

Chartered Affiliate Handbook

(Updated 08/2015)

AMERICAN ASSOCIATION FOR RESPIRATORY CARE

INTRODUCTION

This handbook has been prepared by the Chartered Affiliates Committee to assist the chartered affiliates in doing the best possible job. The president of each affiliate should use this handbook as a guide not only for himself/herself, but for all the other officers as well. In order to ease the yearly transition, the "Chartered Affiliates Handbook" should be passed on from president to president.

The relationship between the chartered affiliates and the AARC must be strong and continuous. The chartered affiliate is charged with the responsibility of generating local activities that extend the Association's numerous benefits to members. In return, the Association provides services that assist the chartered affiliates to carry on their functions with maximum efficiency and effectiveness.

Remember - the chartered affiliate, through service to its members, is the keystone of the AARC's structure! Strong, active chartered affiliates provide the Association with the manpower, energy, and stimulation necessary for its growth.

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GENERAL INFORMATION

Membership Billing

Membership billing occurs on a cyclical basis. AARC will invoice a portion of the membership each month. Dues statements will mail approximately 60 days prior to membership expiration date.

Dues

In general these are the dues options for AARC members:

Print (2 publications) \$99.00 domestic, \$134.00 foreign
AARC 1+1 - AARC Times - \$94.00 domestic, \$127.00 foreign
AARC 1+1 - Respiratory Care - \$94.00 domestic, \$127.00 foreign
AARC Digital - \$89.00 domestic, \$120.00 foreign
Student - \$50 or free (see web student program information below)
Senior Digital Membership - \$25, restrictions apply
Senior Digital Enduring Membership - \$200 for a 20-year membership, restrictions apply

Upgrades Available to all:

Specialty Sections: \$15 or \$20 each. There are 10 Sections.
Plus (includes 1 free Specialty Section) - \$35

Membership Roster

All presidents are authorized to download the state's membership roster. You can do that at any time. You'll need your member number and password in order to log in. You'll find the link to download your list at c.aarc.org/state_society. The link is named "State Society Roster." You may assign up to one other person in your state to do this on your behalf. Usually that is the president elect or a membership chairman. (Remember you can use that list only for state society business and may not sell or rent it to any other entity.) It is also your responsibility to keep track of your list and membership numbers for historical purposes.

Revenue Sharing

On a quarterly basis, the check for the chartered affiliate's portion (revenue sharing) will be mailed to the Chartered Affiliate Presidents. This covers the payments made in the previous quarter. You get \$13.00 for each Active or Associate member in your state society.

Co-Marketing Monies

If you have signed the agreement to help co-market certain AARC online events, you may receive a quarterly payment of "co-marketing" monies. This is the portion you are paid for each person in your affiliate who takes that course in the previous quarter.

Web Student Memberships

Free web-based memberships are offered to students if all faculty are members of the AARC. There are several important caveats and deadlines to follow. See: <http://www.aarc.org/aarc-membership/member-services/aarc-membership-classifications/free-web-student-program/>.

Specialty Section Newsletters

Newsletters from the Specialty Membership Sections will be e-mailed on a monthly basis to section members, plus a longer quarterly bulletin is posted on line.

AARC Times Deadline

The deadline for receipt of material to appear in AARC Times is the 1st of each month. For example, if you submit material on or before January 1st, this material will appear in the March issue. **Faxed material will be accepted. Submit to Marsha Cathcart (cathcart@aarc.org).**

AARConnect

All AARC members have access to our networking site AARConnect. We encourage members to participate in discussions, posts blogs and ask questions.

Communications List

There is a listserv or electronic mailing list for state societies to use in order to communicate with one another. All presidents, presidents-elect and delegates are on that list in order that we can facilitate communication among all parties. You will send and receive from HOD_pres@mail.aarc.org.

Communicating with your Members

The executive office does not share members' email addresses. If you would like the EO to send an email to your society members, please email your message to Beth Binkley. Read more about this at http://c.aarc.org/state_society/emails.html.

IMPORTANT DOCUMENTS OF YOUR ORGANIZATION

The following are important documents that every non-profit association must have.

Articles of Incorporation:

An organization's articles of incorporation can be thought of as the organization's contract with the state. The information included should reflect the minimum required by state law. The articles generally identify the organization's name, legal purpose and the disposition of its assets upon dissolution. This document spells out if you are considered to be a non-for-profit entity in your state. When you became a legal corporation, your affiliate filed articles of incorporation with the state.

Questions to consider:

- **Do you know where your organization's Articles of Incorporation are?**
- **Does the AARC have a copy of your Articles of Incorporation for safe-keeping?**

Bylaws:

The bylaws are more specific than the articles. Moreover, the association's practices must match its bylaws. If they do not, either the bylaws or the organization's practices must be amended to be consistent with each other. See below for more information on amending your bylaws.

I. In general, Bylaws of an AARC affiliate should contain:

1. The official name.
2. The purpose.
3. The rights and duties of the organization's members (criteria for membership; voting rights; termination of membership).
4. Foundation for the composition and responsibilities of the board of directors and officers, (number; method for election; removal and filling vacancies; terms).
5. Names of standing committees of the board.
6. Set procedure for the manner in which the bylaws may be amended.

II. Things to consider when writing or revising Bylaws:

1. Don't be overly restrictive in bylaws; spell out specifics in policies and procedures.
2. Chartered affiliates and their respective BOD must adhere to whatever the bylaws state; board members take an oath to uphold the bylaws.
3. Each Chartered Affiliate must review their Bylaws periodically, every 5 years.
4. All bylaws changes must be reviewed and approved by the AARC Bylaws Committee prior to final approval by the affiliate's BOD and submission to the affiliate's membership for approval.
5. All chartered affiliates should operate under bylaws that are consistent with the AARC Bylaws and have been approved by the AARC Board of Directors.
6. Questions to consider when reviewing your Bylaws:
 - a. Does the BOD and its policies and procedures fully adhere to each tenet of the current Bylaws?
 - b. Is there a copy of the current Bylaws readily available?

- c. Are the Bylaws up to date or need review in accordance with current operations of the affiliate and/or the review schedule determined by the AARC?

III. Procedure for Amending Bylaws:

The AARC Bylaws Committee is responsible for ensure that chartered affiliate's bylaws do not conflict with the AARC's bylaws. It is not the intent, nor is it the responsibility, of the AARC Bylaws Committee to edit the chartered affiliate bylaws when there are no conflicts with the AARC bylaws. However, when language is considered confusing or the reviewers are unsure of the intent, clarification may be requested, or suggestions as how to "clean up" the language may be offered.

