many state laws.

Statement

Sexual harassment, either explicit or implicit, of any employee, potential employee, or visitor to the workplace by any individual, employee, or non-employee of APMA is *unacceptable* whether it takes place inside or outside the workplace. Non-employees include, but are not limited to, elected leaders, members, volunteers, customers, vendors, independent contractors, or other visitors to the workplace.

Definitions

Quid Pro Quo Harassment: submission to or rejection of sexual advances by an individual which influence decisions related to hiring, evaluation, promotion, or other aspects of employment.

Hostile Work Environment: conduct that substantially interferes with an individual's employment or work performance, or has the purpose or effect of creating an intimidating, hostile, or offensive work environment.

Work Environment: APMA headquarters and any venue at which meetings and other APMA activities occur.

Examples

Prohibited acts which, standing alone or as a part of a continuing or repeated series of acts, constitute sexual harassment. Isolated incidents of an offensive nature are not necessarily sexual harassment. Examples of sexual harassment include:

- Using one's authority to hire, fire, or promote in order to receive sexual favors

- Demanding sexual favors in exchange for favorable treatment, continued employment, or avoidance of unfavorable treatment
- Repeating unwelcome requests for dates
- Sexual jokes, flirtations, advances, or propositions
- Verbal abuse of a sexual nature
- Graphic, verbal commentary about an individual's body or physical appearance, sexual prowess, or sexual deficiencies
- Leering, whistling, touching, pinching, brushing the body, assault, coerced sexual acts, or suggestive, insulting, or obscene comments or gestures
- Display in the workplace of sexually suggestive objects, pictures, cartoons, or graffiti
- Name calling, relating stories, gossip, comments, or jokes that may be derogatory toward a particular sex
- Retaliation against employees who complain about such behaviors
- Asking questions about sexual conduct or sexual orientation or preferences
- Harassment targeted at only one sex, even if the content of the verbal abuse is not sexual

(The above list is not meant to be exhaustive but is included to provide examples of prohibited actions.)

Procedures for Reviewing Complaints

All APMA employees will be provided a policy document, as part of the personnel policies of the association, that describes their rights and responsibilities and articulates the procedures by which a complaint is filed and investigated by the executive director. In the event that the executive director is alleged to be the sexual harasser, the investigation of the complaint will be conducted by the president. In the event that the president is alleged to be the sexual harasser, the investigation of the complaint will be conducted by the Executive Committee of the board.

APMA takes its lead from the US judicial system, which sets the principle that people are innocent until proven guilty. This guiding principle shall be used in reviewing any such incidents.

Confidentiality

Any allegation of sexual harassment, whether formal or informal, brought to the attention of APMA will be reviewed and investigated in a confidential manner so as to protect the privacy of persons involved.

Protection Against Retaliation

Employees, elected leaders, or members of the association are precluded from retaliating in any way against an individual who makes a report of sexual harassment. Retaliation is illegal and a serious violation of this sexual harassment policy and will be investigated immediately and subject to the same process and sanctions as described for a sexual harassment claim.

Sanctions

Individuals found to have engaged in misconduct constituting sexual harassment may be disciplined. The extent of disciplinary action will be determined by the executive director in the case of employee harassment when the perpetrator is another employee or vendor. The extent of disciplinary action will be determined by the president and/or the Board of Trustees in the case of employee harassment when the perpetrator is an elected leader or member. The degree of disciplinary action should correspond to the extent, nature, and effect of the harassment. Disciplinary action may include, but is not limited to, referral to counseling, mediation, temporary or permanent summary suspension or termination of employment, pursuit of a voluntary resignation of an elected leader, pursuit of suspension or expulsion of a member, or possible legal action. In appropriate cases, referral of the matter to a board of inquiry may be required.

Action may be taken to the extent practical to resolve the matter, even when the harasser is not an employee (e.g., a vendor, etc.).

If an investigation results in a finding that an employee complainant falsely accused another of sexual harassment knowingly or in a malicious manner, the complainant is subject to appropriate sanctions, including the possibility of termination.

Training and Education

APMA will provide information and/or training for its elected leaders and employees with respect to sexual harassment. Such training may include sensitivity training.

25.0 LEGAL COUNSEL

APMA retains the services of general counsel on a permanent and ongoing basis. General counsel provides legal consultation to staff, the Board of Trustees, House of Delegates, Council on Podiatric Medical Education and other APMA committees, and, when appropriate, APMA affiliated organizations.

General counsel will recuse him- or herself on matters for which conflicts of interest arise.

Frivolous Suits Against APMA

In accordance with House Resolution 42-85, the board, on behalf of APMA, will evaluate legal actions filed against APMA and, as appropriate, file counteractions, and make every effort to recover damages and legal costs related to these frivolous legal actions.

26.0 STAFF ROLES AND RESPONSIBILITIES

“Most staff people must be experts and detail people at the same time ..”⁷

Role of Staff

The role of staff is simple in concept (though not so simple in execution). Staff members must strive to ensure the maximum dedication, involvement, and satisfaction of the elected APMA leaders and other volunteers. Staff stimulates, educates, and provides service. The following basic principles constitute the essential credo of APMA staff:

- Keep the big picture in sight, maintaining a clear view of the overall goals, and strategic and operational plans of the association
- Encourage maximum involvement and commitment of elected APMA leaders and volunteers
- Provide all possible assistance and service to help elected APMA leaders and volunteers to understand problems and issues in the light of APMA goals
- Serve as a historical resource on issues and problems
- Respect new ideas and new approaches
- Focus on planning, prioritizing those things that need to be done and then doing them well
- Develop a habit of flexibility, being responsive to the need for change

Job Description

In general, APMA strives to employ individuals who bring to the association specialized skills and expertise to ensure accomplishment of the goals and objectives of APMA. Along with the ability to focus on detail, staff members are required to be able to work well as part of a team (including elected leaders and other volunteers, and other staff members) so that a concerted approach may be pursued with respect to the comprehensive nature of the association’s problems or issues. In a sense, staff members must be able to listen well and translate the ideas of the elected leaders and volunteers into a program plan that utilizes existing knowledge and services.

The specific duties and responsibilities for each staff position of APMA are articulated in position description statements approved by the executive director. These position descriptions will be

⁷O’Connell, p. 44.

reviewed and revised on a periodic basis in the light of the annual operational plan and changing needs of the association.

Executive Director

The executive director is accountable to the board for the achievement of the goals of the association in whatever prudent, acceptable, and ethical ways are necessary.

The executive director is the only staff member employed by the board. He or she is responsible to the board collectively rather than to its members individually. While he or she has a significant connection to the president of the association, the president has no unique authority to overrule the board's stated responsibilities and expectations for the executive director. The board is responsible for "acting as one," and the executive director is responsible for the divisions of labor intended to produce the desired outcomes.

The primary responsibility of the association staff falls within the scope and authority of the executive director. The executive director is responsible for all administrative details for managing the association, including establishing personnel policies and rules governing the staff, hiring and firing of personnel, establishing and adjusting salaries, assigning work, and attending to all other elements necessary for the effective implementation of association policy.

Priority of assignments and allocation of staff time is at the discretion of the executive director.

Deputy Executive Director

The deputy executive director assists the executive director in meeting the organizational goals and objectives of the association as set forth by its strategic and operational plans. He or she serves as chief operating officer in the oversight of all internal staff operations, coordinating and directing the day-to-day professional operations of the headquarters. In the absence of the executive director, the deputy executive director represents APMA on behalf of the executive director. The deputy executive director is responsible for ensuring good communication within the organization.

Staff Complement

The executive director will ensure that APMA will have an appropriate complement (in terms of size and qualifications) of professional and clerical staff to serve and facilitate the functions and services of the board and its committees, House of Delegates, Council on Podiatric Medical Education, and other organizations and entities within the control of APMA. As part of its annual operational plan, the board will be apprised of the complement of staff. The staff of APMA is appointed by and reports to the APMA executive director.

Confidentiality

In the course of their duties, staff members may have access to confidential information about APMA and its operations. Staff members have an obligation to fully obey rules of confidentiality.

Conflict of Interest

All staff members shall avoid conflicts of interest or the appearance of a conflict of interest in all aspects of their work.

A conflict of interest is defined as the creation, existence, or continuance of a relationship, whereby the professional, business, or personal interests of a staff member are inconsistent with the aims, objectives, and financial interests of APMA. Conflicts include actual conflicts, as well as relationships that have the appearance or potential for creating conflicts.

If a concern about a potential conflict of interest arises, the matter is to be brought to the attention of the executive director, who has final authority in resolving the issue. In cases in which the potential conflict of interest involves the executive director, the matter will be referred to the Executive Committee of the board.

