MICHIGAN COLLEGE OF
EMERGENCY PHYSICIANS

Leadership Manual
MISSION STATEMENT

The Michigan College of Emergency Physicians exists for the purpose of:

- Advancing quality emergency medical care
- Supporting the interests of Emergency Physicians
- Promoting the values of Emergency Medicine.
Insert Here:

IRS Forms
- Articles of Incorporation
- Form 990
MICHIGAN COLLEGE OF
EMERGENCY PHYSICIANS

BYLAWS
MICHIGAN COLLEGE OF EMERGENCY PHYSICIANS

BYLAWS – 2011

Approved by the Membership on July 12, 2011.

Article I - NAME

This Association shall be a non-profit corporation organized under the laws of the State of Michigan. Having received a charter from the American College of Emergency Physicians (hereinafter referred to as the “American College”), this Association shall be a Chapter of the American College and shall be called the “Michigan Chapter of the American College of Emergency Physicians” doing business as the “Michigan College of Emergency Physicians” (hereinafter referred to as the “Michigan College” or “Chapter”).

Article II – MISSION AND PURPOSES

Section 1 - Mission: The Mission of the Michigan College shall be to support quality emergency care and to promote the interests of emergency physicians.

Section 2 - Purposes: The purposes of the Michigan College shall be those set forth in the Bylaws of the American College and in the Chapter’s Articles of Incorporation.

Section 3 - Legal Identity: The Michigan College shall have no capital stock and its business shall not be conducted for pecuniary profit. No income or money of any sort received by the Michigan College shall inure to the pecuniary benefit of any member of the Michigan College, or to those persons with any relationship which would preclude the corporation from being treated as a tax exempt corporation by the Internal Revenue Code presently in effect or as it may be changed in the future. However, expenses and reasonable compensation for services actually rendered to and for the Michigan College may be paid to a member or such other person who incurs such an expense or renders such a service.

Article III - MEMBERSHIP

Section 1 - Qualifications: The qualifications for membership in the Michigan College shall be the same as those for membership in the American College.

Section 2 - Actions: Membership applications, classification changes, resignations, suspensions and expulsions shall be acted upon by the American College.

Section 3 - Classifications: Membership classifications in the Michigan College shall be those designated by the American College in its Bylaws as they exist now or may hereafter be amended and are incorporated by reference as if fully stated herein.
Section 4 - Inspection of Records: The minutes of the proceedings of the Board of Directors and Chapter Committees, the membership lists, and the books of accounts shall be made available for inspection by any member, upon written demand, at any reasonable time for any purpose reasonably related to the member’s interest as a member. Such inspection may be made by the agent or attorney of the member and shall include the right to make extracts or copies thereof, provided such extracts or copies are used confidentially for purposes germane to the member’s interest and are not used in a manner that violates federal, state or local laws. Demand of inspection shall be in writing to the President or Secretary of the Michigan College.

Article IV - DUES AND ASSESSMENTS

Section 1 - Dues: Dues for the Chapter shall be approved by the Board of Directors of the Michigan College and are payable on or before the anniversary date of the individual’s membership or on such date as determined by the policies of the American College.

Section 2 - Levy of Assessments: Assessments may not be levied except upon the recommendation of the Board of Directors of the Michigan College and by a majority vote of the members present and voting at the Annual Meeting or any special meeting of the Chapter. Notice of such recommendation shall be sent to each Chapter member at least thirty (30) days before the meeting at which the assessment will be debated.

Section 3 - Penalty for Nonpayment: Any member whose membership has been cancelled for failure to pay dues or assessments shall not be eligible to vote or hold office in the Michigan College.

Article V - MEETINGS

Section 1 - Annual Meeting: There shall be an Annual Meeting of the Michigan College membership at such time and place as determined by the Board of Directors. Notice of such a meeting shall be mailed to the last recorded address of each member not less than ten (10) nor more than sixty (60) days before the date appointed for the meeting.

Section 2 - Special Meetings: Special meetings of the Michigan College may be held from time to time as decided by the Board of Directors, or upon written petition of ten (10) percent of the Michigan College active, life and honorary membership, to conduct business for a specific purpose. Notice of such meetings shall include the purpose of the meeting and shall be mailed to the last recorded address of each member at least twenty (20) days before the date appointed for the meeting, unless.

Section 3 - Quorum: Members of the Michigan College present at any meeting of the Michigan College, duly called, shall constitute a quorum.

Section 4 - Voting: All active, life, or honorary members of the Michigan College in good standing may vote on any matter at the Annual Meeting or any special meeting, including the election of members to the Board of Directors. Chapter Candidate members shall not be eligible to vote on any issues other than the election of their representative to the Board of Directors and the business of any committee to which they are appointed.

Section 5 - Parliamentary Authority: When not in conflict with these Bylaws, the parliamentary procedure outlined in the latest edition of Sturgis’ Standard Code of Parliamentary Procedure, shall govern all Michigan College meetings.
Article VI - BOARD OF DIRECTORS

Section 1 - Duties: The Board of Directors (hereinafter the "Board") shall have supervision, control and direction of the affairs of the Michigan College, shall determine its policies or changes therein within the limits of these Bylaws, shall actively prosecute its purposes and shall have discretion in the disbursements of its funds. It may adopt any rules and regulations for the conduct of its business as shall be deemed advisable and may, in the execution of the powers granted, appoint such agents as it may consider appropriate.

Section 2 - Composition: The Board shall consist of at least twelve (12) active, honorary or life members of the Michigan College. The number of Directors may be increased if the terms as Directors of the President and Immediate Past President have expired. In addition to the above referenced Directors, one Candidate member shall be elected to the Board by the Chapter Candidate members.

Section 3 - Requirements: The members of the Board shall be and at all times remain members in good standing of the Michigan College, and shall be licensed physicians who are engaged in, or retired from, the practice of Emergency Medicine or, in the case of the Candidate Director, a resident in good standing at an approved allopathic or osteopathic emergency medicine residency training program located in Michigan.

Section 4 - Term of Office: Directors shall serve a term of three (3) years and shall be eligible to serve a maximum of two (2) consecutive terms, with the exceptions of the President-Elect, who shall remain on the Board through subsequent terms as President and Immediate Past President even if his or her term as a Director would have expired during the course of that progression, and the Candidate Director, whose term shall be for one (1) year. The Directors' terms of office shall begin immediately at the conclusion of the Annual Meeting of their election. Terms of office shall be staggered in such a fashion so that Board vacancies occur annually.

Section 5 - Meetings: The Board shall meet in person at least quarterly. Notice of all meetings of the Board shall be sent by mail to each member of the Board at least ten (10) days in advance of such meetings. A majority of the members of the Board then in office shall constitute a quorum at any meeting of the Board. Following the Annual Meeting, the Board shall meet within forty-five (45) days for the purpose of election of Officers.

Section 6 - Absences from Meetings: Unless excused for good cause by a majority vote of the members of the Board voting at any regularly scheduled meeting of the Board, any Director who misses such a meeting will be given an unexcused absence. The Board may excuse such absences using pre-established criteria. Any Director who has three (3) consecutive unexcused absences or who does not attend at least half of the Board meetings during any year of office shall be subject to an immediate recall procedure as provided for in Section 9 of Article VI.

Section 7 - Nomination of Directors: At least sixty (60) days prior to the Annual Meeting of the Chapter, the Nominating Committee, as constituted by Section 3 of Article IX, will submit a slate of nominees for impending vacancies on the Board to the membership of the Chapter. The slate of nominees shall be published and distributed to the membership at least thirty (30) days prior to the Annual Meeting and include one or more nominees for each vacancy on the Board. Nominations to the Board will also be accepted from the floor at the time of the Annual Meeting. All nominees to the Board must be members in good standing of the Michigan College at the time of their nomination.

Section 8 - Election of Directors: The election of Directors other than the Candidate Director shall be by a majority vote of the active, life and honorary members present and voting at the Annual Meeting. The election will be conducted under the supervision of the Secretary of the Michigan College and will take place by secret ballot. The ballot shall list the nominees selected by the Nominating Committee and shall also provide for the inclusion of nominees from the floor. To be considered valid, a completed ballot shall have no more than one (1) vote per nominee and may contain fewer votes in aggregate than the number of
vacancies to be filled, but not more. Any write-in vote for a nominee not nominated from the floor shall invalidate the ballot. All vacancies shall be voted on simultaneously. Nominees shall be ranked in order based on the number of votes they received. Those receiving sufficient votes equal to at least a majority of the ballots cast and ranked within the number of vacancies to be filled shall be elected. If the number of nominees elected on the first ballot is not sufficient to fill all vacancies, subsequent ballot(s) shall be taken, following the same procedure, among the remaining un-elected nominees receiving the highest number of votes on the prior ballot, with the number of such nominees now equal to the remaining vacancies, plus one. In the case of a tie vote wherein two (2) or more nominees receive an equal number of votes for a single position, an immediate re-vote between the tied nominees will be taken. If the nominees remain tied, the President may call for another re-vote or break the tie. Voting shall continue in this manner until all positions are filled. The Candidate Director shall be elected from among the candidate members at such time and place as specified by the Bylaws of the Emergency Medicine Residents Association of Michigan.

Section 9 - Recall Procedure: Any member of the Board may be removed from office with or without cause by a three-quarters majority vote of the Directors present and voting at any meeting of the Board. A recall may be initiated by a petition signed by at least five (5) percent of the active, life or honorary members of the Chapter or by at least one-third of the members of the Board. Voting on recall of Directors is reserved to the Board.

Section 10 - Resignation: Any Director may resign at any time by giving written notice to the President or the Board. Such resignation shall take place at the time specified therein or, if no time is specified, at the time of acceptance thereof as determined by the President.

Section 11 - Board Vacancies: Excluding the Candidate Director, any vacancy created on the Board for any reason shall be filled for the remainder of the respective term through an election conducted among the remaining members of the Board. A notice of the vacancy and pending election shall be distributed to the Chapter membership at least thirty (30) days prior to the Board meeting at which the vacancy will be filled. Nominations for any vacancy shall be accepted from the membership and from the floor at the Board meeting. Election shall be by majority vote of the Board members present and voting. In the case of a tie vote, wherein all nominees receive an equal number of votes, an immediate re-vote shall be taken among the tied nominees. If the vote remains tied, the President may elect to break the tie. Election to an unexpired term shall not count toward term limits.

Section 12 - Compensation: The members of the Board shall not receive any compensation for their services as such. However, Board members may be reimbursed for reasonable expenses incurred through activities on behalf of the Chapter, subject to budgetary limitations and actions by the Board.

Article VII - OFFICERS

Section 1 - Officers: The elected Officers of the Michigan College shall be a President, President-Elect, Secretary, Treasurer and Immediate Past President, all of whom shall be members of the Board.

Section 2 - Term of Office: The term of office for all Officers is one year. The terms of President and Immediate Past President shall commence at the Annual Meeting and the terms of Secretary, Treasurer and President-Elect shall commence with their election at the first Board meeting following the Annual Meeting.

Section 3 - Election of Officers: A Nominating Committee, as constituted by Section 3 of Article IX, shall, after the election of the Board at the Annual Meeting and before the next meeting of the Board, meet to construct a slate of nominees for the positions of President-Elect, Secretary and Treasurer for submission to the Board at its next meeting. Nominees shall be current members of the Board. Floor nominations from the members of the Board shall be permitted. The election of Officers shall be by a majority vote of the members of the Board present and voting. When there are three or more nominees for a single position and no one receives a majority vote on the first ballot, a second ballot shall be taken between the two nominees receiving the highest number of votes on the first ballot. In the event of a tie vote, wherein all nominees
receive an equal number of votes, the President’s ballot, which will be cast initially but kept segregated from the rest of the ballots, shall be used to break the tie.

Section 4 - Duties of the President: The duties of the President shall be as follows:

a. The President shall serve as Chair of the Board and Chair of the Executive Committee.

b. The President shall preside over all meetings of the Chapter membership and the Board, and shall be an ex-officio member of all standing committees.

c. The President shall be responsible for ensuring that all contracts between the Michigan College and other parties contain a provision disclosing the fact that the Michigan College is a separate and distinct entity from the American College.

d. The President shall be responsible for ensuring that the Michigan College adheres to the policy governing the use of the mark of the American College.

e. The President or his or her designee shall serve as the official representative of the Michigan College in the conduct of its business with other professional organizations and societies.

f. In the event of the death or resignation of the President during his or her term of office, or if the President becomes unable or unqualified to serve, the President-Elect shall serve that portion of the President’s term remaining until the next Annual Meeting of the membership. At that time, the President-Elect shall immediately succeed to the office of President.

g. If the President-Elect is unable to assume the office of President at the Annual Meeting where transfer of office is to take place, the current President shall continue in that office until the next meeting of the Board when the President-Elect can assume office as President.

Section 5 - Duties of the President-Elect: The duties of the President-Elect shall be as follows:

a. The President-Elect shall succeed to the office of President at the conclusion of the preceding President’s term, or if the office of President is vacated for any reason.

b. The President-Elect shall assume the duties of the President when that officer is absent or incapacitated, and in that capacity shall have all the powers, responsibilities and privileges of the President.

c. In the event of the death or resignation of the President-Elect, the Board shall elect a new President-Elect from among the members of the Board.