The following procedure should be followed when amending chartered affiliate bylaws.

1. **A copy of the affiliates revisions are sent to the AARC Bylaws Chair, c/o the AARC Executive Office HOD Liaison.**
 - a. A cover letter cover letter that describes the reasoning for the proposed revisions is included along with a set of proposed bylaws changes. This explanation should be sufficient for the AARC Bylaws Committee to understand the intent of the proposed changes. The affiliate must provide a full copy of their bylaws with additions **underlined** and **bold** and with deletions appearing as ~~strikeouts~~.
2. **The Bylaws Committee will review the proposed revisions.**
 - a. This process may take approximately one month for completion. The AARC Bylaws Committee Chair will communicate directly with each state's contact to rectify deficiencies in the draft of proposed changes, if any.
3. **The Bylaws Committee will recommend approval by the AARC Board**
 - a. Once the Bylaws committee is satisfied that the proposed changes in the bylaws do not conflict with the AARC's, they will send the bylaws to the AARC Board and recommend their approval.
4. **The AARC Board acts.**
 - a. In most cases, the Board will act on the Committee's recommendation to approve the proposed bylaws. However, in rare cases, they may send the bylaws back through the AARC Bylaws Committee to the state affiliate's contact requesting clarification or revision.
5. **Once the AARC Board approves, the affiliate follows established procedure for getting state membership approval of the new bylaws.**
 - a. For more information: Online Bylaws Amendment Chart is available at <http://www.aarc.org/aarc-membership/state-societies/>

Policies and Procedures:

Further levels of specificity should be contained in a policy and procedure manual detailing the rules governing the association's operations. Membership processes, administrative rules, financial policies, parliamentary procedures, etc. should be outlined in policies rather than incorporated in the bylaws.

Questions to consider:

- **Does the Chartered Affiliate have a state Policy and Procedure Manual?**
- **Could there be benefit from having one?**

Minutes:

Accurate minutes of each board of director's meeting should be prepared by the chartered affiliate secretary (see sample under "Secretary"). Copies of the minutes are to be retained in the chartered affiliate's permanent files, distributed to officers and members of the board of directors, and be available to be emailed to the House of Delegates Liaison, desai@aacrc.org within 30 days of the meeting.

Questions to consider:

- **Is there a permanent file where all minutes of meetings are kept?**
- **Does more than one person know where this file is?**
- **Is there a system for backing up of the file?**

Financial Records:

Affiliates should have regular (monthly or quarterly) accurate financial reports compiled by your Treasurer (see more information under "Treasurer"). Affiliates should strongly consider having an annual audit performed by an outside auditor. Affiliates should keep financial reports on file in accordance with generally accepted accounting principles. Affiliates should consider bonding at least the Treasurer, the President and/or whoever else is designated to have access to the Affiliate's accounts.

Questions to consider:

- **Is there a permanent file where all financial records of your affiliate are kept?**
- **Does more than one person know where this file is?**
- **Is there a system for backing up of the file?**

Committees:

It is up to each Affiliate to determine what committees are needed to assist the operations of the organization effectively. Some committees are standing committees while others may be appointed on an interim or ad hoc basis. Standing committees function in an ongoing fashion every year. Other committees may be needed for a short term and specific purpose and can be considered Ad Hoc committees. The President can appoint Committees that she/he deem necessary for the work of the BOD / affiliate. The Board of Directors should review the charter of each committee annually to ensure that the committee is still needed. Each committee chair should be required to provide, at least annually, a detailed report of his/her committee's activities. Reports should contain such information as attendance at special events, costs of activities, revenues, and other information of value to subsequent chairs. Ideally, two sets of committee reports should be preserved, one to be retained in the permanent chartered affiliate files and the other to be included in a committee file to be passed along each year to succeeding chairs.

IMPORTANT DOCUMENTS TO FILE WITH AARC

In addition to ensuring that the AARC has a current copy of each affiliate's bylaws (or allows us to link to a current copy on your website), the following information should be submitted to the AARC.

Annual contract

The AARC and its affiliates sign a contract agreeing to work in concert with one another and not to engage in competitive activities. This will be sent by the AARC Executive Office to the affiliate's president when it is time to be signed/renewed.

List of officers

The AARC needs to communicate in an ongoing fashion to the affiliate's president, delegates, and sometimes other officers and committee chairs. The names and roles of state affiliate's elected and appointed officials is reported to the AARC as soon as each office is filled and/or when the officials change through attrition or other reasons. An online form for reporting this information is at: http://c.aarc.org/state_society/officer_list/.

Educational Meetings

The Affiliates are encouraged to provide information on their Educational Meetings and include a contact person. The meeting information is posted online as a live educational event on www.aarc.org.

Meeting minutes

You are expected to maintain file copies of your meeting minutes that would be available upon request. The minutes should be emailed to the House of Delegates Liaison within 30 days of the meeting.

Financial Statement

You are expected to maintain file copies of your annual financial report summary that would be available **upon request** to the AARC. The report would be sent to 9425 N. MacArthur Blvd. Suite 100, Irving TX 75063. Attn: HOD Liaison, if requested.

CRITICAL DOCUMENTS TO HAVE PROTECTED AND ON FILE:

- Article of Incorporation
- Affiliate Bylaws
- IRS Tax exempt letter and form 1023 application
- Past financial reports/tax returns for past 7 years
- Board of Directors (BOD) minutes for past 7 years
- Insurance policies/Surety Bond Policy
- Banking resolution / Check Signatory Documents

OFFICERS

Below are suggested job descriptions for the officers in your state society.