Conduct

Staff members will conduct themselves in an appropriate and professional manner at all times when representing the interests of APMA, including, but not limited to, meetings and communications.

Personnel Policies and Guidelines

The staff is governed by personnel policies and guidelines that prescribe rules of conduct, behaviors, and expectations for all staff. The personnel policies and guidelines are determined by the executive director. The board may ask to review these policies and guidelines and offer recommendations to the executive director.

27.0 COMMITTEES AND TASK FORCES

“Be kind to committees -- they are our most maligned organizational species.”⁸

Committees of the Board

The work of the APMA Board of Trustees is extensive and sufficiently complicated that efficiency is best served by committees of the board that have delegated specific assignments that enable accomplishment of the board’s goals and priorities. In accordance with the *APMA Bylaws*, the Board of Trustees may establish committees. The committee structure of the board permits some degree of autonomy with committee chairs provided the prerogative to lead committee activities in a way that they see fit, provided that the work of the committee is consistent with its charge and in keeping with the goals, priorities, and strategic and operational plans of the board (see “Authority” later in this section).

Committees of the board are established by the board and codified in this document. Appointments are made by the president and approved by the board.

The board officially establishes its committees, determining the charge and authority for each committee.

A complete chart listing all committees of the board appears later in this section.

Authority

All committees of the board report to the board. While specific authority may be given to a committee to act on behalf of the board, committees are not empowered to make final decisions on any matter that involves a policy decision, requires the expenditure or reallocation of funds, or redirects planning priorities and staff resources. Decisions involving policy, expenditures or reallocation of funds, and planning priorities are within the imprimatur of the board. Decisions concerning redirection of staff resources are within the authority of the executive director.

Composition and Size

Membership of board committees may be limited to board members, or it may include non-board members, students, and non-DPM members. Utilizing the services of non-board and non-DPM members on committees enables the board to expand opportunities and develop future APMA leaders.

All decisions concerning composition (including decisions about committee size and membership credentials) are made by the board and may or may not be based upon a recommendation from the

⁸O’Connell, p. 85.

president.

Review and Sunsetting

A committee may be sunset by the board when its charge or area of responsibility is no longer viewed to be necessary by the board. The board periodically may review any or all committees and their areas of responsibility for the purpose of redefining their charges or determining that they should be sunset.

Board Subcommittees

At the recommendation of the committee chair and with the approval of the committee, a subcommittee may be established for the purpose of completing a specific committee project. Subcommittees shall have assigned areas or projects that may be completed in a reasonable period of time not to extend beyond two years. For assignments that extend beyond a two-year period, the board will consider establishing a fully authorized committee to continue the assigned work. Alternatively, a subcommittee also may be established to complete the same specified project on an annual basis.

A subcommittee is appointed by the chair of the committee with appointments confirmed by the committee. Membership should be limited to members of the committee but may include others from outside the committee and outside the board. The committee chair is an *ex officio* member of the subcommittee, or he or she may serve as its chair. A subcommittee must be identified as part of the annual operational plan with specific funding approved by the board.

A subcommittee reports to the committee with which it is aligned.

Task Forces

Under certain circumstances when the board identifies a need to devote special attention to an extraordinary issue that does not fall within the purview of an existing committee, a task force may be appointed by the president and approved by the board. A task force has a specific purpose and charge to be fulfilled.

The membership of a task force may include, but is not limited to, board members and other podiatrists, key outside consultants, or non-DPMs who share an expertise that is vital to the charge of the group. Generally, the work of the task force should not extend beyond one year. A task force is automatically sunset when its assigned responsibilities are completed.

All task forces report directly to the board.

Committees of and by the House of Delegates

The *APMA Bylaws* identify five committees of the House of Delegates. These committees are: Affiliate Review Committee, Credentials Committee, Elections Committee, Resolutions Committee, and Standing Rules Committee. The president, with the approval of the board, is authorized to appoint each of these committees.

Four standing committees of the association have been established by the House of Delegates. These standing committees are: Council on Podiatric Medical Education (CPME), Joint Committee on the Recognition of Specialty Boards (JCRSB), Finance Committee, and Bylaws and Procedures Committee. The Board of Trustees has no authority over these committees except that the Finance Committee and Bylaws and Procedures Committee are appointed by the president and approved by the board. The *APMA Bylaws* provide information concerning how vacancies are to be filled on all four of the standing committees of the House.

The house also may authorize the appointment of a special committee of the association to be appointed by the president, with the approval of the board.

For more information about the committees of and by the House of Delegates including specific rules for their appointment and conduct, see the *APMA Bylaws*, *APMA Administrative Procedures*, and *Standing Rules of the House of Delegates*.

The chart that appears later in this section references the above mentioned committees.

Other Committees

Two representatives on the CPME Nominating Committee are appointed by the president and approved by the board.

Prospective Committee Members

As soon as the president-elect takes office, he or she prepares a call for nominations to alert membership to the plans to appoint committees for the forthcoming year. The announcement appears in various APMA publications (online and in hard copy).

The president-elect determines new committee appointments (chairs and members) for his or her term as president. He or she should consult with the chair-designee of each committee and staff to discuss candidates for committee membership. The president-elect provides a list of his or her recommended appointments to the executive director for consideration by the board no later than its winter meeting. Every effort should be made to determine the interest and desire of committee member candidates to serve prior to seeking confirmation of the appointments by the board.

No call for nominations is required for subcommittees or task forces of the board or committees of

the House of Delegates.

Terms and Term Limits

Committees of the board are appointed for one-year terms, extending from the close of one regular meeting of the House of Delegates to the close of the next regular meeting of the house.

The Annual Meeting Committee is appointed for a period of time that extends from the close of the regular meeting of the House of Delegates until the conclusion of the annual meeting to which it is assigned in the following year. (Two different Annual Meeting Committees will be convened during a portion of each year as one committee completes its assignment and the other begins its assignment.)

Young physician liaisons shall serve at least a two-year term on an individual committee to which he/she has been appointed. Should the young physician appointed to serve in this capacity be of an age that would transition him/her out of the officially recognized young physician membership category during his/her term, he/she would be eligible to complete his/her appointed term as the young physician liaison to the committee in question.

Individual service time on one committee of the board shall be limited to a maximum of five years. All individuals appointed to a committee(s) of the board shall be subject to this term limit effective with the 2015-2016 cycle serving as the individual's first year of service toward the five year maximum. (Service provided prior to 2015-2016 shall not be included in determining the five-year requirement.)

The board will ensure that at no time will more than two-thirds of the membership of a particular committee turn over or be replaced.

Board Member Rotation on Major Committees

In an effort to ensure that all members of the board serve on all of the major APMA committees during their tenure on the board, all board members should serve as a member, chair, or liaison for a minimum of one year prior to assuming the president position, on each of the following committees: Finance Committee, Development Committee, Health Policy Committee, Membership and Student Liaison Committee, Communications Committee, and Vision 2015/Path to Parity Committee. Such membership will enable the individual to be prepared to be president, if and when he or she ascends to that position, and will allow him or her to have a working knowledge of the association and its key departments and committees.

APMA staff monitors board member appointments to committees to ensure that this recommendation is satisfied and will provide the president-elect with the status of board members' participation on the above-mentioned committees.

President as *Ex Officio*

The president is considered an *ex officio* member with a vote on all committees, subcommittees, and task forces for which he or she has full appointment authority. Except for the Executive Committee, he or she shall not serve as chair of any committee.

Committee Member Roles and Responsibilities

To be effective, committee members must attend meetings regularly and respond to mail ballots and participate in conference calls as necessary. They should seek to understand the committee's charge and be prepared to fulfill the charge. Members should participate in the deliberations and discussions and should share the responsibility of maintaining the proper focus and trying to understand and use the ideas of other members. Committee members may submit, with the approval of the committee chair, specific agenda items for discussion at any scheduled meeting of the committee. They should help in reaching committee decisions, in facilitating committee action, and in following the final disposition of its work. Committee members also should evaluate their own contributions to the committee and share the responsibility for evaluating the work of the committee as a whole.

Committee members are required to follow rules associated with the conflict of interest policy and confidentiality policy described earlier in this document.

Board Member Roles

A board member is expected to help guide the committee to which he or she has been appointed in such a way that the activities of the committee are directed by the established goals, program priorities, and operational plan established by the board. Board members should accept the responsibility to reach out to non-board members serving on the committee to help them understand and appreciate the broader work of the organization and develop a sense of shared mission and pride.