Section 6 - Duties of the Secretary: The duties of the Secretary shall be as follows:

a. The Secretary shall keep or cause to be kept adequate records of the transactions of the Board and of the Annual Meeting and any special meetings.

b. The Secretary may, on behalf of the Board, the President and other Officers of the Board, make replies to members and others who contact these individuals in writing or otherwise.

c. The Secretary may prepare and send required notices of meetings and proposals to the Chapter membership.

d. Any of the duties of the Secretary may, with approval of the Board, be delegated to the Executive Director.
Section 7 - Duties of the Treasurer: The duties of the Treasurer shall be as follows:

a. The Treasurer shall deposit or cause to be deposited all monies and other valuables in the name and to the credit of the Michigan College.

b. The Treasurer shall disburse or cause to be disbursed the funds of the Michigan Chapter as directed by the Board.

c. The Treasurer shall render to the Board at least quarterly, and to the membership at the Annual Meeting or any special meeting, an account of all the financial transactions and the financial condition of the Michigan College.

d. Any of the duties of the Treasurer may, by approval of the Board, be delegated to the Executive Director.

e. The Treasurer shall chair the Finance Committee.

Section 8 - Duties of the Immediate Past President: The duties of the Immediate Past President shall be as follows:

a. The Immediate Past President shall serve on the Board regardless of whether his or her regular 3-year term as Director has expired.

b. The Immediate Past President shall chair the Nominating Committee.

Section 9 – Resignation: Any Officer may resign at any time by giving written notice to the President or the Board. Such resignation shall take place at the time specified therein or, if no time is specified, at the time of acceptance thereof as determined by the President.

Section 10 - Officer Vacancies: Vacancies in any officer position other than President and Immediate Past President which occur as a result of the death or resignation of said Officer shall be filled by a majority vote of the Board at its next regular meeting or at a special meeting called by the President. Candidates shall be selected from among current Board members. The exception is the office of President, which shall be automatically filled by the President-Elect. A vacancy in the office of Immediate Past President shall not be filled.

Section 11 - Recall Procedure: Any Officer of the Michigan College may be removed from office by a three quarters majority vote of the Board members present and voting at any meeting of the Board. A recall may be initiated by a petition signed by five (5) percent of the Chapter’s active, life and honorary members or by at least one-third of the members of the Board. Voting on recall of Officers is reserved to the Board. Any vacancy created by such a recall shall be filled by a majority vote of the Board members present and voting at the Board meeting at which the recall occurred. Nominations for any vacancy shall be accepted from the floor of the Board and all nominees for Officer positions must be members of the Board.

Article VIII - COUNCILLORS

Section 1 - Allotment: The number of Councillors allotted to the Chapter shall be determined by the Bylaws of the American College.
Section 2 - Elections: Each year, at least sixty (60) days before the Annual Meeting of the Council of the American College, the Board shall elect a slate of Councillors from nominations submitted by the Nominating Committee. Following the election of Councillors, the Board shall also elect Alternate Councillors who will be available for seating at the Council meeting if a Councillor is not present. The election of Councillors and Alternate Councillors shall be conducted by the same procedure as for election of Directors under Section 8 of Article VI.

Section 3 - Terms: Councillors shall serve a term of office of two (2) years. The term for Alternate Councillors is one (1) year. All Councillors and Alternate Councillors may serve an unlimited number of terms. The terms of all Councillors shall be staggered.

Section 4 - Duties: The Councillors shall represent the Michigan College at all meetings of the Council of the American College. Councillors are expected to attend all meetings of the Michigan College Board. If a sufficient number of Councillors plus Alternate Councillors is not present at any meeting of the Council, the President or Secretary may designate an Alternate Councillor(s) for that meeting only.

Section 5 - Absences: Except in instances of excused absences as approved by the Board, any Councillor who misses three (3) consecutive Board meetings, or who does not attend at least half of the Board meetings during a year of office, may be recalled as described under Section 6 of Article VIII.

Section 6 - Recall Procedure: Any Councillor or Alternate Councillor may be removed from office with or without cause by a three-quarters majority vote of the members of the Board present and voting at any meeting of the Board. A vacancy created by removal from office shall be filled for the remainder of the Councillor’s or Alternate Councillor’s term by a majority vote of the Board members present and voting at the Board meeting at which the recall occurred.

Article IX - COMMITTEES

Section 1 - General: The Board may recommend that standing committees be appointed to assist the Board in its work. The President will annually appoint members to such standing committees. However, committees designated and each member thereof shall serve at the pleasure of the Board. Unless otherwise specified in these Bylaws, each Committee shall consist of a minimum of two (2) members, with one member designated as Chair of the Committee by the President. The President may also appoint ad hoc committees as from time to time may be required. Committee appointments will be reviewed annually by the Board. Meetings of all committees will be called by their Chairs and their minutes shall be submitted to the Board for review.

Section 2 - Executive Committee: The Officers of the Michigan College shall constitute the Executive Committee and may conduct business as may be necessary between any meetings of the Board. The Executive Committee shall meet as often as deemed necessary by the President. All actions of the Executive Committee shall be submitted for ratification at the next meeting of the Board.

Section 3 - Nominating Committee: The members of the Nominating Committee shall include the President, President-Elect and Immediate Past President. The Immediate Past President shall chair the Committee. The Board Nominating Committee is charged with presenting the best possible slate of nominees for all vacancies. The Nominating Committee shall meet at such time as described above under Section 7 of Article VI to select a slate of qualified nominees for the Board, and at such time as described above under Section 3 of Article VII to select a slate of qualified nominees for the Officers of the College, and at such time as described above under Section 3 of Article VIII to select a slate of qualified nominees for Councillor and Alternate Councillor.

Section 4 - Finance Committee: The members of the Finance Committee shall include the President-Elect, Treasurer, Immediate Past President, one member at large appointed by the President from the membership, and the Executive Director, who shall serve in an ex-officio capacity. The Treasurer shall
chair the Committee. The responsibilities of the Finance Committee shall include an annual review of the financial performance of the Michigan College, development and presentation to the Board of an annual budget, and periodic monitoring of the investments of the Michigan College.

Article X - MAIL VOTE

The Chapter, its Board and Committees reserve the right to conduct voting on any matter, with the exception of Board and Officer Elections, by means other than in person, including but not limited to voting by mail ballot and electronic ballot, but excluding proxy voting. If mail ballot is used, a deadline for receipt must be specified. If electronic voting is used, the time for voting must be specified, member identity must be validated, and security of voting must be assured.

Article XI - INDEMNIFICATION

The Board may indemnify any person for any liability, claim or expenses incurred or to be incurred, by reason of the fact that such person was or is a Director, Officer, employee, agent, or committee member of the Michigan College, or was or is serving at the request of the Michigan College as a Director, Officer, employee, agent, or committee member of a corporation or entity owned wholly or in part by the Michigan College, or established by the Board of the Michigan College.

The extent of such indemnification shall be determined by the Board of the Michigan College either in advance or on a case-by-case basis provided, however, that such indemnification shall not be broader or more inclusive than permitted by law either at the time of the act or omission to be carried out or at the time of carrying out such indemnification.

Article XII - APPROVAL OF BYLAWS AND AMENDMENTS

Section 1 - Approval of Bylaws: These Bylaws and any amendments thereto shall not become effective until approved by the Board of Directors of the American College.

Section 2 - Amendments: These Bylaws may be amended by an affirmative vote of at least two-thirds of the Chapter’s active, life and honorary members present and voting at any Annual Meeting or special meeting, providing such proposed amendments shall have been given to the Executive Director by one or more members at least sixty (60) days prior to said meeting. The Executive Director shall provide notice of said proposed amendments to Chapter members by mail or official publication at least thirty (30) days before the Annual Meeting or special meeting at which such proposed amendments are to be considered for action.

Section 3 - Approval by the American College of Emergency Physicians: Amendments to these Bylaws shall be submitted in writing to the American College in a format and manner designated by the College, no later than thirty (30) days following the adoption of such amendments. No amendment shall be of any force or effect until it has been submitted to or reviewed by the Board of Directors of the American College, provided, however, that such amendment shall be considered to be approved if the Board of Directors of the American College fails to give written notice of its objection thereto within ninety (90) days following receipt of such amendments.

Section 4 - Conformance: These Bylaws must at all times be consistent with the Bylaws of the American College. Should the Bylaws of the American College be amended in such a manner as to render these Bylaws inconsistent therewith, then these Bylaws shall be amended to eliminate said inconsistency. The Board of the Michigan College shall have and retain the right to make such modifications as necessary to assure conformance with the Bylaws of the American College, subject to ratification by the Chapter membership at the next Annual Meeting.
Section 5 - Adoption: The Michigan College adopted the latest revision to these current bylaws on July 17, 2000.

Article XIII - MISCELLANEOUS

Section 1 - Executive Director: An Executive Director may be appointed by the Board for a term and at a stipend to be fixed by the Board. The Executive Director shall, under the direction of the Board, perform such duties of the Secretary and Treasurer as may be assigned by the Board. The Executive Director shall perform such other duties as the Board may describe, by job description or otherwise, including but not limited to maintenance of adequate and proper records of the Michigan College; maintenance of an accurate record of the minutes and transactions of the Annual Meeting, meetings of the Board and Executive Committee; service as official recording secretary of those bodies; supervision of any and all other employees and agents of the Michigan College, and exercise of such other powers, duties and responsibilities as may from time to time be prescribed by the Board or these Bylaws. The Executive Director shall serve as an ex-officio, non-voting member of the Board and all Committees of the Michigan College.

Section 2 - Annual Report: The Board shall, not later than ninety (90) days after the Annual Meeting, make available to the members an annual report on the status of the Michigan College. The Board shall present a report to the members at the Annual Meeting on the financial condition of the Michigan College.

Section 3 - Fiscal Year: The fiscal year of the Michigan College shall be determined by the Board.

Article XIV - ETHICS

Section 1 - Principles: The Code of Ethics for Emergency Physicians, as endorsed and published by the American College, shall be the Principles of Ethics of the Michigan College and shall be and hereby are made a part of these Bylaws.

Section 2 - Violation of Ethical Principles: If any member is believed to have violated the Code of Ethics for Emergency Physicians, or to be otherwise guilty of conduct justifying censure, suspension, or expulsion from this Association, any member may prefer charges against him or her in the form and manner specified in the Bylaws of the American College.

Section 3 - Review: The Board shall review or cause to be reviewed annually, the Code of Ethics for Emergency Physicians.
Policy Compendium

This Compendium contains MCEP policies as of October 7, 2013.
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ADVERTISING POLICY

News and Views, as a professional society newsletter, is published by the Michigan College of Emergency Physicians (MCEP) as a source or news and information on matters of interest to its members. News and Views may accept paid advertising subject to the following:

1. A prospective advertiser will complete and return a copy of MCEP’s advertising contract together with the proposed copy.

2. Copy and advertisement deadlines shall be determined by the Editor and Executive Director.

3. All copy will be reviewed by the Editor and/or the Executive Director, both of whom have discretion to reject any proposed advertising copy not believed to be in keeping with programs, goals, or general purpose of MCEP or because of space limitations.

4. Questions or problems concerning proposed advertising that cannot be satisfactorily resolved with the Editor or Executive Director shall be directed to the Publications Committee whose decision will be final.

5. Fees for advertisement will be determined annually by the Executive Director in consultation with the MCEP President. The fees will be reviewed by the Publications Committee and approved by the Board of Directors.
ANTITRUST

The Michigan College of Emergency Physicians is a national not-for-profit professional organization that exists to support quality emergency medical care and to promote the interest of emergency physicians. The College is not organized to and may not play any role in the competitive decisions of its members or their employees, nor in any way restrict competition among members or potential members. Rather it serves as a forum for a free and open discussion of diverse opinions without in any way attempting to encourage or sanction any particular business practice.

The College provides a forum for exchange of ideas in a variety of settings including its annual meeting, educational programs, committee meetings, and Board meetings. The Board of Directors of the College recognizes the possibility that the College and its activities could be viewed by some as an opportunity for anti-competitive conduct. Therefore, the Board is promulgating this policy statement to clearly and unequivocally support the policy of competition served by the antitrust laws and to communicate the College’s uncompromising policy to comply strictly in all respects with those laws.

While recognizing the importance of the principle of competition served by the antitrust laws, the College also recognizes the severity of the potential penalties that might be imposed on not only the College but its members as well in the event that certain conduct is found to violate the antitrust laws. Should the College or its members be involved in any violation of federal/state antitrust laws, such violation can involve both civil as well as criminal penalties that may include imprisonment for up to 3 years as well as fines up to $350,000 for individuals and up to $10,000,000 for the College plus attorney fees. In addition, damage claims awarded to private parties in a civil suit are tripled for antitrust violations. Given the severity of such penalties, the Board intends to take all necessary and proper measures to ensure that violations of the antitrust laws do not occur.

In order to ensure that the College and its members comply with the antitrust laws, the following principles will be observed:

- The Michigan College of Emergency Physicians or any committee, section, chapter, or activity of the College shall not be used for the purpose of bringing about or attempting to bring about any understanding or agreement, written or oral, formal or informal, expressed or implied, among two or more members or other competitors with regard to prices or terms and conditions of contracts for services or products. Therefore, discussions and exchanges of information about such topics will not be permitted at College meetings or other activities.