PRESIDENT

The President's responsibilities should include the following:

- I. Preside at all chartered affiliate meetings
 - A. Executive Committee/Board of Directors Meetings.
 1. Prepare agenda.
 2. Notify members of time and place of meetings, even though a regular meeting schedule has been established.
 3. When special projects are to be discussed, assure certain individuals involved are available and/or present.
 4. Briefly review activities of all committees.
 5. In absence of the secretary, delegate another member of the Board the responsibility of preparation and prompt distribution of minutes.
 6. Encourage the use of parliamentary procedure or more efficient use of meeting time.
 - B. Educational Meetings
 1. Preside over the meeting.
 2. Maintain a definite schedule. Chartered affiliate business, miscellaneous reports and other activities should be restricted to essentials business items. Remember - members and guests are attending the meeting to hear the guest speaker(s).
 3. Check on arrangements and other details of the meeting (including any biographical data on the speaker if you are making the introduction) well in advance.
- II. Appoint and direct specific charges to the committees
 - A. Carefully match committee responsibilities with available manpower.
 1. Avoid one-person committees.
 2. Discuss what is expected of each committee and how each committee should interface to achieve the year's goals and objectives.
 - B. Strive to draw upon new manpower as a method of increasing member interest, as a source of new ideas, and as training for future chartered affiliate officers and board members.
 1. Try to give each member the opportunity to select the committee(s) on which he/she wishes to serve.
 2. Ask whether or not the member would serve as chair of the committee.
 3. If possible, select members of a committee who live in the same vicinity and/or arrange for telephone or internet conferencing so that it will be easier for them to meet. Remember, though, this may not always be desirable if general representation is necessary (ie: credentialing).
 4. Try to arrange a joint meeting of the outgoing and incoming committee chairs to give the new chair an opportunity to learn what unfinished business is pending, in addition to other information necessary for a smooth transition and effective running of the committee.
 - C. Request annual reports which include accomplishments, problems, and recommendations.
 - D. Request committee chairs to furnish a schedule of committee meetings to permit the president's attendance.

- E. Request periodic, comprehensive reports of committee activities.
 - F. Serve as ex-officio member of all committees with the exception of the Nominations and Elections.
- III. Coordinate two-way communications with Executive Office
- A. Inform officers and committee chairs of proper channels of communication. Normally, communications pertaining to chartered affiliate operations should be carried on with the House of Delegates Liaison, in the Executive Office.
 - B. Keep chartered affiliate officers, board members and committee chairs informed of Executive Office and AARC activities and policies. When pertinent, the complete membership should receive information of this nature through announcements and bulletins.
- IV. Provide supporting assistance in pursuing overall objectives. From time to time, there will be programs and activities vital to the continued progress of the Association recommended by the AARC Board of Directors or AARC committees. The chartered affiliate president will be called upon to implement these programs and activities locally.
- V. It is the final responsibility of the president to see that ALL reports are submitted to the AARC and that AARC requirements are met by the chartered affiliate board of directors and officers.
- VI. Summary
- A. To ensure a successful year as president: B.
 1. Select committee chairs and members based upon leadership, ability, and knowledge of the Association at all its levels.
 2. Design planned, but flexible programs.
 3. Define objectives for the year.
 4. Keep members and committees well informed.
 5. Maintain friendly personal contact with all members.
 6. Encourage working members and committees.
 7. Maintain regular attendance at chartered affiliate meetings; participate in all activities.
 8. Consider incentives to keep the members interested.

PRESIDENT-ELECT

A chartered affiliate may elect its president one entire term in advance. This is done only as expressly provided for in the Bylaws. After having served one term as president-elect, he/she automatically serves as president for the next term.

Once a person has been elected president-elect, the chartered affiliate cannot change the decision regarding succession of that person to the presidency with the following exceptions:

1. If he/she vacates office during his/her term as president-elect; or
2. If grounds arise for deposing him/her from that office (such as misconduct or dereliction of duty in office).

The president-elect's responsibilities should include the following (if spelled out in the chartered affiliate's bylaws):

- I. Act on behalf of the president in his/her absence.
- II. Assume the office of president if such office is vacated.
- III. Become familiar with the chartered affiliate's needs, affairs and procedures.
- IV. Make committee appointments for the following year when serving as president (see "President Section II").
- V. Meet with other new officers upon assuming the presidency to outline unfinished business, goals and objectives for the coming year; expectations, duties and responsibilities of the officers to both the chartered affiliate and the AARC (such as submission of minutes, forms, etc.).
- VI. Solicit ideas on committee appointments, membership drives, liaisons and future programs.
- VII. Serve as ex-officio member on several major committees.

VICE PRESIDENT

The vice president's responsibilities should include but not be limited to the following:

- I. Act on behalf of the president in his/her absence if there is no president-elect.
- II. Assume the duties and responsibilities, but not the office of the President if the Presidency should be vacated.
- III. Take on other duties as directed by the President i.e.:
 - A. Communicate with the District or Chapter Leaders, when applicable, on a monthly basis, providing direction and support for all District or Chapter activities.
 - B. Assist the affiliate and/or District or Chapter Leaders, when applicable, in the development of educational or social events in each District or Chapter.
 - C. Insure that the program chairpersons and/or District or Chapter Leaders, when applicable, submit a report of all activities in their District or Chapter on at least a quarterly basis to their Board of Directors, on their web site or the AARC web site.
- IV. Serve as Chair or ex-officio member of several major committees, such as Program Committee, Public Relations Committee and Membership.
- V. Be available for special assignments to assist the president as such situations arise.

SECRETARY

The secretary has the responsibility of maintaining all chartered affiliate records, reports, membership lists and minutes of regular and special meetings, including the Board of Directors meeting. The secretary maintains contact with the House of Delegates Liaison and promptly furnishes such reports and records to that office as might be required, primarily those enumerated or contained in this manual. See Appendix A for samples and more suggestions for carrying out the role of secretary. As the workload of the secretary will vary with the size and activity of the chartered affiliate, it might become necessary to employ paid clerical, secretarial services in larger chartered affiliates.

The duties and responsibilities should include the following:

- I. Maintain chartered affiliate records. These records should minimally include minutes of all chartered affiliate meetings and complete reports of special events as supplied by committee chairs.
- II. Record all chartered affiliate meeting minutes. Minutes should contain a synopsis of discussions, action items assigned and decisions made at the meeting, but not what was said by members. Copies of minutes should be distributed promptly (within thirty days) to all members of the chartered affiliate BOD members and the House of Delegates Liaison in the Executive Office.
- III. Serve as the official correspondent for the chartered affiliate. In addition to normal correspondence with the chartered affiliate members and the AARC Executive Office, the secretary handles official communications as directed by the president, executive committee (if the chartered affiliate has one) and board of directors.
- IV. Maintain membership records. Every effort should be made to keep chartered affiliate membership records current at all times. The State Society Roster that can be downloaded from the website includes members added, dropped, or lapsed. These reports should immediately be integrated in chartered affiliate membership record files. Changes in membership, including address changes, should be transmitted to the active mailing list to keep it current. Address changes, changes in status and other pertinent information received directly by the secretary should be forwarded immediately to the AARC Executive Office, c/o the House of Delegates Liaison.
- V. Prepare the agenda for all chartered affiliate meetings.
- VI. Submit a copy of the "Officer's List Form" immediately following the chartered affiliate elections to the House of Delegates Liaison in the Executive Office (A form for reporting this information is at: http://c.aarc.org/state_society/officer_list/).
- VII. Submit a copy of the "General Information Form" and "Annual Meeting Information Form" to the House of Delegates Liaison in the Executive Office.
- VIII. Submit a copy of all other forms and reports to the House of Delegates Liaison in the Executive Office as may be requested or required.