Chairs

A good chair is one who can work with people, who can stimulate them rather than browbeat them, and who can help the group use all of the abilities and experiences its members possess to work together in pursuit of committee and board goals.

An effective chair exhibits the following characteristics: He or she has a personal record of being a consistent worker who completes an assignment, is enthusiastic, has a good understanding of the goals and priorities of the board and their relationship to the committee's functions, is persuasive, shows confidence in other members, and is more concerned about the results of the committee rather than his or her own feeling of personal importance.

Representatives from Other Organizations

Organizations that may be asked to recommend representatives for appointment as members or advisors to committees of the board are expected to provide a list of names from which the president shall select an appointee for the committee. No fewer than two candidates should be listed for each available position.

If an individual appointed to a committee as a representative of another organization loses his or her affiliation with that organization during the period of appointment, the individual shall no longer be eligible to serve on the committee as a representative of the organization. The individual's appointment to the committee shall be viewed to terminate immediately when his or her affiliation ends. The organization shall be requested to provide a slate of potential candidates for the president to consider in selecting, with approval of the board, a replacement member of the committee. The president may elect not to appoint a replacement member to a committee.

(If an organization's representative cannot attend a meeting, the organization cannot unilaterally replace that member with another representative.)

Liaison

A liaison is a non-voting member of a committee who may or may not be a podiatrist. Liaisons are recommended for appointment by the incoming president and approved by the board. Individuals who serve as liaisons have expertise or special background or experience that may be of assistance to the general work of the committee. Although liaisons may not vote, they are expected to attend meetings, participate in conference calls, and be fully integrated into the activities of the committee when invited to do so by the chair. Because of their significant contributions to the pursuit of the goals of the committee, the liaison's expenses related to attendance at meetings will be reimbursed by APMA. Liaisons to committees are generally codified within the committee structure through the committee composition section of this manual.

Whenever deemed appropriate by the president, APMA members who may be asked or elected to serve as officers or members of national health committees such as RUC, CPT, APHA, or others, should be considered for appointment as liaisons to APMA committees for which their participation would be of critical value if these positions are not already codified within the committee's composition.

Special Expert

On occasion, an individual who has expertise in an area specific to a particular task assigned to a committee may be appointed to that committee as a special expert. Special experts are recommended for appointment by the incoming president and approved by the board. The individual's responsibilities are restricted to the specific task to which he or she has been assigned. The duration of his or her appointment would be exclusive to the time required to complete the

assigned task. As the nature of this position is task-specific, such appointments would be limited to an as-needed basis. Because of the expert's significant contributions to the pursuit of the goals of the committee, his or her expenses related to attendance at meetings will be reimbursed by APMA.

Official Observer

Official observer status may be granted by the Board of Trustees to representatives of APMA affiliated organizations. These individuals are invited (at their own expense) to attend meetings of the committee (exclusive of any executive or confidential session) to observe the work of the committee. Official observers are generally not asked to contribute to or participate in the deliberations of the committee; however, they would receive committee minutes and regular committee correspondence.

Staff Liaisons

Members of APMA staff will be assigned as liaisons to each committee by the executive director. The staff member is responsible for coordinating the logistics for meetings and conference calls of the committee, preparing reports and correspondence, and assisting the committee in completing assigned work. Except for a few instances when the executive director serves as a voting member of certain committees, staff members do not serve as voting members of committees nor are they empowered to make decisions on behalf of the committee.

Consultants

Committees may, from time to time, recommend that consultants be appointed to assist in the completion of specific assignments or to provide expertise that is not otherwise available within APMA. The board will consider appointing consultants based upon need and budgetary impact.

Orientation

The initial meeting of a newly appointed committee shall begin with an overview of the charge of the committee and a brief review of the goals, priorities, and planning objectives of the board that relate specifically to the committee. Although the chair of the committee should lead this discussion, the staff liaison and other continuing members of the committee should be allowed to have a significant role in this orientation process.

Committee Meetings

Food, beverages, and other catering costs related to all APMA committee meetings shall be kept to a minimum. Water only will be offered at meetings of duration of less than three (3) hours. For early morning meetings, continental breakfasts may be authorized. Lunch and dinner meetings are discouraged.

Meetings of committees will be scheduled to occur at times that facilitate reporting to the board and that ensure cost-effectiveness. Committee meetings will be scheduled around the time of the meetings of the board and/or the House of Delegates in order to minimize and/or eliminate expenses to APMA.

The staff liaisons for each committee will notify the members of their respective committees directly of any meeting scheduled.

Reporting and Communication Protocol

Committees shall report in writing to the board on a quarterly basis during the business year at meetings of the board. Subcommittees shall report to the committee with which they are aligned at times designated by the committee chair.

Committee chairs shall be responsible for presenting reports (orally or in writing) to the board and representing the committee's issues and concerns. In the case of a chair being unable to attend a meeting of the board, the report may be presented by another member of the committee who has been so designated by the committee chair.

A committee member may prepare a minority report for the board provided that such report is submitted to the committee chair prior to board deliberations.

A committee member shall not initiate any official correspondence or other communication independent of the committee to staff, consultants, or external parties. He or she shall neither act nor speak on behalf of the committee, nor shall he or she make any commitments, nor enter into any agreement on behalf of the committee. Any correspondence or communication of an official nature directed to a committee member must be forwarded immediately to the committee chair and the APMA executive director.

Recusals

In accordance with the APMA Code of Ethics, committee members are expected to recognize potential conflicts of interest and remove themselves from deliberations concerning institutions and organizations with which a conflict of interest exists.

Removal of a Committee Member

The board may consider the removal of individuals who serve on board committees but who are not members of the board from committees prior to the completion of a term of office. Such removal shall be based upon the individual's failure to fulfill his or her commitments and responsibilities or violation of rules of protocol. The grounds for dismissal shall be considered by the Executive Committee of the board. Reasonable opportunity shall be allowed for explanation and response to

allegations by the individual being considered for dismissal.

Directory of Committee Members

A directory listing all committees and their members is compiled annually by APMA staff and circulated to members of the committee. The directory includes all committees, subcommittees, task forces, and House of Delegates committees.

Committee Member Recognition

At their own expense, members of a committee, either acting as a whole or as individuals, are permitted to provide a suitable plaque or other form of recognition for committee service to a retiring committee member determined by the committee to be worthy of that honor. Similarly, gifts and/or meal functions may be provided to retiring members at no expense to APMA. The president and executive director shall be informed of all such activities in advance.

COMMITTEES OF THE BOARD

Committee Name	Staff Liaison	Number of Members (including chair)	Member Selection Criteria	General Charge/Notes	Last Reviewed/ Modified
Annual Meeting Committee	Director - Department of Development, Director - Scientific Affairs, Director - Department of Membership Services, Meetings Administrator, and others as necessary	5	<ul style="list-style-type: none"> - APMA member to serve as chair - APMA President-elect - APMA member from the hosting state - Chair of the Development Committee - APMA member who qualifies as a young physician 	Coordinates, recommends, and/or oversees all aspects of the annual meeting including: long-term planning; meeting site selection; scheduling; registration fee; collaborative agreements/revenue sharing with component, affiliated, and/or related organizations; meeting sponsorships; education program content; and exhibit hall.	3/09
Appeals and Control Committee	Director - Department of Scientific Affairs	4	<ul style="list-style-type: none"> - (4) APMA members (one to serve as chair), representing each of the four following geographic areas: 1. CT, ME, MA, NH, RI, VT, NY, DE, NJ, PA 2. OH, IL, IN, IA, MI, MN, MO, WI, NE, ND, SD 3. AK, ID, MT, OR, WA, WY, AR, KS, OK, TX, CA, HI, AZ, CO, NV, NM, UT 4. DC, MD, VA, WV, FL, PR, AL, GA, KY, LA, MS, NC, SC, TN 	<p>Coordinates peer review activities of the components. Reviews cases referred to it, cases where there is no component committee, and cases refused by components. Serves as appellate body for peer review cases. Analyzes peer review activities; reports and makes recommendations.</p> <p>This committee shall be constituted only on an as-needed basis.</p>	3/07
Awards and Recognition Committee (ARC)	Senior Executive Administrator	5	<ul style="list-style-type: none"> - (2) APMA members; one to serve as chair - (2) HOD reps - Immediate Past President 	<p>Reviews and revises criteria and nominations process for major APMA awards. Solicits nominees. Recommends awardees to board.</p> <p>Membership is confidential.</p>	3/07
Center for Professional Advocacy Advisory Group	Director and Associate Director of the CPA	6 + 1 liaison	<ul style="list-style-type: none"> - (2) ASPE representatives to serve as members * - (2) State Component Leaders to serve as members * 	Provides direction for legal, regulatory, and state legislative advocacy activities that advance the podiatric medical profession. Develops resources and provides support to resolve conflicts	11/13