- There will be no discussions discouraging or withholding patronage or services from, or encouraging exclusive dealing with any health care provider or group of health care providers, any supplier or purchaser or group of suppliers or purchasers of health care products or services, any actual or potential competitor or group of actual potential competitors, any patients or group of patients, or any private or governmental reimburser.

- There will be no discussions about allocating or dividing geographic or service markets, customers, or patients.

- There will be no discussions about restricting, limiting, prohibiting, or sanctioning advertising or solicitation that is not false, misleading, deceptive, or directly competitive with College products or services.
• There will be no discussions about discouraging entry into or competition in any segment of the health care market.

• There will be no discussions about whether the practices of any member, actual or potential competitor, or other person are unethical or anti-competitive, unless the discussions or complaints follow the prescribed due process provisions of the College's bylaws.

• Certain activities of the College and its members are deemed protected from antitrust laws under the First Amendment right to petition government. The antitrust exemption for these activities, referred to as the Noerr-Pennington Doctrine, protects ethical and proper actions or discussions by members designed to influence: 1) legislation at the national, state, or local level; 2) regulatory or policy-making activities (as opposed to commercial activities) of a governmental body; or 3) decisions of judicial bodies. However, the exemption does not protect actions constituting a “sham” to cover anticompetitive conduct.

• Speakers at committees, educational meetings, or other business meetings of the College shall be informed that they must comply with the College's antitrust policy in the preparation and the presentation of their remarks. Meetings will follow a written agenda approved in advance by the College or its legal counsel.

• Meetings will follow a written agenda. Minutes will be prepared after the meeting to provide a concise summary of important matters discussed and actions taken or conclusions reached.

At informal discussions at the site of any College meeting all participants are expected to observe the same standards of personal conduct as are required of the College in its compliance.
AUDIT COMMITTEE

The Finance Committee will serve as the Audit Committee to review and work with the external audit and discuss processes with the Board.

Approved by Board of Directors
December 3, 2008
CONFLICT OF INTEREST

Officers, Directors, Committee Chairs, and others acting on behalf of the College have a fiduciary duty to the College, including the duties of loyalty, diligence, and confidentiality. Despite the self-interests that members inevitably have, those in positions of responsibility, in their fiduciary capacity, must act in utmost good faith on behalf of the College. In accepting their positions, they undertake to give the association the benefit of their care and best judgment and to exercise the powers conferred solely in the interest of the association and not for their own personal interest.

Conflicts of interest arise when participants in positions of responsibility have personal, or outside financial, business, or professional interests or responsibilities that conflict with their duties to MCEP. The immediacy and seriousness of various conflicts of interest situations can differ. Of basic importance is the degree to which the interest would tend one toward bias or pre-disposition on an issue or otherwise compromise the interests of the College.

A conditional, qualified, or potential conflict of interest can arise when the outside interest is not substantial in size or does not relate significantly to any contemplated action of the College. For example, a person might hold a minor financial interest in a company wishing to do business with the College. Disclosure is ordinarily sufficient to deal with this type of conflict of interest, provided that there is no expectation that one’s duty of loyalty to the College would be affected.

A direct conflict of interest arises when an individual holds a position of responsibility with the College and also holds a material interest in the issue at hand. Direct conflicts of interest arise, for example, when an individual engages in a personal transaction with the College or holds a material interest or position of responsibility in an organization involved in a specific transaction with the College. Such a situation places the person in the impossible position of attempting to represent both the College and one’s personal interests or those of the other organization. The appropriate and necessary course of action in such cases is to disclose the conflict and recuse oneself, i.e., to remove oneself from the deliberations and the vote on the issue.

In rare circumstances, an individual may have such a serious, ongoing, and irreconcilable conflict, where the relationship to an outside organization so seriously impedes one’s ability to carry out the fiduciary responsibility to the College, that resignation from the position with the College or the conflicting entity is appropriate.

Dealing effectively with actual or potential conflicts of interest is a shared responsibility of the individual and the organization. The individual and organizational roles and responsibilities with regard to conflicts of interest follow.
A. General

1. All individuals who serve in positions of responsibility within the College need not only to avoid conflicts of interest, but also to avoid the appearance of a conflict of interest. This includes Officers, Directors, Committee Chairs, and other elected or appointed leaders, and staff. Decisions on behalf of the College must be based solely on the interest of the College and its membership. Decisions must not be influenced by desire for personal profit or other extraneous considerations.

2. Officers, Board members, Committee Chairs, and the Executive Director shall annually sign a statement acknowledging their fiduciary responsibility to the College and pledge to avoid conflicts of interest or the appearance of conflicts of interest. The issue of conflict of interest with regard to the remainder of the staff shall be the responsibility of the Executive Director.

3. Officers, Board members, Committee Chairs, and the Executive Director shall annually complete a form disclosing pertinent financial and career related information and will update that information as necessary to continuously keep it current and active.

4. Officers, Board members, Committee Chairs, and the Executive Director shall annually sign a statement acknowledging that they sometimes have access to confidential information and pledge to protect the confidentiality of that information.

5. Officers, Board members, and Committee Chairs, shall annually pledge to clarify their position when speaking on their own behalf as opposed to speaking on behalf of the membership as a whole, or as an officer or member of the Board of Directors or senior staff member.

6. Officers, Board members, and the Executive Director will periodically review the conflict of interest disclosure statements submitted to the College to be aware of potential conflicts that may arise with others.

7. When an Officer, Board member, or the Executive Director believes that an individual has a conflict of interest that has not been properly recognized or resolved, the Officer, Board member, or Executive Director will raise that issue and seek proper resolution.

8. Any member may raise the issue of conflict of interest by bringing it to the attention of the Board through the President or the Executive Director. The final resolution of any conflict of interest shall rest with the Board of Directors.

9. Officers, Board members, and the Executive Director will ensure that proper disclosure and actions taken in regard to those disclosures are a matter of record.

B. Disclosure Form

Officers, Board members, Committee Chairs, and the Executive Director shall annually complete a form that shall disclose the following.

1. Other Board of Director positions, including a brief description of the nature and purposes of the organization.
2. Positions of employment, including the nature of the business of the employer, the position held, and a description of the daily responsibilities of the employment.

3. Relationships that involve holding a position of responsibility or a substantial financial interest (other than a less than 1% interest in a publicly traded company), or the receipt of any unusual gifts or favors from an outside entity or person, from which MCEP obtains substantial amounts of goods or services, or which provides services that substantially compete with MCEP.

4. Substantial financial interests or positions of responsibility in entities providing goods or services in support of the practice of emergency medicine (e.g., physician practice management company, billing company, physician placement company, book publisher, medical supply company, malpractice insurance company), other than owning less than a 1% interest in a publicly traded company.

5. Any other interest the member believes may create a conflict with the fiduciary duty to the membership of MCEP or that may create the appearance of a conflict of interest.

The completed disclosure forms shall be provided to the President and the Executive Director. In addition, the forms will be made available to other Board members and placed in the General Reference Notebook available at each Board meeting for review by Officers and members of the Board of Directors.

C. Additional Rules of Conduct

1. Transactions with MCEP

Whenever a potential transaction or agreement with MCEP is presented for consideration at a meeting or other deliberation involving the participation of an Officer, Board member, Committee Chair, or the Executive Director, such person shall disclose any position of responsibility or significant relationship to the person or organization involved in the potential transaction or agreement. This disclosure shall be made even if the position or relationship has otherwise been disclosed in the documents filed with the College. If the discussion includes consideration of confidential information that should not be disclosed to the outside person or organization, the individual involved shall be absent from the portion of the discussion involving the confidential information. When a motion is made for approval of a transaction or agreement with MCEP, the appropriate course of action in such cases is to disclose the conflict and recuse oneself, i.e., to remove oneself from the deliberations and the vote on the issue.

2. MCEP Policy Decision

When MCEP considers the adoption of policy that relates directly to a specific and financial focus of business or professional activity engaged in by an officer, Board member, or Committee Chair, by such individual’s employer, or by an entity in which the individual has a substantial financial interest (other than less than a 1% interest in a publicly traded corporation), the individual shall disclose the nature of the relationship to the issue before speaking to the issue. When a motion is made for approval, the appropriate course of action in such cases is to disclose the conflict and recuse oneself, i.e., to remove oneself from the deliberations and the vote on the issue.
3. Employment Activity

The responsibilities of a Board member or Officer to an employer may at times require such individual to engage in activity that may interfere with the goals or initiatives of the College. Whenever possible the individual involved should avoid such activity, consistent with the responsibilities to the employer. When conflicts are not avoidable, the individual involved shall disclose to the President or Executive Director, in advance, any specific anticipated employment activity that may be expected to create a conflict. In representing the employer, the individual involved shall make it clear that he or she is acting on behalf of the employer and not as an Officer or Board member of MCEP. Should the employment activity of the individual involved require the individual to act in actual conflict with MCEP repeatedly or over an extended period of time, the Board member should consider whether the employment activity is compatible with service to the College. The final decision on such matters rests with the individual involved, subject to the provision for removal of an officer or Board member as contained in the Bylaws.
CONFLICT OF INTEREST STATEMENT

(all volunteers are asked to adhere too)

I agree that my service as a Board Member and volunteer shall not result in a conflict of interest, which might jeopardize the performance of duties, which are in the best interest of the Association and the membership in general. Conflicts of interest would include, but not be limited to, direct financial or close personal interest in a company, product, service or program, which could be affected by a decision of the Board on which I serve. I agree to report all conflicts of interest. I understand all program and service ideas generated or implemented by way of my service are property of MCEP and I agree not to compete with MCEP in the implementation of these ideas.

Approved by Board of Directors
December 3, 2008
COMPLIANCE WITH DISCLOSURE REQUIREMENTS

To assure that requests for disclosure of Form 990 information will be handled properly by any employee of MCEP, the following procedures will be complied with.

A folder labeled “FORM 990 DISCLOSURE” will be filed in a prominent place, accessible to all employees, which will include the following:

1. Form 990 Disclosure instruction sheet
2. Form 990 Disclosure listing
3. Form 990 Receipt
4. Copies of each of the last three years 990’s in individual envelopes with cost for each listed on the envelope.

Form 990 Disclosure Instructions

Employees will follow this procedure in disclosing 990 information to requestors:

Walk-Ins

- Tell them you would be happy to comply with their request and ask them for identification for our records. Write information on the Disclosure Listing Sheet.
- Ask them the purpose of their request, (they are not required to reveal it) and, if offered, note on disclosure listing form.
- Have them sign a 990 Receipt form and give them a copy – make sure to keep the original.
- Collect the fee listed on the envelope for each of the 990’s they are requesting and then give them the forms. You must collect the fee before releasing the information.

Telephone Calls

- Find out who is calling and what organization they represent. Note this information on the Disclosure Listing sheet.
- Tell them you would be happy to comply with their request if they make it in person or in writing.
- Notify them of the fee for this service which is payable in advance.

Written/email Requests

- Refer to Executive Director immediately.

Approved by Board of Directors
December 3, 2008
Sample 990 Form Receipt

I, ______________________________, declare that I have received the Form 990 of the Michigan College of Emergency Physicians for the year(s) __________________ for the sole purpose of ______________________________ (not required).

Date: ____________________________

Name ______________________________

Signature: __________________________
Sample Disclosure Listing

<table>
<thead>
<tr>
<th>Date of Request</th>
<th>Person Requesting</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
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</tr>
</tbody>
</table>
DEATH OF A CHAPTER LEADER OR STAFF MEMBER

Members of the Board of Directors and Past Presidents:

1. Notification – When a member of the Board of Directors or a Past President dies, a telephone call or fax will be sent, by the Executive Director, to other Board member and Past Presidents. The Executive Director will communicate with the family of the deceased to obtain information about funeral or memorial services as well as the family’s wishes concerning memorial contributions. This information will be included in the telephone call or fax.

2. Memorial Services – The President and the Executive Director, or their designees, may attend (when feasible) the funeral services at Chapter expense. Other Chapter leaders and staff members may choose to attend the services at their own expense, if they are not selected by the President or the Executive Director as their designee.

3. Flowers or Contributions – The Executive Director can give approval for flowers or contributions up to $100. Exceeding $100 will be the decision of the President or Executive Committee.

Committee Members:

1. Notification – When a current committee member dies, a telephone call or fax will be sent by the Executive Director to members of the Board of Directors, committee chair, and the other members of that committee. The Executive Director will communicate with the family of the deceased to obtain information about funeral or memorial services as well as the family’s wishes concerning memorial contributions. This information will be included in the telephone call or fax.

2. Memorial Services – College leaders and staff members may choose to attend (when feasible) the funeral services at their own expense.

3. Flowers or Contributions – The Executive Director can give approval for flowers or contributions up to $100. Exceeding $100 will be the decision of the President or Executive Committee.

Staff Members:

1. Notification – When a member of the Headquarters staff dies, a telephone call or fax will be sent by the Executive Director to members of the Board of Directors and other members with whom the deceased has worked closely. The Executive Director will communicate with the family of the deceased to obtain information about funeral or memorial services as well as the family’s wishes concerning memorial contributions. This information will be included in the telephone call or fax.