TREASURER

Whenever possible, the treasurer and other officers handling chartered affiliate funds are to be covered by a surety protection bond maintained by the chartered affiliate. A surety bond protects the affiliate in the case of fraud. This protection is not available through the AARC. See samples of financial reports in Appendix B.

The treasurer's duties and responsibilities should include the following:

- I. Maintain accurate and true accounts of all financial transactions.
- II. Receive and deposit all funds paid to the chartered affiliate. Serve as custodian of chartered affiliate reserves in the form of savings or checking accounts, stocks, bonds or other securities.
- III. Disburse funds as authorized by the chartered affiliate Board of Directors. Disbursement should be only by check. Checks are to be signed by those officers (usually the president and treasurer) authorized by the chartered affiliate Board of Directors.
- IV. Assist the Budget and Audit Committee in developing the chartered affiliate budget.
 - A. Work with each committee to develop each separate budget.
 1. Require written approval from committee chairs for all committee expenditures.
 2. Keep each committee aware of its individual budget performance.
 - B. Perform quarterly internal audits in conjunction with the Audit Committee Chairpersons, as applicable. Prepare financial reports for the chartered affiliate board of directors', distribute as directed by the president, and retain permanently in the treasurer's records. The Budget and Audit Committee should act in a supervisory capacity to the treasurer by reviewing all financial reports and attesting to their accuracy. The treasurer is usually a member of this committee.
- V. Prepare annual financial reports for chartered affiliate records. The year-end audit should be performed by a CPA or private public accountant hired and contracted by the affiliate/society.
- VI. Should verify filing requirements for organization exemption from income tax with local Internal Revenue Service or state officials. Requirements may vary by state. Forms may be obtained from your local Internal Revenue Service which includes specific instructions on completing the form.
- VII. Submit a copy of the chartered affiliate's annual financial summary report to the House of Delegates Liaison at the Executive Office, if requested.

Other Information that can help your Affiliate run more smoothly

This is a compilation of information created over the years based on questions to the Chartered Affiliates Committee and Executive Office of the AARC. It contains helpful advice and commonly asked questions.

ORIENTATION OF NEW BOARD MEMBERS

An orientation for new Board members acquainting them with their roles and responsibilities should be developed and maintained. Orientation may include, but certainly is not limited to the following:

1. All new officers should be required to read the Chartered Affiliates Handbook and they should each sign off that they have read the book.
2. Assign task of archiving information for new board members to an officer, standing committee, or new committee.
3. Start with the most current year and work backwards.
4. Have committee members review previous minutes and determine what issues to present. It is recommended to include the following:
 - a) Year
 - b) President for that year
 - c) Break into topic categories for example: AARC, Business, Education
 - d) Landmark issues (AARC and your affiliate)
 - e) Recurring issues
 - f) Major resolutions/decisions that affect your chartered affiliate
 - g) National awards received
 - h) Other pertinent information regarding your affiliate

INSURANCE COVERAGE

The AARC does not provide any insurance coverage for its chartered affiliates. Affiliates should bond at least the Treasurer and the President or whoever has access to the Affiliate accounts with a surety bond. A surety bond protects you in the case of fraud. This protection is not available through the AARC. We strongly encourage chartered affiliates to obtain General Liability insurance, including coverage of special events. You may also want to consider directors' and officers' liability insurance. These types of coverage are generally available through independent business insurance agents. Agents should be able to provide information regarding top-rated insurers (A.M. Best and Standard & Poor's ratings); it is suggested that affiliate's obtain multiple competitive quotes.

TRAVEL FUND

The AARC maintains a grant fund to help bring AARC Executive Office staff or AARC officers to your state society meetings. It provides partial funding for speakers coming to your conferences to present on AARC topics. Please call AARC's Controller at (972) 243-2272 to get the appropriate forms.

AFFILIATE MEMBERSHIP LIST

The Membership List that you access online is the property of the AARC. You may use this list for official state society business only. Affiliates are not permitted to sell, rent, or otherwise share the names and addresses to any entity or individual without the express consent of the AARC Executive Office. Affiliates are expected to maintain the confidentiality of this list at all times.

EMAILS

The AARC does not share or release the email addresses of its members to any entity or individual, including its state societies. The AARC will email notifications to your members on your behalf at the request of the affiliate's President or designee. Please follow the instructions at: http://c.aarc.org/state_society/emails.html.

SUMMIT AWARD

The Summit Award is given to the outstanding chartered affiliate each year. Information on that award is at: http://c.aarc.org/state_society/summit_award_submission/

OUTSTANDING AFFILIATE CONTRIBUTOR AWARD

Recognizes an individual who has made outstanding contributions and provided dedicated service to their state society as exemplified by the number and types of Affiliate offices held, committees served on or chaired, service in the House of Delegates or contributions in other related respiratory related activities on behalf of the Affiliate. Information on that award is at: http://c.aarc.org/state_society/outstanding_affiliate_contributor_award_submission/

LIFE MEMBERSHIP AWARD

Recognizes an individual who has been a long-standing member of the AARC, and has provided extraordinary contributions to the AARC by having served as a national officer, board member, committee chair or member, or in the House of Delegates. Information on that award is at: http://c.aarc.org/state_society/life_member_award_submission/.

HONORARY MEMBERSHIP AWARD

Recognizes an individual who has made special achievement, performance, or contributions to the AARC, its affiliates, the NBRC, ARCF, or the profession of respiratory care. Information on that award is at: http://c.aarc.org/state_society/honorary_member_award_submission/.

Appendix A

Suggestions for Performance of the Secretarial Role

Resources are available to chartered affiliate secretaries as model or guide for more accurate performance of their duties. Suggestions and samples of various forms, minutes, and agendas have been included at the end of this section. Please note that the sample agenda and minutes are examples only and may be modified to meet the needs of statutes (for incorporated chartered affiliates) or other chartered affiliate requirements.