Committee Name	Staff Liaison	Number of Members (including chair)	Member Selection Criteria	General Charge/Notes	Last Reviewed/ Modified
(CPAAG)			<ul style="list-style-type: none"> - (1) HOD member (may be an alternate delegate) * - (1) young physician member * - BOT member to serve as liaison to BOT <i>*any of the above members to serve as chair</i> 	commonly confronted by APMA members and state components. Focuses its efforts and resources on issues that have national impact and broad-based consequences for the profession.	
Clinical Practice Advisory Committee (CPAC)	Director - Department of Scientific Affairs	7 + 3 liaisons	<ul style="list-style-type: none"> - (7) APMA members who have experience in practice and/or research (one must qualify as a young physician); one to serve as chair - APMA member as liaison who has expertise in arthritis - APMA member as liaison who has expertise in diabetes - BOT member to serve as liaison to BOT 	Addresses questions and facilitates discussion about issues affecting the general practice of podiatric medicine and focuses specifically on issues related to arthritis and diabetes. Advises BOT on the implementation of the Research Grant Program. Monitors research activities in podiatric medicine.	7/11

Committee Name	Staff Liaison	Number of Members (including chair)	Member Selection Criteria	General Charge/Notes	Last Reviewed/ Modified
Coding Committee (CC)	Director – Health Policy and Practice	10 + 3 liaisons	<ul style="list-style-type: none"> - (10) APMA members who have experience with coding policy (one must qualify as a young physician); one to serve as chair - CPT advisor as liaison - RUC advisor - BOT member to serve as liaison to BOT 	<p>Evaluates coding policy as it affects podiatric medicine and educates the membership on current coding issues. Acts in the capacity of adviser to the membership, assisting members in obtaining the tools to improve their coding skills. Evaluates projects by considering their impact on APMA members as practicing podiatrists. Increases the awareness of CC members of available coding publications. Evaluates the Correct Coding Initiative (CCI) to assure that code combinations presented are consistent with quality patient care. Recommends change to current CPT codes that do not adequately address the procedures they represent. Furthers the interaction between the CC and other specialty society coding committees through involvement with the AMA CPT process. Provides and assists in the writing and presentation of current coding issues that address the needs of the membership. Participates in writing and disseminating coding newsletters and manuals to assist the membership. Works in conjunction with HSC, HPC, and other APMA committees when significant issues arise that require CC assistance. When applicable, provides clarification on coding issues to payers. Assists with coding issues that require periodic evaluation.</p>	7/11
Communications Committee (CC)	Director - Department of Communications	10 + 2 liaisons	<ul style="list-style-type: none"> - (10) APMA members (one must qualify as a young physician); one to serve as chair - Component executive as liaison - BOT member to serve as liaison to BOT 	<p>Oversees, reviews, and contributes to internal and external APMA communications including campaign, patient, and member-focused materials (both print and online). Ensures content is medically accurate and consistent with the practice of today’s podiatrist. Provides timely medical insight and feedback on all communications efforts.</p>	3/13
Development	Director -	6 + 1	- (4) BOT members; one	Determines corporate funding priorities	3/13

Committee Name	Staff Liaison	Number of Members (including chair)	Member Selection Criteria	General Charge/Notes	Last Reviewed/ Modified
Committee (DC)	Department of Development	liaison	to serve as chair - President of APMA Foundation - APMA Executive Director - Annual Meeting Committee chair as liaison	for APMA programs. Pursues efforts to garner and solicit nondues income. Assists in prioritizing funding requests considered by the APMA Educational Foundation.	
Executive Committee (ExC)	Executive Director, Deputy Executive Director	5	- President to serve as chair - President-elect - Vice President - Treasurer - Immediate Past President	Facilitates an ongoing strategic planning process and annual operational planning process. Reviews and makes recommendations to the board concerning matters affecting APMA real estate decisions. Coordinates the evaluation of the APMA Executive Director. Designs and conducts a periodic self-assessment process, reviews complaints directed at board member conduct, considers disciplinary actions concerning committee members, considers and recommends to the board modifications in the <i>Policies, Procedures, and Orientation Manual</i> , resolves disputes concerning reimbursement requests of board members. (All matters pertaining to the self-assessment, <i>Policies, Procedures, and Orientation Manual</i> , and resolution of disputes must be fully disclosed to the board and may not be placed on a consent agenda.) Recommends general policy about the APMA website, including, but not limited to, public information, member information, CME offerings, links to other sites, e-commerce, advertising, new technology, and overall design. Considers other matters delegated to it by the board. Provides timely prior notification of all Executive Committee meetings to the full board.	2/08
Health Policy and Practice Committee (HPPC)	Director - Health Policy and Practice	11 + 3 liaisons	- (10) APMA members (one must qualify as a young physician and one must have a background	The committee develops policies, programs, and other activities to position the doctor of podiatric medicine as the recognized foot and ankle care specialist	11/13

Committee Name	Staff Liaison	Number of Members (including chair)	Member Selection Criteria	General Charge/Notes	Last Reviewed/ Modified
			in working on private insurance issues) to include individuals who may represent affiliated specialty organizations; one to serve as chair - CAC Chair as member - RUC rep or alternate as liaison - CPT rep or alternate as liaison - BOT member to serve as liaison to BOT	within public and private health care delivery and financing systems. Advocates federal administrative agencies, private insurance plans, and other health care delivery systems to end barriers to services provided by podiatrists, to foster better access to medically necessary care by podiatrists, and for fair and equitable payment for podiatrists. Advises the APMA Board of Trustees on matters affecting the profession, including those associated with Medicare, Medicaid and related federal health policy and private insurance issues.	
<i>HPPC – Private Insurance Subcommittee</i>	Director - Health Policy and Practice	5 + 3 ex-officio members	- (5) members from HPPC; one to serve as chair - HPPC chair as ex-officio member - CPA board liaison to serve as ex-officio member - HPPC board liaison to serve as ex-officio member	Advises full committee on issues related to private insurance plans, including but not limited to, preferred practice organizations (PPOs), employer insurance carriers, health maintenance organizations, commercial accountable care organization and other alternative health-care delivery and payment systems. Develops and/or recommends resources to help educate members on private insurance plans and policies, and recommends marketing activities to promote the professional within private insurance plans.	11/13
<i>HPPC – Medicare and Public Payer Subcommittee</i>	Director - Health Policy and Practice	5 + 4 ex-officio members	- (5) members from HPPC, one must be the CAC chair; one to serve as chair - HPPC chair as ex-officio member - HPPC CPT liaison to serve as ex-officio member - HPPC RUC liaison to serve as ex-officio member - HPPC board liaison to serve as ex-officio member	Advises the full committee on issues related to public payer plans and federal health policy, including Medicare, Medicaid, Veteran’s Affairs, and Tricare. Reviews and provides advice on national coverage determinations and develop positions for NCDs. Offers guidance to Carrier Advisory Committee representatives (CAC) on local coverage determinations. Recommends the development of resources and educational materials to foster member understanding of public payer reimbursement and compliance issues.	11/13
<i>HPPC – DME Work Group</i>	Director - Health Policy	3 + 4 ex-officio	- (3) APMA members, one must be a member of	Advises the full committee on issues related to public payer plans and federal	11/13

Committee Name	Staff Liaison	Number of Members (including chair)	Member Selection Criteria	General Charge/Notes	Last Reviewed/ Modified
	and Practice	members	HPPC; HPPC member to serve as coordinator - HPPC chair as ex-officio member - Private Insurance Subcommittee chair to serve as ex-officio member - Medicare and Public Payer Subcommittee chair to serve as ex-officio member - HPPC board liaison to serve as ex-officio member	health policy, including Medicare, Medicaid, Veteran’s Affairs, and Tricare. Reviews and provides advice on national coverage determinations and develop positions for NCDs. Offers guidance to Carrier Advisory Committee representatives (CAC) on local coverage determinations. Recommends the development of resources and educational materials to foster member understanding of public payer reimbursement and compliance issues.	
Legislative Committee (LC)	Director - Legislative Advocacy	8 + 1 liaison	- (1) Board member to serve as chair - (6) APMA members (one must qualify as a young physician) - APMAPAC Chair - APMSA rep as liaison (cannot be an APMAPAC board member) <i>(Note: At no time shall the membership of the committee be comprised of a majority of individuals who serve concurrently on the APMAPAC Board.)</i>	Reviews federal legislation and its impact on podiatric medical practices and patients, advises the Board of Trustees concerning federal legislative priorities and recommends related policy and actions to the Board, ensures implementation of policies and actions, facilitates partnerships with other health care organizations for the advancement of APMA’s legislative agenda, updates the Board and membership on federal legislative issues and activities in order to further engage APMA members in the political process.	3/13
Membership and Student Liaison Committee (MSLC)	Director - Department of Membership Services	6 + 2 liaisons	- (4) APMA members (one must qualify as a young physician); one to serve as chair - Chair of PRN Subcommittee - APMSA rep - Component exec as liaison - BOT member to serve as liaison to BOT	Maintains and builds membership. Assesses membership services and makes recommendations to BOT. Maintains liaisons with APMSA. Coordinates and conducts college visitation presentations.	7/11