2. Memorial Services - The President and the Executive Director, or their designees, may attend (when feasible) the funeral services at Chapter expense. Other Chapter leaders and staff members may choose to attend the services at their own expense, if they are not selected by the President or the Executive Director as their designee. If the services are in the Lansing area, the MCEP office maybe closed for a few hours to allow all the staff members to attend.

3. Flowers or Contributions – The Executive Director can give approval for flowers or contributions up to $100. Exceeding $100 will be the decision of the President or Executive Committee.

Approved by Board of Directors
May, 2004
EDUCATIONAL PROGRAMS ANNUAL CALENDAR POLICY

MCEP requires that all educational programs be scheduled a minimum of nine months in advance. Such programs require the approval of the Executive Director and Education Director before scheduling.

The purpose of this policy is to avoid any potential conflicts in regards to location, time, dates, staffing responsibilities and financial resources as the number of programs continues to grow. It is not meant to be punitive or prohibitory in any manner and all attempts will be made to accommodate any requests.

Such calendar will also take into account any existing National ACEP meetings, such as Scientific Assembly or Leadership Conference. It will be the responsibility of the Executive Director to oversee such calendar and to make any necessary changes should conflict arise.

Approved by Board of Directors
May, 2004
EMAIL & INTERNET ACCESS POLICY

Introduction

1. This Policy is a supplement to the MCEP Personnel Policies & Procedures Manual and contains important rules covering e-mail and access to the Internet. Many of the rules apply equally to MCEP's other methods of communicating with the outside world such as letter, fax and telephone.
2. This Policy explains how e-mail and Internet access should be used. It explains what you are allowed to do and what you are not allowed to do.
3. The Policy starts with some general rules covering dos and don’ts: We have then identified six areas where legal problems might arise for you and for the Company. These are harassment, defamation, copyright, entering contracts, pornography and confidential information. Under each section there is an explanation of the potential legal problems and some rules to help avoid those problems.
4. Failure to comply with the rules set out in this Policy:
   a. may result in legal claims against you and the MCEP; and
   b. may lead to disciplinary action being taken against you, including dismissal.
   c. It is vital that you read this Policy carefully. If there is anything that you do not understand, it is your responsibility to ask your manager to explain in detail. Once you have read and understood this Policy, you must sign it for your company file. Feel free to make yourself a photocopy. Return the signed copy to the Executive Director and keep the photocopy for your own reference purposes.

GENERAL

1. The MCEP e-mail system is primarily for business use. Occasional and reasonable personal use is permitted provided that this does not interfere with the performance of your duties.
2. All e-mail is stored and MCEP may inspect e-mail (including personal e-mail) at any time without notice.
3. If you send a personal e-mail, start or sign off the e-mail with the following statement:

   Notice of Personal E-mail: This e-mail is personal. It is not authorized by or sent on behalf of the sender’s employer. This e-mail is the personal responsibility of the sender.

4. Ask yourself, before sending any e-mail, how you would feel if your message was read out loud in Court. E-mail messages may have to be disclosed in litigation.
5. Obtain confirmation of receipt for important e-mails sent. If the Return Receipt is not acknowledged by the recipient and it is important to MCEP to know the e-mail was in fact received, it is your responsibility to do a follow up e-mail to get this confirmation.
6. Make and keep hard copies of important e-mails sent and received.
7. Keep all passwords secure.
8. Check your e-mail at least once on each working day or arrange for a duly authorized person to do so on your behalf.
9. Reply promptly to all e-mail messages requiring a reply. Where a prompt detailed response is not possible, send a short e-mail acknowledging receipt and giving an estimate of when a detailed response will/should be sent.
10. Do not impersonate any other person when using e-mail or amend any received messages.
11. Do not import any non-text file, including files received as e-mail attachments, onto your system without first checking them for viruses, using MCEP approved software. It is your responsibility to remain virus free and update your virus software each time you log on.
12. Do not create unnecessary e-mail congestion by sending trivial messages, personal messages or by copying e-mails to those who do not need to see them.
13. Do not access the World Wide Web for purposes other than those for which you are employed.
14. Do not deliberately visit, view, or download any material from any Web site containing sexual or illegal material or material which is offensive in any way whatsoever.
15. Do not subscribe to any message boards, newsgroups or any other Internet service of any kind whatsoever without prior written permission from the Executive Director.
16. Do not download software onto MCEP’s system without the prior written permission of the Executive Director. This includes software and shareware available for free on the Internet.

I have read the above MCEP E-mail Policy and understand that by not following these guidelines I will face disciplinary action and possible termination of employment.

Employee Name (Print Clearly): ____________________________

Employee Name (Signature): _____________________________

Date: _______________________________
ETHICS

MCEP Business Arrangements

• MCEP may enter into business arrangements determined to be beneficial to the College. College policies and sound business practices, including a clear delineation of the expected benefits and risks, determine whether such arrangements are prudent and proper.

• MCEP may endorse business ventures based on the merit of each individual proposal and consistent with the Colleges value statements.

• Except for customary MCEP educational agreements, the College does not enter into business arrangements with staff or College officers (as defined in the MCEP Bylaws), directors, or committee chairs.

• All business arrangements involving MCEP and other College members or staff not excluded above are considered for approval by the Executive Committee of the Board of Directors subject to ratification by the Board of Directors.

• MCEP staff, in conjunction with the Finance Committee and the Board of Directors, manages College business not otherwise covered in this policy.

Approved by Board of Directors
December 3, 2008
EXHIBITION OF COMMERCIAL MATERIALS AT MCEP

1. The exhibition of commercial materials and/or products at MCEP courses will be coordinated through the MCEP office.

2. The use of exhibit space at MCEP courses must be approved through the MCEP office prior to their actual display.

3. All commercial materials will be displayed in the approved exhibitors area.

4. The approval of space for display does not in any way represent endorsement of the materials themselves by MCEP.
FAMILY & BUSINESS RELATIONSHIPS DISCLOSURE FORM

Michigan College of Emergency Physicians

The new IRS 990 form for non-profit organizations asks for details in all family and business relationships. Please disclose those below and attach with IRS 990 forms.

1. Do you have a relationship with any person providing services to this organization?
   
   If Yes, with whom? Name ________________________________
   
   Your relationship ____________________

2. What were the services performed/provide to this organization?
   
   ______________________________________________________________________________________

3. What was the compensation for the services provided?
   
   ______________________________________________________________________________________

Board Member Name __________________________________________________________
(please print)

Signed ________________________________

Office ______________________________ Term of Office _______________________________

Approved by Board of Directors
December 3, 2008
Criteria for Recommendation of Non-Boarded Chapter Members for Fellowship /
Active Involvement in MCEP Activities

In 1992, Fellow requirements were established that required that an applicant for fellow status meet
three of 10 individual requirements. One of those ten requirements was the following:

- Active involvement in chapter activities as attested by the chapter president or Executive
  Director.

In 2007, the Council voted an alternative pathway to fellow status that requires that those using this
alternative pathway meet three of these individual requirements and that one of the three selected by the
applicant must be either:

- Active involvement in chapter activities as attested by the chapter president or Executive
  Director, or
- Member of a national ACEP committee, the ACEP Council or national Board of Directors.

MCEP sets forth the following requirements for recommendation for fellowship status:
Recommendation for fellowship status will be decided by the MCEP Board of Directors on an
individual basis and at the sole discretion of the MCEP Board of Directors.

To be eligible for consideration by the MCEP Board of Directors, an individual must demonstrate
evidence of high professional standing and active involvement in chapter activities. (MCEP
membership is expected but is not in and of itself sufficient evidence of active involvement nor are
attendance at MCEP and/or national meetings.)

MCEP considers “active involvement” to mean leadership and/or significant activity that promotes and
furthers MCEP goals and development. Criteria that meet this requirement include:

- Current or past member of MCEP Board of Directors
- Current or past councilor of MCEP
- Current or past committee chair of MCEP
- Course director for MCEP CME programs

Other criteria that may be considered:

- Representing MCEP as a liaison to government or organizational entities
- Authoring or editing MCEP publications
- Participation as faculty in MCEP meetings, projects, or CME programs
- Significant notable contribution as a committee member

Active involvement, while required for MCEP Board consideration, does not guarantee final
recommendation for fellowship status by the Board of Directors.

Approved by Board of Directors
December 3, 2008
MEMBERSHIP FILE RETENTION GUIDE

Document Description

Membership Records
The American College of Emergency Physicians retains all membership records, correspondence, dues statements and related materials which will be maintained by according to the ACEP Record Retention Policy.

MCEP Guide to Retention of Business Records

<table>
<thead>
<tr>
<th>Document Description</th>
<th>Retention Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accident Report and Claims (settled cases)</td>
<td>7 years</td>
</tr>
<tr>
<td>Accounts payable ledgers and trial balances</td>
<td>7 years</td>
</tr>
<tr>
<td>Accounts receivable ledgers and trial balances</td>
<td>7 years</td>
</tr>
<tr>
<td>Audit reports of public accountants</td>
<td>Permanent</td>
</tr>
<tr>
<td>Bank Statements and Reconciliations</td>
<td>3 years</td>
</tr>
<tr>
<td>Capital Stock and bond records: ledgers, transfer registers, stubs showing issues, record of interest coupons, options, etc.</td>
<td>Permanent</td>
</tr>
<tr>
<td>Cash books</td>
<td>Permanent</td>
</tr>
<tr>
<td>Chart of Accounts</td>
<td>Permanent</td>
</tr>
<tr>
<td>Checks (cancelled) see exception below</td>
<td>7 years</td>
</tr>
<tr>
<td>Checks (cancelled) for important payments (taxes, property purchases, contracts, etc.); retained with related papers</td>
<td>Permanent</td>
</tr>
<tr>
<td>Contracts and leases (current)</td>
<td>Permanent</td>
</tr>
<tr>
<td>Contracts and leases (expired)</td>
<td>7 years</td>
</tr>
<tr>
<td>Copyright</td>
<td>Permanent</td>
</tr>
<tr>
<td>Correspondence (legal and important matters only)</td>
<td>Permanent</td>
</tr>
<tr>
<td>Correspondence (general)</td>
<td>3 years</td>
</tr>
<tr>
<td>Document Type</td>
<td>Retention Period</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Correspondence (routine with customers of vendors)</td>
<td>1 year</td>
</tr>
<tr>
<td>Deeds, mortgages and bills of sale</td>
<td>Permanent</td>
</tr>
<tr>
<td>Depreciation schedules</td>
<td>Permanent</td>
</tr>
<tr>
<td>Duplicate deposit slips</td>
<td>3 years</td>
</tr>
<tr>
<td>Employee personnel records after termination</td>
<td>7 years</td>
</tr>
<tr>
<td>Employment tax returns</td>
<td>7 years</td>
</tr>
<tr>
<td>Expense analysis and expense distribution schedule</td>
<td>7 years</td>
</tr>
<tr>
<td>Financial statements – End – of – year</td>
<td>7 years</td>
</tr>
<tr>
<td>General and private ledgers, and end-of-year trial balances</td>
<td>Permanent</td>
</tr>
<tr>
<td>Information returns</td>
<td>7 years</td>
</tr>
<tr>
<td>Insurance policies and records (current)</td>
<td>Permanent</td>
</tr>
<tr>
<td>Insurance policies (expired)</td>
<td>3 years</td>
</tr>
<tr>
<td>Internal audit reports and working papers</td>
<td>3 years</td>
</tr>
<tr>
<td>Internal reports (miscellaneous)</td>
<td>3 years</td>
</tr>
<tr>
<td>Inventories of products, materials and supplies</td>
<td>7 years</td>
</tr>
<tr>
<td>Invoices to customers and from vendors</td>
<td>7 years</td>
</tr>
<tr>
<td>Journals</td>
<td>Permanent</td>
</tr>
<tr>
<td>Licenses and Permits</td>
<td>Permanent</td>
</tr>
<tr>
<td>Minute books of directors and stockholders, Including bylaws and charter</td>
<td>Permanent</td>
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<tr>
<td>Notes receivable ledgers and trial balances</td>
<td>7 years</td>
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<tr>
<td>Optional records (expired)</td>
<td>7 years</td>
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<tr>
<td>Patents</td>
<td>Permanent</td>
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<tr>
<td>Payroll records and summaries including payment of pensioners</td>
<td>7 years</td>
</tr>
<tr>
<td>Personnel employment applications</td>
<td>3 years</td>
</tr>
<tr>
<td>Petty cash vouchers</td>
<td>3 years</td>
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<tr>
<td>Property appraisals by outside appraisers</td>
<td>Permanent</td>
</tr>
<tr>
<td>Record Type</td>
<td>Retention Period</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Property records – including costs, depreciation</td>
<td>Permanent</td>
</tr>
<tr>
<td>reserves, end-of-year trial balances, blueprints and plans</td>
<td></td>
</tr>
<tr>
<td>Purchase orders (except purchasing department copy)</td>
<td>1 year</td>
</tr>
<tr>
<td>Purchase orders (purchasing department copy)</td>
<td>7 years</td>
</tr>
<tr>
<td>Receiving sheets</td>
<td>1 year</td>
</tr>
<tr>
<td>Requisitions</td>
<td>1 year</td>
</tr>
<tr>
<td>Royalty Records</td>
<td>7 years</td>
</tr>
<tr>
<td>Sales Records</td>
<td>7 years</td>
</tr>
<tr>
<td>Stock and bond certificates (cancelled)</td>
<td>7 years</td>
</tr>
<tr>
<td>Subsidiary ledgers to the general ledger and trial balances</td>
<td>7 years</td>
</tr>
<tr>
<td>Tax returns and worksheets, revenue agents reports and other documents</td>
<td>Permanent</td>
</tr>
<tr>
<td>relating to determination of tax liability</td>
<td></td>
</tr>
<tr>
<td>Time books</td>
<td>7 years</td>
</tr>
<tr>
<td>Trademark registrations</td>
<td>Permanent</td>
</tr>
<tr>
<td>Voucher register and trial balances</td>
<td>7 years</td>
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</tbody>
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*Approved by Board of Directors*

*December 3, 2008*
FRAUDULENT OR DISHONEST CONDUCT AND WHISTLEBLOWER POLICY STATEMENT

MCEP will investigate any possible fraudulent or dishonest use or misuse of the College’s resources or property by staff members, members or volunteers. Any staff member found to have engaged in fraudulent or dishonest use or misuse of the College’s resources or property is subject to disciplinary action by MCEP, up to and including dismissal. MCEP reserves the right to refer such matters for civil and criminal prosecution.