I. RECORD-KEEPING

As noted above, it is suggested that the chartered affiliate maintain the following records to assure the smooth yearly transition of chartered affiliate officers. This duty often falls to the secretary. As a recap, these are documents that should be retained:

1. Previous secretary's reports.
2. Annual meeting minutes and agenda.
3. Executive Committee minutes and agenda (if applicable).
4. Board of Directors minutes and agenda.
5. Roster of officers, directors, standing and special committee chairs and members.
6. Membership roster and records (this is sometimes delegated to a membership committee).
7. Chartered affiliate bylaws, Articles of Incorporation (if incorporated), amendments, AARC Charter, etc.
8. AARC Bylaws.
9. Chartered affiliate contracts and agreements.
10. Standing rules of procedure for the Board and committees.

II. MINUTES

Equally important to the keeping of complete records is the accurate recording of all minutes. To aid in this task, sample minutes follow this set of guidelines. The following are essential to the records and must be recorded in the minutes:

1. Kind of meeting (regular, special, adjourned regular, adjourned special).
2. Name of chartered affiliate and assembly (Executive Committee, Board of Directors).
3. Date, place and time of meeting.
4. Name of presiding officer.
5. Name of secretary or substitute.
6. Number present or absent or roll call listing members present or absent.
7. Disposition of minutes of previous meeting (approved or dispensed with).
8. All main motions (except those which were withdrawn), points of order and appeals; whether sustained or lost, and all other motions not lost or withdrawn. Generally, the name of the member introducing a main motion is recorded but not the name of the member who seconds it.
9. Action taken on recommendations or resolutions contained in reports of:
 - a. Officers
 - b. Standing Committees
 - c. Special Committees
10. Corrections to published minutes (if any).
11. Report of action taken outside of meetings (mail votes, telephone polls, etc.).
12. Time of adjournment.
13. Date these minutes approved ("as read" or "as printed" or "as corrected" or approved" by committee).

At each BOD meeting, the secretary should have all items of unfinished business listed. A copy should be supplied to the president. Unfinished business includes: motions referred to committees, motions postponed until later meetings, and motions tabled, as well as "unfinished business" which is the motion (if any) that was pending when the last meeting adjourned. The motions referred to committee may come back before the assembly as committee reports. The motions postponed until a later meeting may come before the assembly again as general or special orders.

Presidential committee appointments should be made at the meeting so they may be recorded in the minutes. Minutes may be approved by general consent or majority vote of the board of directors. Corrections to the minutes are made:

1. At the time of reading;
2. If published - at the meeting following publication;
3. At any time - if amended or corrected at a later date, it requires a 2/3 vote of the Board of Directors.

Approval - When minutes are approved at the next meeting, this action should be recorded at the bottom of the minutes as follows:

"Approved as (read) (printed) (corrected)" _____
(Date)

Secretary

President

After the meeting, the minutes (notes) should be transcribed as soon as possible so that important discussion and decisions are easily recalled. Copies of minutes should be distributed promptly (within thirty days) to all members of the chartered affiliate board of directors and the House of Delegates Liaison in the Executive Office.

Motions of a permanent nature (continuing action) should be listed in the STANDING RULES, together with date of adoption. If a STANDING RULE is rescinded, the secretary should go back to the minutes and mark the date of rescinding (marginal correction) as well as striking from the STANDING RULES and entering the date rescinded. It is suggested that the STANDING RULES be filed with a blank page between each written page to facilitate future notes related to particular RULES.

If the meeting is adjourned and an announcement or motion is made that had to do with the meeting did not occur during the meeting, but is important enough to appear in the minutes, it may be listed after the signature of the secretary in the minutes. An example of this might be where a motion was made to adjourn until a specific date. After adjournment, it was noted by a member that the date is a national holiday; thus, a new motion is introduced.

Write good minutes of basic construct and by avoiding lofty language. Avoid adjectives except when necessary to make the meaning clear. Make short paragraphs and indent deeply. Ask that a motion be made in writing if it is long and rambling or difficult to record, or if there is apt to be comment later. Never keep minutes on loose sheets of paper. Original notes may be kept in a

temporary notebook, but the minutes themselves should be in a permanent book (written or typed and pasted in). Always report some action or disposal of every motion recorded.

NOTE: Reports - The secretary should record on the reports of committees the date of their receipt, what further action was taken, and preserve them among the records for which he/she is responsible. It is not necessary to vote a report as "accepted" or "should be placed on file."

III. MEETING AGENDA

In most organizations, it is the responsibility of the secretary to prepare the agenda for the president. By so doing, the chairs of committees can anticipate the time for their reports; and, in general, the meeting may be conducted smoothly and professionally. It is strongly suggested that an agenda be prepared for all meetings, including committee meetings (agenda prepared by chairs), no matter how small or informal. The following are elements that should be included in the agenda:

1. CALL TO ORDER: It is the duty of the presiding officer to promptly call the meeting to order at the specified hour. This time should appear in the heading of the agenda as well as in the prior meeting announcement(s).
2. ROLL CALL: This is done by the secretary to identify who is present for the meeting and to determine if there is a quorum present.
3. CORRESPONDENCE: This item should appear on the agenda so the secretary may read relevant correspondence of interest to that meeting. Disposition of this correspondence is then ordered by the president (answer, to committee for study and/or action, and so forth).
4. TREASURER'S REPORT: The treasurer will give a report on the Affiliate's financial transactions for the last period.
5. OFFICER REPORTS: The officers will give a report of their activities during the last period.
6. COMMITTEE REPORTS: Committee Chairpersons will report on their activities during the last period and offer any recommendations or motions that need to be acted on.
7. GUESTS: At this time you may have a guest at the meeting who may be asked to give a report.
8. OLD BUSINESS: At this time the President can entertain any Old Business.
9. NEW BUSINESS: At this time the President may entertain any New Business.
10. ADJOURNMENT: Need a motion to adjourn.

IV. ANNUAL BUSINESS MEETING NOTICE

The bylaws of most chartered affiliates specify, in more or less general terms, the time of the annual business meeting. The announcement of this meeting should be sent to the membership at least 30 days prior to the annual meeting unless otherwise specified in the bylaws. The secretary of an incorporated chartered affiliate is frequently required by statute to have on file and, in some instances, file an affidavit of Notice of Annual Meeting with an agency.

V. SPECIAL MEETING NOTICE

For all special chartered affiliate meetings, it is wise to send the membership a meeting notice. If a program or agenda has been prepared, it should accompany the notice.

VI. WAIVER OF NOTICE OF DIRECTORS MEETING

In the event the incorporated chartered affiliate's board of directors chooses to meet without benefit of advance notice, a waiver of notice should be executed.