Committee Name	Staff Liaison	Number of Members (including chair)	Member Selection Criteria	General Charge/Notes	Last Reviewed/ Modified
<i>MSLC Physicians' Recovery Network Subcommittee (PRN Subcommittee)</i>	<i>Director - Department of Membership Services</i>	<i>6-7</i>	<i>- (4-5) APMA members who have exposure, experience, and/or knowledge of addiction issues - APMSA rep - APMA member who qualifies as a young physician</i>	<i>Considers and is responsive to issues concerning impaired podiatrists.</i>	<i>11/09</i>
Podiatric Seals Committee (PSC)	Associate Director - Department of Scientific Affairs	6 + 1 liaison	- (3) APMA members knowledgeable in footwear and hosiery - (3) APMA members knowledgeable in podiatric therapeutics - One of the above six to serve as chair - BOT member to serve as liaison to BOT	Reviews applications and recommends action on Seal of Approval, Seal of Acceptance, and Recognition Award programs. Advises BOT on policy matters referred to it regarding podiatric materials and therapeutics. Membership is confidential.	7/11
Public Health and Preventive Podiatric Medicine Committee (PHPPMC)	Director – Scientific Affairs	6 + 2 liaisons	- (5) APMA members (one must qualify as a young physician); one of whom has interest and appreciation of Indian health issues; one to serve as chair - APMSA representative - Chair of the Subcommittee to End Health Care Disparities to serve as liaison - BOT member to serve as liaison to BOT	Stimulates and develops podiatric involvement in public health programs. Assists components in public health issues. Extends efforts which will increase podiatric representation in both administrative and advisory capacities among public health programs at the national level.	11/13
<i>PHPPMC Subcommittee to End Health Care Disparities</i>	<i>Director of Scientific Affairs</i>	<i>10</i>	<i>- (9) APMA members with diverse cultural and ethnic backgrounds, one to serve as chair and at least one who qualifies as a young physician - APMSA representative to serve as member</i>	<i>Evaluates health care disparities within podiatric medicine. Increase awareness of health care disparities within our profession. Works in collaboration with other groups to eliminate health care disparities.</i>	<i>11/13</i>
Vision 2015	Directors:	11 +	- (3) Members of the	Assigned to oversee, implement, and	11/13

Committee Name	Staff Liaison	Number of Members (including chair)	Member Selection Criteria	General Charge/Notes	Last Reviewed/ Modified
Pathway to Parity Committee (V2015PPC)	Scientific Affairs Communications, CPME, Legislative Advocacy; Associate Directors: PR and State Advocacy	liaisons (as necessary)	BOT, one to serve as chair - (1) APMA young physician - (7) APMA members - Liaisons to external medical organizations (as necessary)	evaluate the success of strategic priorities that need to occur.	

COMMITTEES OF AND BY THE HOUSE OF DELEGATES

(Committees are appointed by president unless otherwise specified.)

Committee Name/Type	Staff Liaison	Number of Members (including chair)	Member Selection Criteria	General Charge/Notes	Last Reviewed/ Modified
Affiliate Review Committee	Director – Department of Membership Services and Deputy Executive Director	5	- (5) APMA members - One member serves as chair	Reviews and makes recommendations to the House of Delegates regarding petitions submitted by organizations seeking recognition as APMA affiliates in accordance with the <i>APMA Bylaws and Administrative Procedures</i> . Reviews annual reports submitted by recognized affiliates and makes recommendations in accordance with the <i>APMA Bylaws and Administrative Procedures</i> .	3/11
Bylaws and Procedures Committee	Executive Director, Deputy Executive Director, Senior Executive Administrator	3	- (3) APMA members Each elected to three-year terms (staggered).	Advises BOT and HOD on all matters affecting bylaws and administrative procedures, when those matters are referred. Acts as reference committee on bylaws and administrative procedures.	8/99
Council on Podiatric Medical Education (CPME)/ Standing Committee	Director – CPME	11	- (8) At-large members - (2) Public members - Postsecondary educator All members are elected by CPME.	CPME charge is defined in the <i>APMA Bylaws</i> .	8/99
<i>CPME - Nominating Committee</i>	<i>Director – CPME</i>	6	- (2) HOD delegates or alternates <i>These two are the only ones to be appointed by the APMA president. Other committee members are selected by the Council.</i>	<i>Manages the nomination process for CPME elections as defined in the CPME Bylaws.</i>	8/99
Credentials Committee	Senior Executive Administrator	5	- (2) HOD delegates to serve as chair and vice chair - (3) HOD delegates or alternates	Verifies credentials for HOD. Certifies, determines, and records roll of the HOD, and reports as directed. Conducts hearings on any contested credentials of delegates or alternates and recommends action to the HOD.	3/02

Committee Name/Type	Staff Liaison	Number of Members (including chair)	Member Selection Criteria	General Charge/Notes	Last Reviewed/ Modified
Elections Committee	Senior Executive Administrator	5	- (5) HOD delegates or alternates; two of whom are selected to serve as chair and vice chair Members should reflect geographic diversity.	Serves as tellers for any ballot vote of the HOD. Distributes, collects, and tabulates ballots. Reports to secretary and speaker of the HOD. This committee must be appointed no later than 20 days prior to the opening session of the HOD.	8/99
Finance Committee	Director - Department of Finance	6	- Treasurer serves as chair - (3) HOD delegates or alternates - (2) BOT members	Considers and reviews proposed budget and revisions, appropriations, and expenditures.	4/05
Minutes Approval Committee/ Special Committee	Senior Executive Administrator	13	- All members of BOT Appointed by speaker of HOD	Assures that proper and correct proceedings are recorded and distributed. Reports to HOD with recommendation regarding proceedings/minutes approval. The committee is appointed automatically at the close of the HOD.	
Policy Review Committee/ Special Committee	Deputy Executive Director	3	- (3) HOD delegates or alternates Appointed by speaker of HOD	Reviews ten-year-old resolutions to determine if the policy-related resolutions should be reaffirmed and retained as official APMA policy. Submits resolution and report to HOD. The committee must be appointed no later than six months prior to the opening session of the HOD.	8/99
Resolutions Committee	Executive Director, Deputy Executive Director, Senior Executive Administrator	15	- HOD delegate to serve as chair - HOD delegate or alternate to serve as vice chair - (13) HOD delegates or alternates	Considers all resolutions and reports submitted and offers recommendations to HOD. This committee must be appointed no later than 120 days prior to the opening session of the HOD.	3/02
Resolutions Committee - Resolutions Review	Executive Director, Deputy Executive Director,	6	- Chair and vice chair of Resolutions Committee - (4) Resolutions Committee members	<i>Under the authority of the Resolutions Committee, reviews resolutions submitted for presentation to the HOD. Assures proper format. Assures sufficient financial background and documentation.</i>	3/02

Committee Name/Type	Staff Liaison	Number of Members (including chair)	Member Selection Criteria	General Charge/Notes	Last Reviewed/ Modified
<i>Subcommittee</i>	<i>Senior Executive Administrator</i>		<i>Appointed by chair of Resolutions Committee</i>	<i>Coordinates the consolidation of similar resolutions. Assures resolution's intent is clearly defined and understandable. Meets either at the site of the HOD meeting or by telephone conference prior to the HOD meeting.</i>	
Standing Rules Committee	Senior Executive Administrator	5	- (3) Delegates or alternates; one to serve as chair - Speaker to serve as ex-officio member - Parliamentarian to serve as ex-officio member	Drafts and submits for consideration the Standing Rules of the House and presents them to the House of Delegates at its next meeting to apply to that meeting only.	3/07

28.0 EXTERNAL RELATIONS

College Visitation Program

Each year, APMA visits each podiatric medical college and conducts two sessions for students to learn more about podiatric medicine and about APMA. Representatives of APMA include: one board member; representatives from the APMA Political Action Committee (APMAPAC), the American Podiatric Medical Students' Association (APMSA), and the Young Physician Liaisons Group. Presentations include information about APMA, APMAPAC, APMSA, Young Physician Liaisons Group, and Physicians Recovery Network (PRN).