All members of the MCEP staff are encouraged to report possible fraudulent or dishonest conduct involving the resources or property of the College. A staff member should report his or her concerns to their supervisor. If for any reason a staff member finds it difficult to report his or her concern to their supervisor, the staff member can report it directly to the Executive Director. In the event that a staff member suspects the Executive Director of fraudulent or dishonest conduct, such matter should be reported to the President. If a member or volunteer is suspected of fraudulent or dishonest activity, the Executive Director will notify the President.

For more information about definitions, rights and responsibilities, and procedures, please read the following:

Rights and Responsibilities:

Supervisors are required to report suspected fraudulent or dishonest conduct to the Executive Director.

Reasonable care should be taken in dealing with suspected misconduct to avoid:

- baseless allegations
- premature notice to persons suspected of misconduct and/or disclosure of suspected misconduct to others not involved in the investigation
- violations of a person’s rights

Accordingly, a supervisor who is informed of suspected misconduct should:

- NOT contact the person suspected to further investigate the matter
- NOT discuss the issue with anyone other than the Executive Director

Once the Executive Director is aware of any suspected misconduct involving the use or misuse of the College’s resources or property by staff, the Executive Director will investigate the allegations to ensure they are not baseless and will then consult with appropriate parties of the College (including, but not limited to, President and Executive Committee). If the suspected misconduct involves a member or volunteer, the Executive Director will notify the President who will investigate the allegations.
Whistleblower Protection:

MCEP staff members may not retaliate against a whistleblower with the intent or effect of adversely affecting the terms and conditions of employment (including, but not limited to, threats of physical harm, loss of job, punitive work assignments, or impact on salary or wages). A whistleblower who believes that he/she has been retaliated against may file a written complaint with the Executive Director. If the whistleblower believes that he/she has been the subject of retaliation from the Executive Director, he/she may file a written complaint with the President.

MCEP will use its best efforts to protect whistleblowers against any form of retaliation, as described below. It cannot guarantee confidentiality, however, and there is no such “unofficial” or “off the record” reporting. MCEP will keep the whistleblower’s identity confidential, unless (1) the person agrees to be identified; (2) identification is necessary to allow MCEP or law enforcement officials to investigate or respond effectively to the report; (3) identification is required by law; or (4) the person accused of fraudulent or dishonest conduct is entitled to the information as a matter of legal right in disciplinary proceedings.

Whistleblowers must avoid baseless allegations (as described under the definitions section of this Policy).

Definitions:

Whistleblower: A staff member who informs a supervisor or the Executive Director or President about an activity which that person believes to be fraudulent or dishonest.

Fraudulent or Dishonest Conduct: A deliberate act or failure to act with the intention of obtaining an unauthorized benefit from the College. Examples of such conduct include, but are not limited to:

- Forgery or alteration of any documents
- Unauthorized alteration or manipulation of computer files
- Fraudulent financial reporting
- Pursuit of a benefit or advantage in violation of the College’s Conflict of Interest Policy
- Misappropriation or misuse of MCEP resources, including funds, supplies, or other assets
- Authorizing or receiving compensation for services not received or services not performed
- Authorizing or receiving compensation for hours not worked
- Filing expense reports or travel reimbursement requests that are false or in violation of MCEP policies

Baseless Allegations: Allegations made with disregard for their truth or falsity. People making such allegations may be subject to disciplinary action.

Contacts:

Questions regarding this Policy should be directed to the Executive Director.

Approved by Board of Directors
December 3, 2008
NEGOTIATION OF EXECUTIVE DIRECTOR CONTRACT

With input from the Board of Directors and the Executive Committee the President shall negotiate the contract with the Executive Director.

Comparable data collected from the American Society of Association Executives, The Michigan Society of Association Executives, and the American Association of Medical Society Executives will be used to determine appropriate salary guidelines. Other criteria may include:

- review of goals established by Executive Committee and Board of Directors;
- accomplishments of the association for the preceding year;
- salary history for the previous five years;
- summary of vacation, holiday and sick time used the past year;
- copies of reviews for the preceding three years;
- any other materials relevant to conducting the performance review.

The President may solicit input from the Board of Directors relative to the performance of the Executive Director in a format approved by the Board. This information shall be shared with the Executive Committee as part of the performance review process. The committee shall document with respect to the deliberations and decisions regarding the compensation arrangement.

The Executive Director’s salary for the coming year shall be included as part of the budget recommendation from the Executive Committee to the Board for ratification. The Board of Directors shall maintain a high level of confidentiality regarding salary and benefit provisions of the Executive Director.

Approved by Board of Directors
December 3, 2008
SOCIAL MEDIA STRATEGY PLAN

PLAN OVERVIEW

The Michigan College of Emergency Physicians has a limited social media presence. As a result, the developed strategy plan will encompass implementation goals for the following three sites:

LinkedIn: the largest professional network that allows people to exchange knowledge, ideas, and opportunities through connecting with others and following groups and companies

Uses of LinkedIn Group
- Enable public discussions and connect with target market
- Promote educational and networking opportunities by creating discussion topics
- Gain a wider audience through establishing connections

Facebook: a social networking site in which users may build and maintain connections by interacting through adding “friends” and viewing groups’ pages

Uses of Facebook Group:
- Notify members of events or share information by posting status updates, photos, and videos
- Interact with users by allowing them to post and comment
- Build a larger audience by gaining “likes” and views

Twitter: a real-time information network that permits users to share short bursts of information with the public, utilizing key tag words

Uses of Twitter Account:
- Make important and relevant announcements by sending Tweets and tracking key words
- Create conversations by allowing followers to respond to Tweets
- Expand audience by increasing “follower” count

OBJECTIVES

The key objectives of the social media strategy plan are as follows:
- Promote various MCEP events
- Keep members informed of monthly and annual committee meetings
- Share MCEP meeting outcomes and expertise
- Update members with upcoming educational opportunities for physicians
- Create member discussions on current prevalent issues
- Provide public with current news and events regarding public safety
- Gain new members and support by promoting MCEP through social media
- Obtain valuable data regarding members and member interests

Approved by Board of Directors
July 19, 2013
TARGET MARKET

MCEP’s target audience consists of members and physicians as well as the public. The creating, implementation, and maintenance of social media sites will be focused on capturing and widening the target audience, which can be separated into the following segments:

Medical Students: As active online users, information on LinkedIn, Twitter, and Facebook will easily reach these members. LinkedIn will be used to encourage open member discussions. Facebook, as the current most popular social media site, will be used to share relevant information and stimulate interaction. Twitter will be utilized to relay short bursts of engaging information to appeal to the groups’ busy lifestyles.

Residents: Residents attempt to discover a work-life balance during this busy point in their early career. This age bracket makes up the majority of social media users. Much like the medical students, members will be involved in open discussions on LinkedIn, interact among one another on Facebook, and receive pertinent information about their profession via Twitter.

Early Career: Physicians in the early stages of their career will receive up-to-date relevant information of their interest on LinkedIn, Facebook, and Twitter. As they establish their career and become involved in MCEP, they will be notified of important calendar dates as well as further educational opportunities to help get ahead in their careers.

Mid-Career: The people in the middle of their career will receive pertinent information about opportunities to help them advance further through LinkedIn discussions, Facebook posts, and Tweets on Twitter.

Near Retirement: Those near retirement may be looking for ways to get further involved as they begin to have more of their time available. They may find ways to get involved and volunteer on LinkedIn, Facebook, and Twitter, as well as stay current with organization news and events.

Public: MCEP will also provide information to the general public, including important health and safety articles and current news and events.

RULES OF ENGAGEMENT

MCEP has developed guidelines for conduct to be followed when utilizing social media on behalf of MCEP. Please see Appendix A for the policy.

Here is a summary of the MCEP Social Media Policy:

- Be positive posts are factual and not opinion-based.
- Respect copyright laws. Do not take credit for posts that are not original.
- Be appropriate. Do not use ethnic slurs, obscenity, or insults when posting.
- Never include any confidential information online, such as financial data.
- Do not cite a member of the organization or a supporter without approval.
- Avoid price fixing and anti-trust behavior that is unacceptable.
- Be respectful and considerate when replying to comments and posts.
- Delete any user comments that involve inappropriate behaviors noted above.
IMPLEMENTATION

Social media group/account names:
Linked In: Michigan College of Emergency Physicians
Facebook: Michigan College of Emergency Physicians
Twitter: @MI_ACEP

Content:
The Public Relations Committee along with the Board of Directors will provide weekly postings as approved by the Executive Director. In addition, sites will be checked to enable prompt responses to user comments and removal of inappropriate posts.

Content may include but is not limited to:
- MCEP member meeting dates and locations
- MCEP calendar events - Important outcomes from meetings and events
- Health and safety articles for public
- Articles on emerging trends
- Physician job postings in MI area
- Physician educational opportunities such as classes, seminars, workshops

MARKETING

The following forms of marketing will be utilized in order to promote MCEP’s social media sites:
- E-mail marketing: members will be sent notification via e-mail of the social media campaign and they will be encouraged to participate. Logos with links will also be included on miscellaneous MCEP e-mails that are sent out.
- Internet marketing: logos with links will be incorporated on the MCEP website; encouraging viewers to “Follow us on Twitter” “Like us on Facebook” and “Follow our Page on LinkedIn.”
- Direct Mail Marketing: members will be sent postcards informing them about the social media campaign and encouraging them to become involved.
- Word of Mouth Marketing: the social media pages will be mentioned in various meetings and to various members through word of mouth in order to gain participants.

RETURN OF INVESTMENT

The following are methods for evaluating results and measuring success:
- Sharing: there should be frequent posts and responses on each social media site to keep the site active and engaging
- Growth of network: the number of members, “Likes,” or followers of each site should increase over the span of time active
- Audience participation: users should be contributing to discussions on sites
NEXT STEPS

With today's ever-changing technology, developing and perfecting an effective social media strategy is an ongoing process. The following are some future goals and methods for modifications:

- Continuously search for new resources for sharing information by finding and reading relevant news, blogs, and forums
- Develop and alter group summary information and disclaimer statement on sites with approval from Executive Director.
- After significant development of sites, link accounts to widen audience
- Stay up-to-date with current sites and new ways to use social media more effectively
APPENDIX A – SOCIAL MEDIA POLICY

These are the official guidelines for social media use on behalf of Michigan College of Emergency Physicians (MCEP). We expect all who participate in social media on behalf of MCEP to understand and follow these guidelines and to be aware that they will continually evolve as social media evolves. Please check back periodically to make sure you’re up to date on these guidelines.

1. Core values. In areas where this policy does not provide a direct answer for how members of our community should answer social-media questions, members should use their best judgment and take the most thoughtful and prudent action possible, bearing in mind MCEP’s need to preserve accountability for the use of its name in all social media and the core values of this policy:

   • Be selective – there are a variety of digital platforms available. Use the right medium for your message – a blog or social network might not be the right place for messages intended only for a small group, and email or other more targeted media might be best.
   • Be responsible – social media are individual interactions, not official MCEP communications. Members of the MCEP community are personally responsible for the content they publish. Official statements of MCEP policy may only be made by the Executive Director or Board of Directors.
   • Be smart – a blog or community post is often visible to the entire world, and can be shared by others in ways that you cannot control. Remember that what you write is public, and will remain public for a long time (perhaps permanently). Be respectful to our community.
   • Be identified – authenticity and transparency are driving forces behind social media. Use real identities to the greatest extent possible rather than anonymous posts and comments.
   • Respect the privacy of others – do not publish the personal information of others in the community without their permission.
   • Be respectful – If you disagree with others, do so with civility. Respect your audience, express your views with appropriate language, and be respectful of the MCEP community.
   • Be trustworthy – Respect the confidentiality of matters that are shared with you in confidence, or that are meant to be kept confidential.