VII. ELECTION PROCEDURES

The chartered affiliate secretary of an incorporated chartered affiliate may be required by law to swear to the mailing of ballots to the membership.

NOTE: Additional helpful suggestions will be found in the preface to Parliamentary Procedure at a Glance by O. Garfield Jones.

Appendix B

SAMPLE MEETING MINUTES

February 6, 2009 OSRC Board Meeting
Salem Convention Center

The regular meeting of the Board of Directors of the OSRC was called to order February 6th, 2009 at 9:10

a.m. in Salem, Oregon. Marilyn Barclay, OSRC President, was presiding. Will Lutsock, OSRC Secretary, recorded minutes of the meeting. 10 board members were present, 2 were absent. Quorum was confirmed.

Minutes of the December 3rd, 2008 board meeting were reviewed and approved as submitted without corrections.

Committee Reports

Management Committee:

Committee chairwoman, Manya Kanavalov, presented the preliminary outline for the management seminar scheduled for the third week of August. Manya **Requests** that members submit suggestions for speakers prior to the next board meeting.

Membership Committee:

Committee chairwoman Carol Hardisty, provided results of our recent membership drive. OSRC membership has increased by 45 in the last quarter, which represents a 10% increase overall. Board members are encouraged to continue efforts contacting department managers who are not currently members.

Treasurers Report:

Jeff Beebe, OSRC Treasurer, presented a financial report detailing YTD budget statistics. Postage for the recent mailing to OSRC members to inform them of proposed Bylaw changes has resulted in a line item overage of \$140.00.

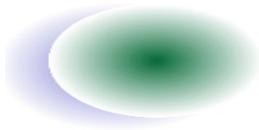
A motion was made by Norm Kerr, and seconded, to approve the line item overage of \$140.00. President Barclay called for discussion, and a vote on the motion. The motion passed.

Adjournment:

The meeting was adjourned at 1:00 p.m. by President Marilyn Barclay.

Appendix C

SAMPLE AGENDA



Respiratory Care Society of Washington, Inc.
A Chartered Affiliate of the American Association for Respiratory Care

Visit us on the Web at www.RCSW.org

Board of Director's Meeting

April 25th, 2009

Call to Order: 6:30 PM	Dennis Archer
Roll Call:	Lisa Bennett
Opening Remarks	Dennis Archer
Welcome and thank you's	
Reading of the minutes and approval	
Treasurer's Report	Steve Anderson
Budget Proposal/ Finance	Dennis Archer
Membership Program	Earl Moore Dee Arkell/ Earl Moore
Scholarship/Continuing Education	Garth Arkell
Bylaws	Dennis Archer
Communications/Webmaster	Terry Smith
Chapter Affairs	Dennis Bing
Eastern Chapter	Denny Duncan
Puget Sound Chapter	Jon Jahns
Cascade Chapter	Ty Sauve
Mt Rainier Chapter	Jackie Ray
Central Chapter	Tom Utigard
Nominations/Elections	Donavan Knight/Thomasa McCown
Legislative	Gary Wickman/Carl Hinkson
Delegates Report	Gary Wickman/Eric Anderson
Strategic Planning	Carl Hinkson
Sleep	Nicki Bly
Unfinished Business	E-voting
New Business	
Adjourn	

Appendix D

SAMPLE TREASURER'S REPORT

March 4, 2009 February Treasurer's Report

Balance last statement:

Checking Account	\$ 1,441.88
Savings Account	5,738.39
Money Market Certificate	10,000.00

TOTAL	\$17,180.27
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Income:

Advertising:	\$ 90.00
Dues	30.00

TOTAL	\$ 120.00
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Expenses:

McDonough District Hospital postage (executive)	\$ 6.15
U.S. Post Office stamps (executive)	15.00
Holiday Inn meeting expense (program)	19.52
AARC labels (publications)	30.19
KAP Graphics 6 stats (program)	30.00
M. Jarotkiewicz postage (program)	
U.S. Post Office P. O. Box rental (Administrative services)	56.00

TOTAL	\$ 373.86
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Cash on hand as of 3/01/2009:

Checking Account:	\$ 1,188.02
Savings Account:	5,738.39
Money Market Certificate:	10,000.00

TOTAL	\$16,926.41
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Betty Pendgraft Memorial Fund	\$ 166.55
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Appendix E

SAMPLE CODE OF CONDUCT

Introduction

Members of the Board, other volunteers and staff carry certain duties and responsibilities for the well-being of the Georgia Society for Respiratory Care (“__SRC”). This Code of Conduct outlines some of those duties and responsibilities in accordance with governing documents.

Duties and Responsibilities

Members of the Board, other volunteers and staff agree:

- To faithfully abide by the articles of incorporation, bylaws and policies of the organization;
- To act in the best interests of, and fulfill their obligations to, __SRC and its members;
- To act honestly, fairly, ethically and with integrity;
- To conduct themselves in a professional, courteous and respectful manner;
- To comply with all applicable laws, rules and regulations;
- To act in good faith, responsibly, with due care, competence and diligence, without allowing their independent judgment to be subordinated;
- To act in a manner to enhance and maintain the reputation of __SRC;
- To disclose potential conflicts of interest that they may have regarding any matters that may come before the Board, and abstain from discussion and voting on any matter, in which the Board member has or may have a conflict of interest;
- To make available to and share with Board members any information that may be appropriate to ensure proper conduct and sound operation of __SRC’s governance and management;
- To respect the confidentiality of information relating to the affairs of __SRC acquired in the course of service, except when authorized or legally required to disclose such information;
- To not use information acquired in the course of service for personal advantage;
- To not violate any federal, state or local laws governing the organization and to understand and adhere with all governing documents applicable to __SRC;
- To ensure the right of all members to access benefits and services without discrimination on the basis of the __SRC’s volunteer or staff make-up in respect to gender, sexual orientation, national origin, race, religion, age, political affiliation or disability, in accordance with all applicable legal and regulatory requirements.

Violations

Violations of the Code of Conduct may result in disciplinary action in accordance with the governing

documents. Discipline may include removal of a Board member from office or termination of a staff member.

Acknowledgement of Receipt

I acknowledge that I have received and read a copy of the Code of Conduct and that I am responsible for compliance.

Signature

Date

Appendix F

SAMPLE WHISTLEBLOWER POLICY

Purpose

_____ Society for Respiratory Care (“__SRC”) is committed to high standards of ethical, moral and legal business conduct. In line with this commitment and __SRC’s commitment to open communication, this policy provides an avenue for Board Members, other volunteers and staff to raise concerns.