Each visit is divided into the following two events:

Evening Event: This event is usually held during a dinner or reception hosted by the college. The event allows for an open forum between the student leadership, college administrators, and APMA representatives.

Next Day Event (two separate presentations):

Presentation 1: A 90-minute session specifically designed to reach all first-year students. This event is usually held as the first item of business in the morning, with a continental breakfast served. If it is held mid-morning, lunch is served. This program includes brief, but more formal, presentations regarding APMSA, APMA, APMAPAC, Young Physicians Liaisons Group, and PRN.

Presentation 2: A separate one-hour presentation, immediately following the first-year student session, designed for second-, third-, and fourth-year students to answer questions regarding the profession, residencies, and current issues.

Component Relations

APMA strives to maintain excellent relationships with its component societies. Trustees are responsible for maintaining regular contact with their assigned component society president(s).

All component and affiliated organization presidents and executive directors receive periodic mailings from APMA staff.

APMA is represented by its staff at all meetings of the American Society of Podiatric Executives (ASPE).

Liaisons

APMA maintains official liaisons with those organizations that the Board of Trustees believes are in the best interest of fulfilling the mission of the association. Board members, committee

members, and others are appointed to serve as liaisons by the president subject to the approval of the board. The list of liaison organizations and board representatives is published in the *Board of Trustees Directory*.

The president-elect shall recommend to the board for approval the list of liaisons for his or her administrative year, along with recommendations of names of individuals to serve in these liaison positions. The president-elect provides a list of his or her recommended liaisons and liaison appointments to the executive director for consideration by the board no later than its winter meeting.

The nature of the liaison is determined by the board at the time it approves the association's yearly operational plan. The board will determine whether its representatives will attend face-to-face meetings of liaison organizations.

The board is committed to establishing a list of priorities and purposes for each liaison relationship in accordance with the table found in the *Board of Trustees Directory*.

Board members appointed to liaison positions will be responsible for submitting reports to the board on a regular basis.

International Relations

Friendship Protocols may be recommended by the Board of Trustees to the House of Delegates as a tangible representation of the mutual friendship and respect between APMA and international societies representing foot care specialists. The elements of the protocol may vary; however, they generally recognize each organization's role in representing foot-care specialists in their country. Additionally, the protocol may address representation at each other's annual meeting.

APMA has Friendship Protocols with The Society of Chiropractors and Podiatrists (Great Britain), the Australian Podiatry Council, and the Canadian Podiatric Medical Association.

APMA maintains the *International Directory of Podiatric Medical Associations and Schools*, which is made available online biennially.

All international contacts and activities should be communicated through the APMA executive department.

28.0 CENTER FOR PROFESSIONAL ADVOCACY

Overall Charge

The American Podiatric Medical Association (APMA) and its state component organizations are committed to promoting and protecting the interests of podiatric physicians and their patients. This can be accomplished through a framework that enables APMA to assess national impact of a legal or legislative issue and provide assistance to components and members, serving to help resolve reimbursement, scope of practice, and other professional equity conflicts.

As approved by the 2010 House of Delegates, the Center for Professional Advocacy (CPA) provides direction for legal, regulatory, and state legislative advocacy activities that advance the podiatric medical profession. The CPA develops resources and provides support to resolve conflicts commonly confronted by APMA members and state components. The CPA focuses its efforts and resources on issues that have national impact and broad based consequences to the profession.

Through the CPA, APMA champions the concepts of equity and fairness for its members so that they may be able to provide the best quality of lower extremity healthcare to their patients. Specifically, equity and fairness issues may include, but are not necessarily limited to, those related to scope of practice, public and private insurance, and hospital and private healthcare systems. The types of advocacy efforts that may be undertaken by the CPA include:

- 1) Assisting the membership in representing the interests of the profession in public and private healthcare systems (e.g., scope of practice, hospital privileging and credentialing, fee discrimination, provider discrimination, freedom of choice);
- 2) Advocating in the state legislative process by providing state components resources, such as oral and written testimony and other prepared reference materials and data, to advance the profession or by representing the profession in state legislative hearings (e.g., scope of practice, fee discrimination, provider discrimination, freedom of choice, parity/inclusion in definition of physicians);
- 3) Representing the profession in federal and state regulatory agencies through comment letters and regulatory hearing testimony (e.g., scope of practice, fee discrimination, provider discrimination, freedom of choice, parity/inclusion in definition of physicians); and
- 4) Providing advice and counsel to states considering potential litigation regarding the benefits and drawbacks associated with such litigation and offering direct assistance such as through Amicus Curiae (Friend of the Court) Briefs.

The CPA is designed to identify and establish alternatives to litigation in accordance with the governing principle that litigation is a last resort rather than the first consideration.

CPA Advisory Group

The composition and charge of the CPA Advisory Group (CPAAG) are specified within the Committees and Task Forces section of this manual. The staff director will lead the CPA with participation from Health Policy and Practice staff and Legislative Advocacy staff (as needed depending on the issue under consideration).

CPA Decision Making

Issues relating to the charge of the CPA that are directed to APMA from components or members shall be reviewed initially by the CPA staff director to determine eligibility for consideration (see “Steps in Determining Eligibility and Resolution”). Depending on the nature of the request, the Director may seek input from the CPAAG in order to determine the national scope of the issue and/or to guide in identifying the type and extent of services to be provided in response to the issue (i.e., “the conflict resolution” or CR). In most cases, after the CPA staff director confirms the initial eligibility, the CPA’s review of the issue will result in the matter being referred to the proper APMA committee or resource with the CPA staff director monitoring all aspects of the CR. (See flowchart of CR examples.)

Note: Some decisions may require consideration and final action by the APMA Board of Trustees.

CPA Services and Fee Structure

All APMA state components may benefit from the CPA. As constituents of the CPA, these state components, after eligibility has been satisfied, may access the services and resources offered by the CPA in accordance with the following fee schedule.

Services Available at No Charge -

- Reference Guides and Materials (i.e., newsletters, model legislation)
- Comment Letters
- State Legislative Tracking
- Legislative Issue Briefs
- Legislative Research
- Conflict Resolution Strategy (i.e., legislative versus legal versus regulatory)
- Legislative Advocacy Strategy (i.e., forming a PAC, grassroots mobilization, forming coalitions)
- Access to Dedicated Consultants to Advise on Legislative and Regulatory Strategies
- Written Regulatory or Legislative Hearing Testimony
- Oral Legislative and Regulatory Hearing Testimony (provided by an officer or other official representative of APMA)
- Use of APMA’s State eAdvocacy Center

Services Available on a Cost Sharing Basis -

- Advocacy Education - State Advocacy Forum (APMA pays for hotel and meals for up to two state representatives)
- Legislative Consultations Resulting in Drafting of Proposed Legislation (APMA pays 67% and states pay 33% of consultant fees but not until an estimate has been determined and accepted by the component and APMA)
- Legal Consultations – to assist in the development of options (APMA pays 67% and states pay 33% of legal fees but not until an estimate has been determined and accepted by the component and APMA)
- Amicus Briefs (APMA pays 67% and states pay 33% of legal fees but not until an estimate has been determined and accepted by the component and APMA)

APMA Funding

Funding for the CPA is derived from the annual operating budget and includes monies from the APMA legal and legislative grant program reserve. The amount of program reserve funds allocated to the CPA is determined annually by the APMA Board of Trustees.

Services to Individual Members

Components serve as the clearinghouse for conflict resolution issues. Individual members are expected to direct their issues through their component association. If the component is unable to respond or provide assistance, the individual member may contact the APMA and provide details about their particular issue. The CPA will evaluate the request and determine what response may be feasible. Individual member requests will be processed on a case-by-case basis.

Steps in Determining Eligibility and Resolution

Eligibility for resources and services is based upon an overall needs assessment with the highest priority given to issues that have a national scope and for which a resolution may result in the greatest national benefit. The steps in determining eligibility are determined strategically on behalf of the APMA and its state components.

States are encouraged to bring to the attention of the CPA issues for which they have not yet taken significant steps. Priority is given to issues for which conflict resolution actions have not yet been initiated; however, under extraordinary situations the CPA may consider retrospective actions that have significant national implications.

The following steps are required for state components to be eligible for services emanating from the CPA.