2. Use of Official Name and Logo. Any use of the Michigan College of Emergency Physicians (MCEP) name or logo for branding or titling pages, blogs, or other similar elements of social media must be approved in writing prior to use. Requests for prior consent to use such names or logos should be made to the Executive Director. Permission to use the name or logo of MCEP may be revoked at any time in the sole discretion of MCEP’s Board of Directors. This policy, however, should fully preserve free expression. It should not, for example, be interpreted to limit the ability of members of the MCEP community from using the name to identify themselves in profiles, discuss matters relating to MCEP, or other similar uses.
3. **Duties of Owners and Moderators.** Moderators of MCEP social media are responsible for ensuring compliance with this policy. All comment and response areas should be moderated if possible and consistent with the goal of the forum. Leaders responsible for such areas should review and approve comments prior to posting, and should not post any comments that do not meet our standards for civility, misrepresent the position of MCEP, or that include profanity, defamatory language or speech that is otherwise inappropriate or off-topic. In an unmoderated forum, leaders should delete any comments or content that does not meet the standards of this policy as expeditiously as possible. Anonymous comments should be avoided. All moderation functions should reserve the right to ban repeat offenders.

4. **Individual Judgment.** Even when engaging in social media for personal use, the comments of a member of the MCEP community may be viewed as a reflection on MCEP. Users should use their best judgment when engaging in social media activities and should be on guard against actions and discussions that could harm the interests of our community.

5. **Transparency.** Users’ social media communications are made in their personal capacity and not on behalf of MCEP. Statements made by members of MCEP should not be taken as expressing the formal position of MCEP unless the speaker is specifically authorized to do so by the Executive Director or Board of Directors.

6. **Anti-Trust Laws.** Users of social media must comply with the MCEP Anti-Trust policy. All users of social media within the MCEP community should take care to avoid price fixing and anti-trust behavior.

7. **Copyright Laws.** Users must comply fully with copyright law when posting and uploading materials. Any posting of materials to official MCEP social media must be limited to materials in which the copyright is owned by the party seeking to post the information, or in which the owner has consented to the sharing of the materials. Images and other materials from the MCEP website shall not be copied and uploaded to other forums without the prior written consent of the Executive Director. This policy should not be construed to limit discussion of matters using the MCEP name, and it should not be interpreted to limit users’ ability to link to the MCEP website.

8. **Privacy.** Users of social media must comply with the MCEP Privacy Policy. All users of social media within the MCEP community should take care to safeguard the privacy interests of other community members. In particular, personal information (that is, information that can reasonably identify a particular person, including name, phone number, address or email address) should not be disclosed without the prior written consent of the person identified. In cases where a user has consented to the publication of such information, appropriate privacy settings and levels should be utilized.

9. **If You See It, Say It.** Any use of social media that does not comply with this policy should be brought to the attention of MCEP’s Executive Director immediately at mcep@mcep.org or (517) 327-5700.

10. **Questions and Updates.** This policy was created by the Michigan College of Emergency Physicians and approved by the Board of Directors on __________. This policy may be updated and modified at any time. Users will be apprised of changes in this policy by our posting this policy on the Michigan College of Emergency Physicians website at www.mcep.org.
USE OF MEMBERSHIP MAILING LABELS

MCEP has approved this policy statement regarding the sale of membership labels. Such sales may provide a service to our members, non-member physicians, vendors and employers, and provide a source of non-dues revenue to the College.

Guidelines for Sale of Member Labels:

- All requests for label purchases must be approved by the MCEP office. A written letter of request stating the order and purpose for use of the order must be received, along with a sample of the material to be mailed. Labels will not be sold if, in the opinion of the Executive Director or the Board of Directors, the material is considered to be offensive or counter to MCEP’s mission.

- MCEP may not store or reproduce member names and addresses of other chapters.

- Any MCEP requests for changes in copy must be received before labels are released. Examples might include the inappropriate use of MCEP’s name, terminology, etc.

- The purchasing organization may not store or reproduce the list, and may not use the labels to send personal or personalized letters, since this would represent a duplication of the list.

- Labels will not include members’ telephone numbers.

- The charge for labels is $0.12 per label when sold to MCEP members, and $0.50 per label when sold to nonmembers. Sales tax will be included, unless the nontaxable organization supplies MCEP with a copy of its sales tax exemption certificate.

- The MCEP Board of Directors may, in individual circumstances, permit the sale of labels to certain organizations at MCEP cost, if, in the Board’s opinion, standard pricing would prove prohibitive to the organization, and the proposed use is so supportive of MCEP’s mission as to warrant such an exception.

- Any MCEP member may request not to have her/his name and address released on mailing labels. Any member making this request should do so in writing to the MCEP office.

I agree to the conditions stipulated above.

_________________________________________  __________________________
Signature                                                                 Date

For Office Use

Number of labels sold_________________ at a rate of_________________ per label

Tax Exemption #________________________

Approved by Board of Directors
May, 2004
USE OF CHAPTER STATIONERY

1. Chapter stationery will not be routinely provided to members of the Board of Directors or Committee Chairpersons except in extenuating circumstances and approved by the Executive Director.

2. Stationery must be used as originally issued and any alterations in the stationery must have prior approval of the Executive Director.

3. It is inappropriate to use MCEP stationery to express personal opinions to individuals outside the MCEP organization. It should be remembered that opinions expressed on a letter written on MCEP stationery will be assumed to be a policy of the MCEP.

4. MCEP stationery will not be used for personal business of a private, professional, or commercial nature.

5. Whenever MCEP stationery is used for any purpose, copies of the finished product must be forwarded to Chapter Executive Director.

6. Misuse of MCEP stationery will be reported to the MCEP Executive Director. The MCEP Executive Director will have the authority to withhold stationery requests from any individual member of the Board of Directors or Committee Chairperson.

7. The Executive Committee will be informed of any problems arising with the use of the MCEP stationery. The Executive Committee will have final authority over the decision process for any problems which arise and can not be resolved between the party involved and the MCEP Executive Director.
USE OF THE LOGO OR SEAL OF MCEP

General Statement:

As a means of identifying publications, materials, and services product and/or endorsed by the Michigan College of Emergency Physicians, a logo or seal has been developed which is unmistakably its own.

8. The logo or seal of MCEP shall be used only to identify publications, materials, and/or services of the Michigan College of Emergency Physicians or for such other used as may be specifically authorized in writing by MCEP.

9. No words other than “Michigan College of Emergency Physicians” may be used in connection with the logo or seal, except terms identifying programs or activities of MCEP.

10. Unauthorized use of the logo or seal or use that does not conform to these policies will be vigorously opposed.

11. Persons or organizations using the mark of MCEP in an unauthorized or non-conforming manner will be notified by letter that they must cease such use. A standard letter shall be sent from the Chapter office within 72 hours of being aware of the misuse of the mark.

12. Persons or organizations using a logo or seal that is confusingly similar shall be asked to cease the use of such a mark in those cases where it appears to be used in an attempt to mislead or confuse. In cases where the user refuses to cease after notification by certified letter, an attempt will be made to make telephone contact. If direct contact fails to convince the user to cease using the mark, then the Executive Committee shall determine the appropriate course of action to be taken.

13. The Executive Director shall take appropriate steps to protect the mark and will have the responsibility for implementation of this policy.

14. Changes in this written policy must have the approval of the Board of MCEP.
VIDEO BROADCASTING – BOARD OF DIRECTOR MEETINGS
POLICY

To enhance communication between our members and our Board of Directors, video broadcasting of the meetings may be an available option. The following guidelines are in place:

1. A current member of the Board Of Directors may not use this option of participation to fulfill the Bylaw requirements of attendance at a meeting. (Bylaws state “Board shall meet in person...”.)

2. This option is available for MCEP members or invited guests, as deemed appropriate by the Executive Committee.

Approved by Board of Directors
May 2, 2012
MICHIGAN COLLEGE OF
EMERGENCY PHYSICIANS

BUSINESS PLAN

APPROVED: DECEMBER 4, 2013
EXECUTIVE SUMMARY

Organization Name: Michigan College of Emergency Physicians

Contact: Diane Kay Bollman, Executive Director

Address: 6647 West St. Joseph Hwy. Lansing, Michigan 48917

Telephone: 517/327-5700 Office
517/327-7530 Fax

Email: mcep@mcep.org

Website: www.mcep.org

Facebook Like – Michigan College of Emergency Physicians

Twitter: MCEP_News
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MISSION STATEMENT

The Michigan College of Emergency Physicians exists for the purpose of:

- Advancing quality emergency medical care
- Supporting the interests and values of emergency physicians
- Promoting the values of emergency medicine

BUSINESS DESCRIPTION

Emergency medicine encompasses the immediate decision-making and therapeutic interventions necessary to prevent death or limit disability for patients in medical crises.

Emergency medicine is practiced as patient-demanded, continuously available and accessible medical care by physicians trained to recognize, stabilize, evaluate and treat acute illness and injury. The emergency medicine patient population is unrestricted and presents a full spectrum of physical and behavioral conditions.

The Michigan College of Emergency Physicians (MCEP) is a chapter of the American College of Emergency Physicians (ACEP).

The function of the organization is to provide a forum to promote emergency medicine education and to represent and promote the interests of emergency physicians and their patients in the state of Michigan.

The College was incorporated as an entity in 1983 and is made up of voluntary officers, elected on an annual basis, an Executive Committee and Board of Directors, voluntary committee members and chairpersons, regular members, and a full-time professional management staff.

CURRENT POSITION AND FUTURE OUTLOOK

1. The strength of the organization lies in the commitment of the voluntary membership to the promotion and activities of the organization, the quality of the educational and other services provided to the membership, and the fact that it is the only organization on the state level whose primary interest is emergency medicine.
2. The growth potential of the organization is very positive and the number of patient visits to emergency departments continues to rise. There continues to be a shortage, as opposed to an over-supply, of emergency physicians, and all social and political predictions would indicate that this trend will continue in the foreseeable future. The need for this organization to play the leading role in emergency medicine issues will, therefore, similarly continue to grow.

3. MCEP is in a unique position for this leadership position in the state. The College headquarters are located centrally in the state, ensuring good access for members and officers. The College headquarters are located in the state capital, a benefit in College involvement in legislative affairs. The College owns the building in which the headquarters are located. The quality of new members, committee members and officers continues to remain high due in large part to the success of the Leadership Development Program. The College is being increasingly recognized by other medical societies, legislators, government official's et al as the voice representing emergency medicine in the state of Michigan.

4. The goals of the College are to promote the education of emergency physicians and personnel, and to represent the interests of its members and their patients in all aspects of the delivery of emergency health care in the state of Michigan.

5. The routes for achieving these goals are achieved through the Board of Directors, the Executive Committee, the committees and the administrative structure of the College.

**UNIQUENESS OF MCEP**

1. MCEP is the sole entity devoted exclusively to emergency medicine and emergency physicians on the state level. This fact is being increasingly acknowledged by third parties in all spheres.

2. Other professional medical organizations in the state which may attract and compete with the College for membership are much more diverse, representing all the medical specialties. Although many of our members are members of these other organizations, there is the potential for an adverse effect on emergency medicine. Hence, there is a need for an organization representing solely emergency physicians. From the viewpoint of development of positions on, and addressing the issues of emergency medicine topics, there is no other organization in competition.
BUSINESS DESCRIPTION, STATUS AND OUTLOOK

The Michigan Chapter of the American College of Emergency Physicians (doing business as the "Michigan College of Emergency Physicians") is a Chapter of the American College of Emergency Physicians. The name change of "doing business as" was made in 1991 as it was felt that this would give the organization greater recognition at the state level as representing emergency physicians and emergency medicine. MCEP is designated as a tax-exempt 501(c)(6) organization which is defined as a "business league, chamber of commerce, real-estate board, board of trade, or a professional football league not organized for profit. The members of such an organization must have a common business interest and the organization must exist to promote that common interest. No part of the net earnings may inure benefit to any private individual, including members and employees. Neither contributions nor dues are deductible by the donor as charitable contributions but may be deductible as ordinary and business expenses under IRC section 162".

The College operates under the following functional lines of business:

- Member Services
- Governmental Affairs
- Education
- Management & General

COMMITTEE STRUCTURE:

Councillor Liaison Committee – responsibility to appropriately represent the interests of the membership at the ACEP National Council Meeting.

Publications Committee – Responsible for all aspects of the College's newsletter and all other publications such as the Annual Report.

EMS Committee – works to improve and monitor EMS services and activities in the state by maintaining membership on/and or contact with the State of Michigan EMSCC, State of Michigan Trauma Advisory Committee, and other statewide networks dealing with EMS. The Disaster Preparedness Sub-Committee falls under this Committee as well, with focus on disaster response in the state working closely with the appropriate state and federal agencies.

Finance Committee – Responsible to direct and supervise the money management of the College and to promote financial well-being.

Health-Finance Committee – responsible for developing and maintaining liaison relationships with all major third party carriers in the state. These liaisons allow for two-
way communication with the College providing important information to carriers regarding the specialty of emergency medicine. In addition, these liaisons give the College a way to more effectively access a carrier when questions or problems arise.

**Leadership Development Program** – to provide both orientation and skill development to future leaders of MCEP, in an effort to attract members, promote emergency medicine both locally and nationally, and facilitate the promotion of program graduates into leadership positions both within MCEP and the community.

**Legislative Committee** – working with our lobby firm to introduce appropriate legislation to enhance the practice environment for our members and the patients they serve. Also monitors all state legislation that impacts emergency medicine; this involves remaining current and informed on all pending and proposed legislation as well as coordinating all College responses or actions. In addition, the committee is responsible for providing a liaison with Michigan State Medical Society and the Government Affairs Committee of the American College of Emergency Physicians.