The Whistleblower Policy is intended to offer protections if a Board Member, other volunteer or staff member raises concerns, including but not limited to:

- incorrect financial reporting;
- unlawful activity;
- activities that are not in line with __SRC policy or Code of Conduct; or
- any other activities that constitute serious improper conduct.

Reporting Responsibility

It is the responsibility of all Board Members, volunteers and staff members to comply with the Code of Conduct and to report violations or suspected violations in accordance with this Whistleblower Policy.

Retaliation

No Board Member, volunteer or staff member who in good faith reports a concern shall be subject to harassment, retaliation or in the case of a staff, adverse employment consequences. Moreover, a volunteer or staff member who retaliates against someone who has reported a concern in good faith is subject to discipline up to and including dismissal from the volunteer position or termination of employment. This Whistleblower Policy is intended to encourage and enable staff and others to raise serious concerns within the organization prior to seeking resolution outside of the organization.

Reporting Concerns

Staff

Staff members are encouraged to share their questions, concerns, suggestions or complaints with the Executive Director. If, after speaking with the Executive Director, the staff member continues to have reasonable grounds to believe the concern is valid, the staff member should report the concern to the Vice President of the Board. In addition, if the staff member is uncomfortable speaking with the Executive Director, or the Executive Director is the subject of the concern, the staff member should report his or her concern directly to the Vice President.

The Executive Director is required to report concerns to the Vice President of the Board, who has specific responsibility to notify all reported violations to the Executive Committee. If the Executive Director, for any reason, does not promptly forward the concern to the Vice President, the reporting staff member should directly report the concern to the Vice President.

Board Members and Other Volunteers

Board Members and other volunteers should submit concerns in writing directly to the Vice President of the Board. If the Vice President is involved or is believed to be involved in the matter being reported, the reporting individual shall instead express their concern to another member of the Executive Committee.

Handling of Reported Violations

The Vice President shall immediately notify the Executive Director and the members of the Executive Committee of reported concerns. The Vice President will notify the sender and acknowledge receipt of the concern within five business days, if possible. It will not be possible to acknowledge receipt of anonymously submitted concerns.

The Executive Committee is responsible for promptly investigating and resolving all reported concerns. All reports shall be promptly investigated within a reasonable period of time, and appropriate corrective action shall be recommended to the Board, if warranted by the investigation. In addition, action taken must include a conclusion and/or follow-up with the reporting individual for complete closure of the concern.

The Executive Committee has the authority to retain outside legal counsel, accountants, private investigators, or any other resource deemed necessary to conduct a full and complete investigation of the allegations.

Acting in Good Faith

Anyone reporting a concern must act in good faith and have reasonable grounds for believing the information disclosed indicates an improper accounting or auditing practice, or a violation of the Code of Conduct. The act of making allegations that prove to be unsubstantiated, and that prove to have been made maliciously, recklessly, or with the foreknowledge that the allegations are false, will be viewed as a serious disciplinary offense and may result in discipline, up to and including dismissal from the volunteer position or termination of employment. Such conduct may also give rise to other actions, including civil lawsuits.

Confidentiality

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

Disclosure of reports of concerns to individuals not involved in the investigation will be viewed as a serious disciplinary offense and may result in discipline, up to and including dismissal from the volunteer position or termination of employment. Such conduct may also give rise to other actions, including civil lawsuits.

Appendix G

SAMPLE RECORD RETENTION SCHEDULE

Records Retention					
Item	Permanent	10 Years	7 Years	5 Years	3 Years
Auditor's Reports	X				
Bank statements, reconciliations	X				
Cash disbursement journal	X				
Cash receipts journal	X				
Annual financial statements	X				
Annual reports	X				
Bylaws	X				
Minutes	X				
IRS tax exemption	X				
Claims and litigation files		X			
Leases		X			
Employment Contracts		X			
Contracts			X		
Leases and property titles			X		
Petty cash voucher and expense reports			X		
Canceled checks and bank statements			X		
Budget and financial reports			X		
Payroll records			X		
Cancelled paychecks			X		
Tax records (U.S.: W-2s, W-9s, 1099s)			X		
Organization budgets				X	
Financial forecasts				X	
Expired insurance policies					X
Equipment purchase receipts and repair records					X
Deposit slips					X
Bills rendered					X
Receipted bills					X
Treasurer's reports					X
Expense reports					X
General correspondence					X

SOURCE: *Money Rules!* (2000, Association of Junior Leagues International, Inc.), *Record Retention Policies for Associations and Societies*, (2005, Howe & Hutton, LTD), *Records Retention/Destruction Guidelines*, (Barnes & Thornburg LLP).

Appendix H

SAMPLE CONFLICT OF INTEREST POLICY

Conflict of Interest Policy

POLICY	Board members, officers and contracted staff of (“Persons”) will act in a manner to put the
STATEMENT	interests of the Georgia Society for Respiratory Care (___SRC) before any personal benefit.
PURPOSE	The purpose of this policy is to ensure that decisions about ___SRC’s operations and the use of ___SRC’s assets are made solely in terms of benefit to ___SRC and are not influenced by any private profit or other personal benefit to the individuals affiliated with ___SRC who take part in the decision. In addition to actual conflicts of interest, Persons are also obliged to avoid actions that could be perceived or interpreted in conflict with ___SRC’s interest.
SCOPE	"Persons" shall mean and include members of the Board of ___SRC and any officer or contracted staff of ___SRC.
DEFINITIONS	<p>"Involved in a ___SRC business transaction" means initiating, making the principal recommendation for, or approving a purchase or contract; recommending or selecting a vendor or contractor; drafting or negotiating the terms of such a transaction; owing an interest of any type in any entity doing or proposing to do business with ___SRC; or authorizing or making payments from ___SRC accounts. That language is intended to include not only transactions for ___SRC’s products or procurement of goods and services, but also for the disposition of ___SRC property and the provision of services by ___SRC.</p> <p>A "possible conflict of interest" is deemed to exist where the Person, a close relative, or a member of that Person's household, is an officer, Board member, employee, proprietary partner, shareholder or trustee of, or, when aggregated with close relatives and members of that Person's household, holds 1% or more of the issued stock or other ownership interest in the organization seeking to do business with ___SRC.</p> <p>A "possible conflict of interest" is also considered to exist where such a Person is (or expects to be) retained as a paid consultant or contractor by an organization which seeks to do business with ___SRC, and whenever a transaction will entail a payment of money or anything else of value to the official, to a close relative, or to a member of that Person's household.</p> <p>A "possible conflict of interest" exists when an individual affiliated with ___SRC has an interest in an organization which is in competition with a firm seeking to do business with ___SRC if the individual's position gives him or her access to proprietary or other privileged information which could benefit the firm in which he or she has an interest.</p> <p>A “possible conflict of interest” exists when a ___SRC member is an elected officer, a member of the Board of Trustees, or committee member of the ___SRC and is also an elected officer, member of the Board, or committee member of another professional organization.</p>

The foregoing descriptions are merely examples of possible conflicts of interest and are not intended to be an exhaustive list.