Step 1: Determination (Risk Profile)

Each state component shall submit a Risk Profile that provides a list of key legislative contacts, a description of existing relationships it has with other medical organizations in the state, the level of PAC support generated from members, and any other resources the state has that would demonstrate its preparedness for legal/legislative action. This means that states have internal support systems in place to demonstrate that they have plans and means for pursuing an issue for which they may be seeking assistance from the CPA. While it is preferred that each state provide a Risk Profile annually, realistically it is more likely that the state will provide this information just prior to or in conjunction with its submission of an issue it wishes to have the CPA consider.

Step 2: Submission of a Request for CPA Assistance

As part of its request for assistance, the state component shall submit a description of the issue, including the national ramifications associated with the issue.

Step 3: Multi-Factor Assessment

In order to determine which requests are eligible to receive support from the CPA, an assessment is made of the Risk Profile along with other factors, such as the visibility of the particular issue and its expediency or “ripeness.”

Step 4: Review

The issue is reviewed by the CPA staff director who determines what action or series of actions need to occur. While in some cases, staff consultation accompanied by resource materials (i.e., tool kits, reference materials) may be sufficient to address the issue. For other, more complex matters, identification of a series of escalating actions, potentially including binding or non-binding arbitration or mediation that could culminate in a lawsuit may be necessary.

Step 5: Follow-up/Accountability

The CPA staff director monitors all efforts being taken with respect to the issue and ensures that the issue has been addressed to the fullest extent possible. Additionally, the CPA staff director obtains reports or follow-up materials from the state component or member concerning results of the service provided by CPA.

Conflict Resolution (CR) Flowchart Examples

Issue Example	Pre-Review Process	CPA Review Process (possible responses)	Delegated Activity (if necessary)	BOT Action to be Taken (if necessary)	Resolution	Follow-up Steps
State Legislative (e.g., Ankle Law)	CPA Staff	Staff consult	Refer to SAC		Positive legislative	If not resolved,

Issue)	Director reviews in light of Steps 1-2.	Provide tool kit/reference materials Consult CPAAG	Prepare letters of support Arrange hearing testimony		result	further assistance may be provided.
Practice Rights Issue (e.g., hospital privileging)	CPA Staff Director reviews in light of Steps 1-2.	Staff consult Provide tool kit/reference materials/ sample bylaws Consult CPAAG	Prepare letters of support Pursue negotiation/ mediation		Positive response from hospital	If not resolved – consider legal consult and possible litigation.
Scope of Practice Issue (e.g., AMA Module)	CPA Staff Director reviews and consults with other staff	Provide tool kit/reference materials Consult CPAAG Consult anti-trust attorneys	Prepare letters of support Pursue negotiation/ mediation		Positive response, issue resolved	If not resolved – consider legal consult and possible litigation.
Private Insurance Discrimination	CPA Staff Director reviews and consults with other staff	Consult CPAAG Consult attorneys		Possible litigation	Settlement results in positive resolution	

30.0 ENDORSEMENTS AND RECOGNITIONS

The following general policies have been established with respect to APMA endorsement and recognition programs related to products and services. Excluded from this section are the accreditation, approval, and recognition functions of the Council on Podiatric Medical Education.

Seal of Acceptance

The Seal of Acceptance is administered by the Podiatric Seals Committee. The granting of the seal to companies or individuals for footwear products, including materials, shoes, and hosiery, is determined by the committee with final authorization given by the APMA Board of Trustees. The Seal of Acceptance may be granted to companies or individuals who have applied and satisfied the criteria and expectations published in the *Seal of Acceptance Program Guidelines*. The process is rigorous and not all companies are granted the seal. Among the products that have received the Seal of Acceptance are socks, shoes, insoles, orthotic appliances, and bunion guards.

Seal of Approval

The Seal of Approval is administered by the Podiatric Seals Committee. The granting of the seal to companies and individuals for foot-care-related therapeutic agents, including pharmaceutical and medicinal products, is determined by the committee with final authorization given by the APMA Board of Trustees. The Seal of Approval may be granted to companies or individuals who have applied and satisfied the criteria and expectations published in the *Seal of Approval Program Guidelines*. The process is rigorous and not all companies are granted the seal. Among the products that have received the Seal of Approval are wound healing agents; antifungal creams, lotions, and powders; and deodorizers.

Recognition Award Program

The Recognition Award Program is administered by the Podiatric Seals Committee. The granting of the Recognition Award to companies and individuals for foot-care-related education programs, services, supplies, equipment, and products, all of which may be directed at consumers and/or physicians, is determined by the committee with final authorization given by the APMA Board of Trustees. The Recognition Award may be granted to companies or individuals who have applied and satisfied the criteria and expectations published in the *Recognition Award Program*. The process is rigorous and not all companies are granted the award, albeit few applications for the award have been submitted. Among the recent products that have received the Recognition Award are educational programs directed at consumers and physicians.

Endorsement Program: Insurance Products

The APMA Board of Trustees will establish and implement a voluntary endorsement program for insurance products. Although no formalized implementation process has been established, the

following criteria have been approved by the board:

1. Insurance must be offered to podiatrists on a national basis (i.e., available in all states except where prohibited by law)
2. An acceptable A. M. Best rating (e.g., A. M. Best rating of A- and above for malpractice insurance products)
3. Approved or otherwise recognized (with no pending concerns) as an appropriate insurance company by the state insurance commissioner's office in the state in which the company is domiciled.
4. Company has shown value to APMA through the products and services it offers and demonstrated by its support of the association and its members
5. Submission of all fees and paperwork (including an application for endorsement) in compliance with APMA requests
6. Periodic re-evaluation required for continuing endorsement

Endorsement and Recognition of Services and Products for Members

This program is currently under review and will be re-established to ensure that responsibilities of APMA are clear and liabilities for APMA are limited with the understanding that endorsements will pertain only to products and services available for members.

Periodic Review

All endorsement and recognition programs are reviewed periodically in order to ensure that they best serve the interests of the profession and the public and lessen or eliminate risks to APMA.

Corporate Support for Coding or Reimbursement Initiatives

APMA will not seek nor accept corporate financial support for association activities related to coding through the Current Procedural Terminology (CPT) process or reimbursement through the Relative Value Update Committee (RUC) process. The association will not be influenced by corporate concerns regarding coding and reimbursement issues. Additionally, corporate concerns related to coding and reimbursement issues shall be referred to the appropriate committee for review.

31.0 AWARDS AND RECOGNITION PROGRAM GUIDELINES

The Awards and Recognition Guidelines are reviewed and revised each year by the Awards and Recognition Committee and brought to the Board of Trustees for approval. These guidelines are retained in separate documents and are available to board members upon request.

The guidelines specify the awards available, process for nominations, eligibility requirements, and criteria and procedures for establishing and granting the awards. The House of Delegates Awards Program is governed by these guidelines.

32.0 MAINTENANCE OF RECORDS

APMA staff will utilize a filing system which combines the archiving and retrieval of data and information from hard copies and computer files. Staff will maintain copies of all publications, documents, and forms (past and present editions). Staff also will maintain up-to-date documents and materials related to activities of the association.

Stenographic or other professionally made recordings of meetings of the board and House of Delegates will be maintained by the executive director for a period of five (5) years for the board meetings and indefinitely for the House of Delegates.

33.0 STATIONERY AND BUSINESS CARDS

Board Stationery

APMA supplies members of the Board of Trustees with individualized stationery and envelopes. APMA stationery is not for use in conducting official business of the association. The intended purpose of stationery is to enable board members to send personal greetings and to write about existing policy and matters that have been previously communicated by the association. Board members are precluded from using APMA stationery for the following purposes:

1. Personal entrepreneurial activities
2. Letters of recommendation, except when authorized by the executive director
3. Supporting internal or external political candidates
4. Any activity which is, appears to be, or may be, a conflict of interest to the association; or any activity which is not in the best interests of the association, as defined by the executive director

The titles on board stationery will be *Trustee* for all board members except officers. Officer stationery will reflect the proper officer's title.

Stationery is provided to the board members in quantities of 500 sheets at a time. Reordering stationery is the responsibility of each board member and must be approved by the executive director. Staff requires 30 days advance notice to process requests for stationery.

Newly elected officers and trustee(s) will have their stationery, reflecting new titles, mailed to them within 30 days following the conclusion of the regular meeting of the House of Delegates. Stationery and envelopes are provided to newly elected board members within 30 days of election.

The president shall receive his or her stationery no later than his or her installation at the regular meeting of the House of Delegates.

Board Business Cards

Business cards are provided to all board members with their board titles, personalized addresses, telephone numbers, fax numbers, and e-mail addresses. Business cards are ordered 300 at a time and are intended to last for one year. Reorders must be approved by the executive director.

