

GUIDELINES FOR AIC COMMITTEES AND TASK FORCES OR WORKING GROUPS

DEFINITIONS

Standing Committees, which include **Membership, Ethics and Standards, Appeals, and Nominating**, are specified in the AIC bylaws. Changes to the terms and conditions can be made only at the annual meeting by a change of the bylaws. The board, as the legally authorized governing body of the AIC, supplies any additional guidance necessary if the committee's charge is not adequately set forth in the bylaws.

Special Committees are created by, and serve at, the pleasure of the board. They are usually established to address a specific perceived need that is better served by a single purpose entity than by the board. Nevertheless, the board remains responsible for all activities of all committees.

Task Forces or Working Groups (TFs or WGs) are created to address specific issues that require the attention of a single purpose entity within the AIC structure. TFs and WGs differ from special committees in that there is a stated (or assumed) period of time within which their charge is to be completed. At the completion of the charge, the TF/WG is dissolved unless the board extends the charge. TF/WG members serve the full term needed unless the board specifies a rotation schedule for members. In all other ways, a TF/WG is bound by the same guidelines as special committees of the AIC.

RELATIONSHIP BETWEEN COMMITTEES/TASK FORCES/WORKING GROUPS AND THE AIC BOARD OF DIRECTORS

Legally the responsibility for decisions affecting policies or governance rests with the elected representatives, i.e. the board. Committees and TFs/WGs, therefore, work under the jurisdiction of the board and report to the board directors designated as their liaisons. With the exception of standing committees, committees, task forces, and working groups are created to carry out tasks that the board feels are necessary or useful for furthering the purposes of the organization.

All reports, questionnaires, and other information a committee or TF/WG would like to submit to the membership or to the public must be sent to the board first for review. Approval is usually straightforward, but in some instances the board may decide that certain parts of the content involve matters of policy or raise issues that, in the judgment of the board, might be inappropriate or have an adverse effect on the organization. In such situations, the document would be returned to the committee chair along with suggestions for editing, rewording, or other changes. This process may be repeated until agreement is achieved. Committee chairs and

members, as well as task force and working group members, are covered by AIC's *Directors and Officers* insurance policy.

The board must be consulted in advance about any new project a committee or task force would like to undertake. In some cases, new projects have fiscal, legal, or tax implications that must be considered. All contact with our attorney, auditor, and potential funders must be made through the executive director unless other specific arrangements have been made with the board. Also, a new project may require coordination with the long-range plans of AIC. It is hoped, therefore, that consultation with the board or executive director will not be regarded as stifling to initiative, but rather as a way of making the most efficient use of the rather limited resources of our organization.

SELECTION OF COMMITTEE AND TASK FORCE/WORKING GROUPS MEMBERS

A committee's work is most productive when its members are knowledgeable, committed, and work well as a team. For this reason, committee appointments should be made with careful attention to the mix of skills, perspectives, and personalities that are being created. Committee membership, as a whole, should reflect a variety of specialties, regions, years of experience in the profession, as well as a balance between private practitioners and institutional employees. In order to encourage younger members to participate in the affairs of AIC, at least one member who is relatively new to the profession should be appointed whenever possible.

The composition of the standing committees is delineated in the AIC Bylaws:

- **Membership Committee:** three Fellows and one Professional Associate
- **Ethics and Standards Committee:** three Fellows and two Professional Associates
- **Appeals Committee:** three Fellows
- **Nominating Committee:** two Fellows and one Professional Associate or Associate.

The chair should regularly review the current members, their level of activity, and their term length, along with recommending term rotations and/or new members to the board via the board liaison and in consultation with the staff liaison.

New members may be sought when a person is scheduled to rotate off the committee, or whenever there is a vacancy created by an unscheduled resignation. The total number of members in each committee and task force should remain manageable and cost effective, generally no more than eight (8) persons to a committee. On occasion, when the workload demands additional assistance, members may be added for limited terms until a specific task is completed. Corresponding members may also be considered in order to help keep costs down. Corresponding members are not reimbursed for committee expenses, so they typically contribute by e-mail, telephone, or mail at their own cost.

To allow for broad participation by the membership, all vacant positions are advertised in *AIC News*. The text of the ad is written by the chair and submitted to the staff liaison. Once approved, it is sent to the communications associate at AIC.

Interested candidates submit a letter of interest and resume or biography to the chair. The chair reviews the submissions and makes recommendations to the board through the board liaison.

Submissions for new members include a summary of current members, scheduled rotations, and a one-paragraph biography of the proposed new member(s).

The chair may also submit his or her own recommendations of potential members for his/her committee to the board for consideration. The board may also suggest possible committee members to chairs or appoint members to a special committee or TF/WG. Chairs cannot commit a place on a committee or TF/WG to any potential member(s) before obtaining board approval.

The AIC board committee liaison will inform the chairs of board approvals for new committee members. The chairs can then notify new members of their acceptance.

TERMS OF MEMBERS AND CHAIRS

The terms of two standing committees (Appeals and Nominating) are specified by the bylaws as follows:

- Nominating committee members serve a three (3) year term with one new member elected at each annual general meeting
- Appeals committee members serve for six (6) years each with a new member appointed every other year (staggered rotation).

The terms of the Ethics and Standards and Membership committees, as well as special committees appointed by the board, are three (3) years, subject to one-time renewal by the board. Committee chairs may re-invite the service of a member or thank the member for service and submit the name of a new candidate to fill a vacancy, as described above. The term for committee chairs is one year, subject to one-time renewal.