**Membership/Medical Student Outreach Committee** - responsible for maintaining membership programs to ensure stability of members and to promote growth as well as developing new, concrete member services; which will be made available only to College members. Also focus on forming a relationship with medical students by participating with their established emergency medicine clubs.

**Observation Committee** – providing resources for our members who are involved in delivering observation services within an emergency department setting. This committee is also responsible for developing and organizing a yearly observation medicine educational course with the hope of attracting a national audience.

**Publications Committee** – responsible for all aspects of the College's newsletter and all other publications such as the Annual Report.

**Public Relations Committee** - responsible for bringing emergency medicine to the attention of the media, general public, and legislature in a positive light. Establishing a MCEP social media presence within Facebook, Twitter, as well as the MCEP website.
OFFICERS, EXECUTIVE COMMITTEE, BOARD OF DIRECTORS

The Board of Directors consists of thirteen elected emergency physicians, the term of office being three years, with re-election to one concurrent term allowed. The Board of Directors meets on the first Wednesday afternoon of alternate months.

The Executive Committee consists of:
   President
   President-elect
   Secretary
   Treasurer
   Immediate Past-President
   Executive Director

The President-elect and Officers are elected at the Annual Meeting, and the term of office of each Officer is one year. The Executive Committee meets on the morning of the first Wednesday of alternate months and as necessary at other times.

PRESIDENT:

The term of office of the President is one year, and the term begins at the Annual Meeting at the end of his/her term as President-elect.

The President's duties include:
   • Organizing and coordinating the efforts of other MCEP leaders
   • Chairing meetings of the Board and Executive Committee and Annual Meeting
   • Sharing information with ACEP on MCEP needs and accomplishments
   • Working with the President-elect, and Officers of MCEP to identify member needs and goals
   • Appointing committees or work groups to meet MCEP goals
   • Acting as College spokesperson

PRESIDENT-ELECT:

The term of office is of the President-elect is one year. He/she succeeds to the President's office at the conclusion of the President's term.

The duties of the President-elect include:
   • Acting on behalf of the President when needed
   • Assisting the President with MCEP projects
SECRETARY:

The secretary keeps or causes to be kept adequate records of the transactions of the Board, and the Annual and special meetings. On behalf of the Board of Directors, the President, and other officers of the Board, the Secretary makes replies to members and others who contact these in writing or otherwise. Selected duties of the Secretary may, by approval of the Board, be given to the Executive Director.

TREASURER:

The duties of the Treasurer include:
- To deposit all monies and other valuables in the name and to the credit of the College.
- Disburse College funds as instructed by the Board.
- Present an account of all the financial transactions and financial condition of the College to the Board of Directors at Board meetings.
- Preparing necessary budget information in conjunction with the Executive Director
- Filing necessary state and federal tax reports
- Maintaining local College checking and savings accounts as needed
- Oversight of College insurance coverage
- Reviewing and responding to appropriate correspondence
- Submitting dues authorization forms to ACEP whenever a dues change is approved
- Filing necessary MEDPAC reports with state and federal government and ACEP

Any of the duties of the Treasurer may, with Board approval, be assigned to the Executive Director.

The College is entitled to one Councillor to the American College of Emergency Physicians for every one hundred members, plus one additional Councillor. At the present time the College has sixteen Councillors. The term of office is two years, the terms are staggered, and a Councillor may serve an unlimited number of terms.

The duties of the Councillor include:
- Representing the interests of the College at the Annual Council Meeting of the American College of Emergency Physicians
- Participating in MCEP meetings to increase awareness of issues affecting members
- Reporting on Council actions and election results to the Board and membership

The Administrative staff consists of an Executive Director, Administrative Assistant, Bookkeeper, and Secretary.
The duties of the Executive Director include:

Provide staff support for all activities of the Michigan College of Emergency Physicians, including but not limited to:

- Budget development and maintenance
- Financial management
- Meetings management (business and educational)
- Administration of all Educational Programming
- Committee liaison responsibilities, including assisting and continually monitoring, with the Chairpersons, the functioning of their committees responsible for the implementation of the College’s goals
- Development and monitoring of the College Strategic Plan
- Organizational liaison duties
- Communication, including communications with external entities, committee chairmen, and members
- Office facility management and supervision
- Maintain a working knowledge of and regular communication with National ACEP
- Supervise other College staff
- Carry out other duties assigned by the College President

The function of the College is to promote the teaching of emergency medicine and education of physicians practicing emergency medicine, and to promote the interests of emergency physicians and their patients, specifically with reference to the state medical society, legislative bodies and other medical-oriented groups.

The practice of emergency medicine is a complex one, inter-relating with many of the problems of society in general and the problems of organized medicine in particular. A knowledge of these factors is essential to the promulgation of a Strategic Plan for the College, so that the resources of the College can be put to maximum efficient and effective use. The College will determine priorities so as to be as most effective (i.e. doing the right things), and as most efficient (i.e. doing things right) as possible.
BUDGET PROCESS

The College budget process is an immensely valuable planning and control tool that allows MCEP to measure actual results against projections. It allows the College to plan affordable College activities within the limits of the revenues, and allows the College to develop programs that are the most productive in meeting member needs and achieving the College's goals. It allows the College to spend the money where it will have the greatest effect, and compels the College to identify those areas of greatest opportunity and to set aside the resources needed.

The Finance Committee will review the Strategic Goals and Objectives established for the College and use this to measure the appropriateness of the proposed budget.

Specific review should determine:
1. Are current projects and activities reasonable, feasible, economically viable methods for accomplishing these goals?
2. Are the Enabling Objectives prepared by staff an attainable method of accomplishing goals in a financially sound manner?
3. Does the proposed budget provide an excess of revenues over expenses sufficient to meet both long-term and short-term Achievement Objectives?
4. The Finance Committee may recommend a deficit budget modification provided total member's equity is retained in an amount no less than 50% of current year operating expense budget.
PERSONNEL POLICIES AND PROCEDURES
Insert Here:

Personnel Policies and Procedures
FINANCIAL POLICIES AND PROCEDURES

Approved: February 7, 2011
PREFACE

These Financial Policies and Procedures represent all of the financial policies of the Michigan College of Emergency Physicians. The approval of this document by the Board of Directors implies that all previous policies are rescinded.

The Finance Committee will review and approve the financial procedures annually and make recommendations to the Board of Directors.

Financial policies must be reviewed and approved annually by the Board of Directors.
# Michigan College of Emergency Physicians

Financial Policies and Procedures

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I. BUDGET APPROVAL

The Board of Directors will approve the annual budget.

II. BUDGET MODIFICATIONS

A. The Executive Director shall be authorized to approve changes in the current fiscal year operating budget as follows:

1. Changes to the operating budget are defined as additional new or deleted activities that impact the budgeted expectations of College activity for the fiscal year.

2. A difference in the method of accomplishing a budgeted activity (for example, using an outside consultant vs. in-house labor) is not deemed a change in the operating budget.

3. Changes to budgeted revenue and expenses or net revenues over expenses are authorized as follows:

   a. $0 - $1,500 Executive Director may approve without formal written notice to the Finance Committee or Board of Directors provided there is sufficient actual excess revenue over expense to fund the activity.

   b. $1,501 - $5,000 The Executive Director may approve with formal budget modification documentation provided to the Finance Committee and Executive Committee provided there is sufficient actual excess of revenue over expense to fund and activity.

   c. $5,001 - over Prior submission of budget modification documentation must be presented to the Finance Committee for recommendation to the Board of Directors prior to obligating the College to the financial outlay.

4. Changes authorized under Paragraph A. 3. above, will be entered by the Executive Director in updated financial comparisons to budget reports provided to the Finance Committee on the Treasurer's Report and will be reflected on all budget or budget modification information presented to the Finance Committee and the Board of Directors.

B. The Treasurer may recommend a deficit modification to the Board of Directors provided there is sufficient actual excess of revenue over expense in the current fiscal year to fund the activity.

C. Large Expenditure Restriction: After appropriate review by the Finance Committee, the Board of Directors will consider expenditures in excess of 10% of the approved annual budget only at a meeting of the Board of Directors. Such meeting shall not occur via conference call. Such meeting may be a regularly scheduled meeting or a special called meeting of the Board of Directors.
III.  FINANCE COMMITTEE

A.  The Chapter Finance Committee shall make recommendations regarding financial policy and budget to the Board of Directors, monitor adherence to established financial policy and budget, manage College funds and membership equity within the established guidelines.

B.  Composition of the MCEP Finance Committee:

1.  President-Elect
2.  Immediate Past President
3.  Treasurer (Chair)
4.  One member at large appointed by the President.
5.  Executive Director

C.  Terms of Committee Members: Each Officer shall serve for the term of his/her office. The member at large shall be appointed by the President for a one (1) year term.

IV.  EQUITY POLICY

A.  OPERATING CASH – Monies necessary for the day-to-day operations of the College, which will be maintained in traditional banking accounts and/or savings-and-loan accounts. The amount of operating cash will be recommended by the Executive Director and approved by the MCEP Executive Committee.

B.  CASH RESERVE – Emergency funds to be maintained in "liquid" assets in an amount equal to one-quarter (90 days) of the previous years operational expenses. Cash Reserve is determined annually and approved by the Board of Directors.

C.  PROPERTY AND EQUIPMENT – Property and equipment owned by the College.

D.  GROWTH AND DEVELOPMENT – Remaining College fund and assets not included in the above categories.

V.  CAPITALIZATION

Capital expenditures will be recorded in compliance with current generally accepted accounting principles.

VI.  INVESTMENTS

INVESTMENT POLICY/GUIDELINES

The Board of Directors of the Michigan College of Emergency Physicians ("MCEP") has established this investment policy and accompanying guidelines ("guidelines") to aid in the overall administration of MCEP's investment funds. Funds available for investment ("Fund") shall be defined as all cash not required to fund daily operations of the College. Additionally, the guidelines do not preclude the use of a single depository bank for ongoing cash activities, although at times funds in the depository bank may temporarily exceed federally insured limits. These guidelines will be reviewed annually by the Finance Committee and the Board of Directors, or at any other time such action seems appropriate.
Statement of Investment Policy/Guidelines

A. Objective:

The Board seeks a primary goal of preservation of capital and a secondary goal of growth of capital.

B. Diversification:

Investments will be diversified with (a) a minimum of 70% of portfolio assets invested in marketable fixed-income securities and money market funds, and (b) a maximum of 30% in equity securities. Such transition should minimize realized losses and meet appropriate fiduciary obligations to the College.

Diversification will be measured based upon market value.

In order to facilitate management of the College’s investments and to minimize fees, utilization of two separate funds is allowed.

Except for Treasury, Agencies of the U.S. Government and U.S. Government insured securities, no more than five percent of the portfolio shall consist of securities of a given issuer, as measured by market value.

Investment in highly volatile assets including REITS and international equities will require specific discussion with the Finance Committee.

C. Ratings:

Ratings for all fixed-income and equity securities are based on ratings given by the following leading rating services: Moody's, and Standard & Poor's.

D. Three Types of Securities are Allowed:

1. Marketable Fixed Income Securities which fall into one of the following categories:
   (a) issued by the United States Government or agencies of the U.S. Government;
   (b) issued by Domestic banks and other U.S. financial institutions with U.S. Government insurance; or
   (c) obligations or instruments (frequently known as bonds or notes) of U.S. corporations, financial institutions, utilities, with ratings no less than AA.

   Given the current tax-exempt status of the College, funds are not required to be invested in 'tax-advantaged' investments.

2. Equity Securities (including bonds, debentures or preferred stocks which are convertible to common stock; preferred stock, common stock) which represent shares or interest in companies listed on a major US stock exchange.

3. Money Market Funds: Short-term obligations composed of interest-bearing securities managed by MCEP’s custodian. Assets acceptable to be held within the money market fund include bankers acceptances, commercial paper rated P-1 or better, certificates of deposit, U.S. Treasury bonds or bills.
E. Limitations: No funds will be invested directly in any source that produces goods or services contrary to MCEP's policies. This includes but is not limited to investments in securities of companies whose primary business lines include alcohol, tobacco, and firearms. No funds will be directly invested in any source that may imply a conflict of interest for MCEP, such would include organizations that contribute to MCEP projects or conduct joint ventures with MCEP. This includes but is not limited to investments in securities of companies whose primary business lines include managed-care organizations, group medical management companies, and medical billing companies. However, this does not preclude MCEP's direct investment in mutual funds or other mixed portfolios which may include as a minor part of such portfolios securities in the prohibited (or limited) categories. Issues that subsequently are determined to imply conflict of interest are to be eliminated on a timely basis at the discretion of the investment manager.

F. Guidelines for investment managers / brokers:
- At no time will the College's funds be invested or held in any name other than the College's name.
- Transfers from this account shall only be payable to another College account – all transfers must be communicated to the MCEP Executive Director or designee before the transaction occurs.
- Monthly reporting of specific investments held, purchased and sold shall be provided to the MCEP Executive Director.
- Reported returns on the portfolio will be presented with applicable benchmarks and the appropriate caveats regarding comparability.

G. Responsibilities for oversight of College Investments.

Members:
- The Finance Committee & board are required to review and approve the investment policy annually.
- The Finance Committee is required to review all investment information at least quarterly.
- The Finance Committee will meet annually with the investment manager(s) and broker(s).
- The Finance Committee is required to review the investment manager’s performance annually.