Newly elected officers and trustee(s) will have their business cards, reflecting new titles, mailed to them within 30 days following the conclusion of the regular meeting of the House of

Delegates. Business cards for newly elected board members are supplied within 30 days following the conclusion of the regular meeting of the House of Delegates.

The president shall receive his or her business cards no later than his or her installation at the regular meeting of the House of Delegates.

Change of Address

APMA will reprint stationery and business cards for board members upon request to reflect changes in address, telephone numbers, fax numbers, or e-mail addresses. Reprinting of business cards and/or stationery must be approved by the executive director.

Announcement Cards

Announcement cards are provided to newly elected officers of the APMA board, upon request. The cards are printed 50 at a time and include matching envelopes. Staff requires 30 days advance notice to process requests for announcement cards.

Postage

Postage for board stationery and announcement cards is not provided by APMA.

Past President Stationery

The APMA board supplies the immediate past president with individualized stationery and envelopes. The same rules apply to past president use of stationery as specified earlier in this section pertaining to board members. APMA will provide a one-time supply of 500 sheets of individual past president stationery with envelopes to the immediate past president.

Under no circumstances may an APMA past president declare or represent association policy without the expressed consent of the executive director. Past presidents are expected to clarify any unusual or confusing situations involving the use of official stationery with the executive director.

Authorized Use

Stationery with official APMA identification, design, or logo is and remains the property of the association.

Unofficial designs incorporating the APMA logo or identification on any other stationery are not authorized.

34.0 COMMUNICATIONS ALLOWANCE/ELECTRONIC MAIL

Allowance

APMA provides an annual communications allowance (\$1,400 for first-time elected new members and first-time elected new officers, and \$1,000 for all other continuing members and officers). This allowance is to be used by board members to purchase and/or add to personally selected computer equipment (hardware and software), cell phone equipment, and phone packages (that may include long distance and increased minutes) for the purpose of enabling each board member to communicate effectively via e-mail and/or phone. The costs associated with technical service and assistance are the responsibility of the individual board member and may be paid from the annual communications allowance.

Electronic Mail

Board members may choose to utilize APMA e-mail systems or arrange to have e-mail service through their own personally selected ISP.

35.0 WORLD WIDE WEB

Access to the Internet and use of electronic mail is available to members of the Board of Trustees. The following general policies apply.

Purposes and Uses

The association maintains access to the Internet to: communicate with the public on foot health issues, communicate with members on association issues, and communicate with staff, elected leaders, and volunteers on association business.

APMA does not allow people who are not elected leaders or staff members to use APMA facilities or equipment to access the Internet.

Personal use of APMA facilities or equipment by elected leaders and employees is governed by the following:

1. Use of APMA equipment or Internet services, including that which access the Internet for personal political purposes are prohibited
2. Use of APMA equipment or Internet services, including that which accesses the Internet to conduct a personal enterprise or business is prohibited
3. Use of APMA equipment or Internet services, including that which accesses the Internet for unlawful behavior or unprofessional activities is prohibited

Additional restrictions are articulated for staff members only and appear in a separate personnel policy.

Electronic Mail

The widespread use of electronic mail (e-mail) in business activities has created a potential source for business litigation. Board members and staff who utilize the e-mail service provided by APMA are expected to exercise great care and discretion when using the APMA e-mail system, refraining from sending inflammatory, profane, intemperate, or ill-advised statements of opinions. The following general assumptions apply to the APMA e-mail system:

1. People routinely communicate thoughts and feelings in e-mails that they would never dream of putting on paper.
2. Deleting an e-mail message does not necessarily erase it forever.
3. Some people write e-mail messages with the intent to amuse as much as to inform.

The amusement portion of the message may be misconstrued.

4. Widespread distribution of an “amusing” e-mail message may create increased risk to individuals and the organization.
5. E-mail dissemination of copyrighted or confidential information can lead to liability for infringement or trade secret misappropriation.

The following rules for use of the APMA e-mail system apply:

1. APMA e-mail is not a private medium for sending personal messages and irreverent opinions
2. APMA e-mail is for business communications
3. Users of the APMA e-mail system must not use it to communicate any vulgar, indecent, obscene, discriminatory, insulting, or defamatory message or any message contrary to APMA policy or otherwise inappropriate for the work of the association
4. E-mail passwords and messages, whether sent or received through the APMA e-mail system, are APMA property

Upon departure from the board, former board members should inform APMA staff of a forwarding e-mail address. Connection to the APMA e-mail post office shall continue for 30 days after the board member’s departure with e-mail being forwarded for an additional 30 days.

36.0 BOARD SELF-ASSESSMENT

“Evaluation is not about yesterday ... it is about tomorrow.”⁹

The Board of Trustees is committed to conducting a periodic self-evaluation of its performance. The board has defined, as part of its value statements and job description, “value added” results. Assessment will focus upon the degree and extent to which the board can show demonstrable evidence that it has accomplished these results.

The Executive Committee is charged to design and conduct a periodic self-assessment process, review complaints directed at board member conduct, consider disciplinary actions concerning committee members, and resolve disputes concerning interpretation of the policies and procedures of the board.

Board Self-Assessment Methodology

The specific methods to be implemented by the board to engage in a self-assessment process are less important than the board ensuring that some level of review occurs and that it occurs routinely (i.e., at least annually). The Executive Committee of the board is empowered by the board to develop a process that is easy to implement and useful in enabling the board to gain perspective about its overall effectiveness. Because this is a board-driven process, the method selected for self-assessment should not encumber staff time or resources. Options that the Executive Committee may wish to consider in conducting the board’s self-assessment include, but are not limited to:

1. board review and discussion of comments solicited formally or informally from APMA members; and
2. “soul searching” or “brain-storming” sessions conducted at a formal or informal meeting of the board.

Whatever the mechanism selected, the board should attempt to answer the following questions:

1. Are we abiding by the group process?
2. In what ways are we fostering trust?
3. Have we been successful in developing plans and policies that advance the quality of services and programs within the profession?

⁹John Carver and Miriam Mayhew Carver, Board Self-Assessment (San Francisco, CA: Jossey-Bass, Inc., Publishers, 1996), p.12.

4. Are we serious about being inclusive and being open to learning about the diverse opinions of our members?
5. Are we being consistent, fair, and honest in our activities?
6. What evidence can we point to to show that we are being cost-effective and cost-accountable?
7. In what ways can we demonstrate that our behavior is professional and socially and ethically responsible?
8. Do our actions demonstrate stability and predictability?
9. Have we set appropriate goals and identified appropriate program priorities?
10. Have we enabled and empowered staff in sufficient ways to ensure that our goals and priorities have been fulfilled?

37.0 REVIEW OF COMPLAINTS AGAINST BOARD REPRESENTATIVES

The Executive Committee of the board will review any formal complaint directed toward the board about the conduct of its representatives.

Review of Policy and Procedures Interpretations or Decisions Thereof and Other Conflicts within the Board

The following opportunities for review shall occur in all matters involving disputes within the Board of Trustees about an interpretation of the policies and procedures of the board a decision made as a result of an interpretation, or other conflicts.

1. A formal written request or verbal request to review the interpretation/decision/conflict shall be submitted by the subject of the interpretation/decision/conflict. The complaint shall be submitted to the chair of the Executive Committee. The complaint shall indicate the problem and the perceived interpretation/decision/conflict. The complaint may be submitted via electronic mail. All complaints will remain confidential within the committee. Anonymous complaints will not be considered.
2. The Executive Committee chair shall assign the matter to at least two members of the committee for investigation and review. The investigation shall include discussion with all involved parties.
3. The reviewers shall provide a report to the Executive Committee within 30 days.
4. The committee will meet via conference call or at the time of its next regularly scheduled meeting to consider and make a decision regarding the matter.
5. The committee chair will notify the involved parties of the decision of the committee.
6. The decision of the committee will be final except that a decision about a reimbursement matter may be appealed to the Board of Trustees. Such appeal must occur within 10 days of the time of notification. The decision made following appeal will be considered final.
7. The review of complaints will be conducted in executive session with only committee members and assigned staff present. All materials related to the complaint shall be distributed to committee members only.

38.0 RECEIPT AND ACKNOWLEDGMENT OF THE APMA POLICIES, PROCEDURES, AND ORIENTATION MANUAL

I have received and read the *APMA Policies, Procedures, and Orientation Manual*. I understand and agree to abide by these policies, rules, and procedures throughout my tenure on the APMA Board of Trustees. I understand that the policies and procedures described herein are subject to modification by action of the board.

Trustee's Printed Name

Trustee's Signature

Date