IMPLEMENTATION Any Person who may be involved in a ___SRC business transaction in which there is a possible conflict of interest shall promptly notify the President or Executive Director. The Person shall refrain from voting on any such transaction, participating in deliberations concerning it, or using personal influence in any way in the matter. The Person (if serving on the Board) may not vote with respect to a ___SRC business transaction in which he or she has a possible conflict of interest. Furthermore, the Person or the President shall disclose a potential conflict of interest to the other members of the Board before any vote on a ___SRC business transaction, and such disclosure shall be recorded in the Board minutes of the meeting at which it is made.

Any ___SRC business transaction which involves an actual or potential conflict of interest with a Person shall have terms which are at least as fair and reasonable to ___SRC as those which would otherwise be available to ___SRC if it were dealing with an unrelated party.

This policy shall be made available to each Person who shall complete the attached questionnaire on an annual basis.

QUESTIONNAIRE From time to time, ___SRC shall circulate questionnaires about conflicts of interest to Persons, including upon commencement of service on the Board or employment and at least annually thereafter.

Appendix I

SAMPLE CONFLICT OF INTEREST STATEMENT/POLICY

Conflict of Interest and Disclosure

It is the policy of the Georgia Society of Ophthalmology that individuals who serve in elective or appointive positions on the ___SRC's Board or committees must avoid conflicts of interest and self-dealing in matters relating to ___SRC business. Further, based upon their fiduciary duty of loyalty to the ___SRC, such individuals owe an undivided allegiance to the ___SRC when making decisions affecting the ___SRC and must not put personal interests, including interests of another professional organization with which they are affiliated, above the interests of the ___SRC. While individuals in elective or appointive positions, or businesses with which they are affiliated, may engage in business transactions with the ___SRC, such transactions should generally be avoided and must be undertaken only after full disclosure and an independent decision by the appropriate Board or committee.

Any commercial enterprise wishing to do business with the ___SRC must disclose the names of members of the ___SRC who are investors, officers, Board members, contracted staff or agents before being considered by the ___SRC. When any member of an ___SRC Board or committee may be financially benefited as a result of a decision to be made by such group, that interest must be disclosed and recorded in the minutes and the member must leave the meeting room and neither participate nor vote in the group's decision.

As a condition for selection, a candidate for the office of Vice-President, Secretary, Treasurer, Editor must sign the following Disclosure Statement and file it with the ___SRC Secretary prior to announcement of the candidacy to the membership.

In accordance with these policies, each ___SRC member elected or appointed to the Board or committee must sign the following Disclosure Statement prior to serving.

I, _____, declare that I have no proprietary, financial or other personal or professional interest of any nature or kind in any product, service and/or company, including another professional organization, that will, or might, be considered a conflict of interest during my term as an elected or appointed official of the ___SRC except the following: _____

Appendix J

SAMPLE CONFIDENTIALITY STATEMENT/POLICY

Confidentiality and Intellectual Property Agreement

As a volunteer serving on the ___SRC Board, you have certain fiduciary duties to act in good faith and in the best interests of the ___SRC, including confidentiality obligations. We cannot emphasize too strongly how important it is that the following obligations be observed. Therefore, as a condition and in consideration of your being selected and serving with the ___SRC, you agree to the following:

1. You will not disclose or cause to be disclosed to anyone outside of the ___SRC, its Board, committees or contracted staff, any confidential information related to any ___SRC activity or program other than that generally authorized for dissemination or approved by the ___SRC, specifically including, but not limited to: the contents of past or present reports, confidential attorney communications, technical developments and information, financial information, corporate strategy or planning material, internal communications, trade secrets, and patented, trademarked, or copyrighted material. This restriction shall apply at all times and in any circumstance, unless otherwise approved in writing by the ___SRC.
2. You will keep all such confidential information in your possession in a safe and secure place, such as a locked hardcopy file drawer or a password protected electronic file, and will take all reasonable steps to protect against inadvertent disclosure or theft of the information.
3. Upon expiration of your term with the ___SRC or one of its committees and upon request, you will promptly return to contracted staff by courier or registered mail, the confidential information that you have received or acquired relating to the ___SRC and its activities.
4. You hereby assign to the ___SRC all right, title, and interest in and to any information, product, property, technology, or material developed, conceived, modified, or created by you relating to all ___SRC programs and activities, technological developments, and policy documents, including any and all financial information, corporate strategy or planning material, internal communications, trade secrets, and patented, trademarked, or copyrighted material, and agree to cooperate fully in taking all steps necessary to perfect and record your assignment of such information.
5. You will not in a false, misleading, or deceptive manner reference your participation with respect to the ___SRC or specific activities of the ___SRC.

Appendix K

SAMPLE ANTITRUST POLICY

___SRC Antitrust Compliance Policy

ANTITRUST POLICY -- ___SRC officers, Board members, members, contracted staff and meeting attendees must have a basic understanding of antitrust laws and how they apply to their activities. If they don't, the possibility of subjecting themselves, their employers, and the ___SRC to an antitrust investigation and prosecution is increased. The following is a list of subjects which shall not be discussed or be the subject of any type of agreement, whether formal or informal, express or implied, among competitors or potential competitors:

- Prices to be charged to patients or customers or by suppliers.
- Methods by which prices are determined.
- Division or allocation of markets or patients or customers.
- Coordination of bids or requests for bids.
- Terms and conditions of sale, including, for example, credit or discount terms, etc.
- Profit levels.
- Levels or schedules of production.
- Hindering the ability of non-members to compete.

Legally inappropriate informal meetings such as at meals or a bar relating to any official topics, are also prohibited.

Should I subsequent to signing this document acquire such an interest, I will promptly sign and file an amended statement.

Further, having read this document, I understand and agree that as a condition of serving the ___SRC, I will abide by these policies and have completed each to the best of my knowledge and belief.

Signature: _____

Date: _____

Printed Name: _____