The term of a TF/WG is determined by the board. Members serve the full term needed unless the board specifies a rotation schedule for members. When the goals, as determined by the board, have been reached, the term of the TF/WG is complete and the group is dissolved.

COMMITTEE AND TASK FORCE/WORKING GROUP ASSIGNMENTS

Standing committee assignments appear in the bylaws. All other assignments are conveyed as a written charge to the committee or TG/WG. The chair signs a copy of this formal charge and returns it to the staff liaison. A second copy is kept for reference as part of the chair's permanent records of committee/TF/WG activities. This procedure may seem somewhat elaborate, but over the years it has been found that unless the mandates are stated and acknowledged in this manner, misunderstandings and confusion can easily occur. This process not only helps the chairs understand what is expected, but also helps the board be more precise and deliberate in its directives.

THE CHAIR

- Sets the tone for committee/TF/WG work, ensures that members have the information they need to do their jobs, and oversees operations. As the link to the board, he or she frequently consults with, and reports to, the board and staff liaisons.

- Assigns work to members, sets agendas and runs meetings, and ensures distribution of minutes and reports to members and the board and liaisons.
- Attends Internal Advisory Group (IAG) meetings or designates a substitute.
- Prepares periodic reports to the board, IAG meetings, annual reports, and columns for *AIC News*, as appropriate.
- Initiates and leads an annual evaluation, a process in which members review their accomplishments in relation to committee goals and reflect on areas that need improvement.

COMMITTEE AND TASK FORCE/WORKING GROUP MEMBERS

- Make a serious commitment to participate actively in the work of the committee or TF/WG, including substantive participation in meetings and discussions.
- Volunteer for and willingly accept assignments and complete them on time.
- Stay informed about committee and TF/WG matters, prepare for meetings, and review and comment on minutes and reports.
- Get to know other members and build a collegial working relationship that contributes to consensus.
- Actively participate in the annual evaluation.

PERIODIC REPORTS

Board Reports - The AIC board meets three times a year to review the many activities of the organization, such as finances and the work of the various specialty groups, networks, committees, and any active task forces or working groups. For board meetings, each chair prepares a report that outline the group's recent activities related to the charge or goals, future plans, and questions for the board and recommendations to the board. The report may be short, a paragraph or two, but no more than two pages. This report is sent directly to the board liaison prior each meeting of the board as directed by the board liaison. Scheduled meeting dates of the board vary each year, but will be communicated well in advance by the board liaison.

IAG Reports - AIC has an Internal Advisory Group (IAG) comprised of the chairs of all specialty groups, networks, committees, and task forces/working groups. The IAG meets with the board and staff in November. This is an opportunity for the various groups to update each other and coordinate overlapping or complementary charges. The IAG report is separate from the board report. It includes the group's activities since the last IAG meeting and any issues or questions to be discussed with the IAG. It is not to include issues that are intended for board review. The report may be short, a paragraph or two, and no more than two pages. This report is sent directly to the board liaison in advance of the November IAG meeting by a date communicated by the board liaison. The chair or a designated representative is expected to be at the IAG meeting to answer questions from the floor regarding information in the report.

AIC News Columns – Chairs submit updates on activities in each of the six newsletters published each year by the published submission dates. The board or *AIC News* editor may, occasionally, request a special report to be included in *AIC News*. These should be planned well in advance to ensure that space is available. Please contact the AIC communications and membership director

for guidelines regarding length, images, etc. Special reports or other items of official committee/TF/WG business submitted to *AIC News* are coordinated through the board and staff liaison and are subject to board approval.

RECORDS OF COMMITTEE AND TASK FORCE/WORKING GROUP BUSINESS

Minutes of each meeting are kept, even if they are very brief. Copies of the minutes are forwarded to the board and staff liaisons. Documentation of the work of the committee, TF/WG is to be maintained for continuity and should include:

- General guidelines and deadlines
- Board-approved charge
- Roster of members and their terms, both present and past
- Minutes of meetings
- Reports or articles
- Budget records
- Other documents relating to activities, discussions, or philosophy

On an annual basis, the chair is responsible for sending materials for the AIC archives to the AIC communications and membership director. See *AIC Records Management Guidelines*.

BUDGETS

Annual budgets are prepared by each committee/TF/WG over the summer months for the following calendar year. These budgets are incorporated into the overall AIC budget submitted to the AIC board for approval in November.

The staff liaison provides a worksheet and deadline for submission, as well as providing guidance during the process. Each budget is different and is based on the activities planned for the next year.

REIMBURSEMENT FOR EXPENSES

AIC reimburses expenses on AIC business according to the policy on the reverse of the AIC Request for Reimbursement form. Chairs and members of committees/TFs/WGs are responsible for observing this policy and for exercising prudence in the use of AIC funds.

Requests for reimbursement are made on the AIC Request for Reimbursement form with receipts included. All requests are submitted within thirty days of the expenditure and can be done electronically. All requests are approved and signed by the committee chair or treasurer or the TF/WG chair and are sent to the staff liaison.

Checks are cut each week. Typically, reimbursement is received within two weeks of AIC's receipt of the request.

Requests for advance funding are processed according to the above schedule. Requests are made on the *AIC Request for Advance Payment* form. After the funds are expended, submit copies of receipts verifying the expenditures,

CONFERENCE CALLS AND EMAIL

Use of the member community, email, and conference calls are the most efficient and economical way to conduct committee/TF/WG business. Contact your staff liaison with any questions about communications.

ANNUAL MEETING

The annual meeting provides an excellent opportunity for committee/TF/WG members to get acquainted with colleagues and to discuss business face-to-face. If you plan to hold a meeting at the annual meeting, contact the AIC meetings and advocacy director.