MCEP Staff:
- The MCEP Executive Director is responsible for the flow of funds to and from the investment fund. All decisions for operational cash requirements are determined by the Executive Director.
- The MCEP Executive Director is responsible for monitoring the fund, the investment performance, fees, and for insuring appropriate information is provided to the Finance committee and the Board.
- Selection of investment manager(s) and broker(s) is recommended by the Finance Committee and approved by the Board of Directors.

Investment Manager:
- The investment manager will provide specifics on insurance, bonding, FDIC coverage, and SEC compliance to the MCEP Executive Director annually.
• The investment manager is responsible for all buy and sell decisions, including the specific investment vehicles.
• The investment manager will provide required information to MCEP Executive Director on a timely basis.
• The investment manager will be paid a fee as agreed for services based upon values in the respective portfolio fund(s).
• The investment manager will provide a recommendation for liquidation to the MCEP Executive Director when a holding is determined to be in conflict with MCEP's investment policy guidelines.

Broker:
• The broker will provide specifics on insurance, bonding, FDIC coverage, and SEC compliance to the MCEP Executive Director annually. (If different than advisor)
• The broker is responsible for execution of all buy and sell instructions of the investment manager.
• The broker is responsible for safekeeping of all documents that reflect assets of the portfolio.
• The broker is responsible for monitoring the fund, the investment performance, the manager's performance and advising MCEP Executive Director if instructions not in compliance with the Investment Policy are issued by the investment manager.
• The broker will provide required information to MCEP Executive Director on a timely basis.
• The broker (If different than advisor) will be paid a fee competitive in magnitude as agreed for services.

VII. BORROWING

A. Long-term borrowing shall be defined as the borrowing of funds for greater than 365 days.
B. Long-term borrowing of funds shall be authorized only by the Board of Directors.
C. Short-term borrowing shall be defined as the borrowing of funds for 365 days or less.
D. Short-term borrowing may include the use of line(s) of credit secured by Certificates of Deposit. Use of such line(s) of credit is limited to providing flexibility in maintaining insured balances and is not to be used to provide operating funds to the College. Short-term borrowing may be initiated at the discretion of the Executive Director.

VIII. SHORT-TERM INVESTMENT POLICY

Short-Term Investment Policy Statement

A. Purpose
The purpose of the Operating and Short-Term Fund is to provide sufficient cash to meet the financial obligations of the College in a timely manner. Depending upon the current cash needs of the College, this fund may range between 0% and 30% of the total investable funds of the College. The Operating and Short-Term Fund is separate to the funds covered by the Investment Policy of the College as these dollars are not intended to be long-term investments but rather exist to cover operating cash needs.

B. Investment Objectives:
1. Preservation of Capital
2. Liquidity
3. Optimize the investment return within the constraints of (1) & (2) above.
C. Investment Guidelines

Allowable Investments
The Executive Director, or designee, shall be authorized to invest as follows:

- Federally-Insured Certificates of Deposit not to exceed $99,000 including interest at commercial banks or savings and loans institutions;
- Money Market Mutual Funds rated AAA by Standard & Poor's or Moody's that invest in direct obligations of the U.S. Government, and/or its agencies and instrumentalities;
- Interest bearing checking accounts in federally insured banks and savings and loans not to exceed federally insured amounts;
- Direct Obligations of the U.S. Government, and/or its agencies and instrumentalities;
- Repurchase agreements with institutions whose senior debt rating is rated AAA by Standard & Poor's and/or Moody's;
- Commercial Paper rated A-1/P-1 by Standard & Poor's and Moody's;
- Variable Rate Notes (Taxable) where: demand period can be no longer than monthly, the rate must reset no less frequently than monthly, minimum rating AAA;
- Corporate Notes with a minimum rating of AAA by Standard & Poor's or Moody's;

Maturity
The maturities on investments for the Fund shall be limited to 1 year or less.

Diversification
No more than 10% at cost of the Fund may be in the securities of any one issuer with the exception of obligations of the U.S. Government, its agencies and instrumentalities, repurchase agreements collateralized by obligations of the U.S. Government, its agencies and instrumentalities, and federally insured certificates of deposit.

D. Use of Sweep Agreement
The Executive Director or designee (other authorized signer on the account), shall be permitted to use an automated sweep as needed to insure funds are invested daily and to allow accumulation of funds prior to placing in longer-term holdings.

E. Reporting and Monitoring
The Executive Director shall provide the following reports on a quarterly basis to the Finance Committee:

1. Schedule of investments held by fund type;
2. Interest income year to date;

IX. FINANCIAL REPORTING

A. A financial review will be performed annually. A financial audit of the books and records of the Michigan College of Emergency Physicians will occur every five years. These results will be published no later than four months after the close of the fiscal year.

B. A monthly financial report will be provided to each member of the Finance Committee.

C. No less than quarterly the Finance Committee and Executive Committee will be provided monthly reports by the Executive Director including:

1. Summary of the current investments of the College
2. Recap of the changes in the current year operating budget
D. A financial report will be provided to each member of the Board of Directors at each of their meetings.

E. All information required by federal or state law to be disclosed will be made available as specified under law. These requirements may include, but not be limited to:

1. Specific solicitation disclosures
2. Public inspection of documents
3. Disclosures of transactions and relationships
4. Political and legislative activity

F. The following members/staff shall be authorized to conduct meetings, correspond, communicate by phone and sign any necessary forms as designated tax officers for all tax purposes with the IRS:

1. Treasurer
2. President
3. Executive Director

X. ANNUAL BOARD REVIEW

The Financial Policy & Procedures of this College shall be reviewed annually by the Finance Committee and subsequently presented to the Board for its review and approval.

XI. MODIFICATIONS TO FINANCIAL PROCEDURES

Modifications to the Financial Procedures will be approved by the Finance Committee. Any modifications shall be communicated to the Board by the Treasurer.
Part II

MICHIGAN COLLEGE OF
EMERGENCY PHYSICIANS

FINANCIAL PROCEDURE GUIDELINES
I. LONG-RANGE PLANNING

A. A formal Long-Range Planning Process will be followed:

1. As directed by the Board of Directors, the President Elect shall Chair the Long-Range Planning Committee, which will study and recommend the future long-term direction for the College.

2. Under the established long-range direction, the Board of Directors will establish the objectives for the College.

B. The Finance Committee will review the long-term directions and objectives established for the College and use this to measure the appropriateness of the proposed budget. Specific review should determine:

1. Are current projects and activities reasonable, feasible, economically viable methods for accomplishing these goals?

2. Is the budget prepared by staff an attainable method of accomplishing goals in a financially sound manner?

3. Does the proposed budget provide an excess of revenues over expenses sufficient to meet both long- and short-term objectives?

C. The current Long-Range Plan will be provided to the Finance Committee.

II. BUDGET PROCESS

A. Staff will prepare a budget developed with input of all committee chairs based upon strategies developed to meet long-range goals and objectives. The budget will be presented to the Finance Committee for approval in December. The Finance Committee will present the budget to the Executive Committee and the Board of Directors at the January meeting.

III. BUDGET MODIFICATION PROCESS

A. Under parameters of "Changes to Current Fiscal Year Budget" (Section III, C) staff and/or members will submit a proposed budget modification(s) to the Executive Director for referral to the Finance Committee:

1. Such requests will provide:
   a. a summary statement of the proposed modification
   b. appropriate background information
   c. the fiscal impact on current and future year budgets

2. Unless the nature of the modification is one, which requires immediate action, proposed modifications will be presented to the Executive Director to allow a minimum of 30 days prior to the next scheduled Executive Committee meeting.
IV. CAPITALIZATION

Capital expenditures will be recorded in compliance with current generally accepted accounting principles.

V. CAPITALIZATION POLICY GUIDELINES

The policy and procedure to be followed in determining whether a purchase is a capital asset or an expense is defined below. These criteria will be used to code such items in the financial statements of the Michigan College of Emergency Physicians.

A. Capital Asset vs. Expense

1. An item whose individual cost is below $500 will be expensed when purchased regardless of use or estimated useful life.

2. An item whose individual cost is between $500 and $1,000 will be:
   a. expensed if its useful life is less than 5 years
   b. capitalized if its useful life is 5 years or longer

3. An item whose individual cost is $1,000 or more will be capitalized under the appropriate asset category with the corresponding appropriate useful life.

B. Improvements to an existing asset will be capitalized if the individual cost is greater than $1,000 and the estimated useful life is 5 years or greater and:

1. Extends the useful life of the original asset or

2. Increases the capacity or operating efficiency of the original asset

C. Criteria to be considered when determining whether a purchase is a capital asset or an expense to repair and maintenance will include:

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<th>Expense</th>
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<td>1. Useful life is extended.</td>
<td>1. No additional life inures to the original asset.</td>
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<tr>
<td>2. Replacement is with a better more productive asset or portion of an asset.</td>
<td>2. The replacement portion is substantially identical.</td>
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<tr>
<td>3. Capacity, operating efficiency of original asset is increased.</td>
<td>3. No change in capacity or efficiency of original asset.</td>
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VI. FIXED ASSET CLASSIFICATIONS

Fixed assets include only those items that individually cost $500 or more and have a useful life of 5 years or more.

A. Land (Non-Depreciable)
   Land, easements, rights-of-way, other interest in land, recording fees, abstracts, special assessments for land improvements, etc.

B. Improvements Other Than Buildings (Depreciable) - Depreciation on Remaining Building Life. All expenditure for improvements of land, such as fences, stone walls, roadways, walks, bridges, drainage systems, septic tanks, sewerage lines, landscaping, water mains, parking lot improvements, etc.

C. Building and Attached Fixtures - Depreciation on Remaining Building Life is 40 years beginning July 2000. Construction or purchase of buildings or additions and betterment's thereto, including permanently attached fixtures such as plumbing, electrical, heating, air-conditioning, including carpeting in new and remodeled buildings.

1. Betterment: A betterment is defined as a contribution to the building resulting in:
   a. an extension of its remaining physical life or;
   b. an increase in the functional ability of the building to perform or;
   c. the addition of a new building service, such as an elevator or air conditioning.

2. Betterment's such that 100% of the cost is added to the value of the building including but not limited to:
   a. elevator
   b. air-conditioning
   c. protection and security systems such as fire alarm system, TV cameras and monitors, security windows and sprinkler systems
   d. acoustical treatment
   e. remodeling to bring building up to code
   f. general interior renovations which increase the functional aspects of the building and include relocation and upgrading of walls, doors, and lighting
   g. replacement of one of the major building systems or the major portion of its components such that the longevity of that particular system has been expanded
   h. permanently attached systems whose life equals the remaining life of the building.

D. Equipment

1. Office Equipment and Machines (5 years life)
   (Movable articles used in the production of temporary data.) Typewriters, adding machines, calculators, cash registers, copying machines, copiers, shredders, check and signing machines.
2. Computers (3 year life)  
(Movable articles used for the input, storage, and output of permanent data.)  
Personal computers, printers, lines, modems, tape drives, disk drives, etc.

3. Communications and Audio/Visual Equipment (5 year life)  
(Movable articles used to process or transmit a message.) Telephone and  
intercom system - paging, sound, and background music systems, wire central  
dictation and Dictaphones, tape and cassette recorders and players, public  
address system, record players, TV equipment, projectors, screens, and  
cameras, portable lighting equipment, microphones, facsimile machines, walkie-  
talkies, etc.

4. Operational equipment - miscellaneous (5 year life)  
(Movable articles used in the production of a specific product.) Food processing  
and serving equipment, material handling equipment, print shop equipment,  
mailing equipment, other equipment not permanently attached to the building.

5. Vehicles (3 year life)

E. Office Furniture and Fixtures (7 year life)  
(Movable articles used in occupying an office, articles used for storage and for  
workstations). Desks, chairs, bookcases, tables, steel shelving, typewriter stands, file  
cabinets, credenzas, mini-blinds, etc.

F. Data/Word Processing -- Software (5 year life)  
All cost for software, excluding maintenance.

VII. CASH RECEIPTS

An employee who has no access to the general ledger and accounts receivable records will open  
the incoming mail and make a list in duplicate of the cash receipts. One list will be given to the  
person responsible for recording the receipts in the books. An employee who has no access to  
cash will use the second copy to compare to the validated deposit slip and the cash receipts  
recorded on the books. All checks will be restrictively endorsed "for deposit only," and all receipts  
will be deposited intact on a daily basis.

An employee who is independent of the independent of preparation of deposits and posting of  
accounts receivable detail will receive and investigate any post-dated checks, disputed items,  
unidentified receipts, NSF checks, checks charged back by banks, and similar items.

VIII. PERSONNEL

The Executive Director will require an employment application from new employees and will  
investigate their backgrounds, e.g., former employers, references. Each new employee will be  
given a copy of the Chapter's personnel policies and performance reviews. The Executive  
Director will maintain personnel files containing the employment application, new employee  
investigation, date employed, pay rates, changes in pay rates and position, authorizations for  
payroll deductions, earnings records, W-4 form, immigration documentation, specimen  
signatures, and termination data where appropriate. The personnel files will be kept in locked files  
available only to authorized persons. Computerized payroll records will be accessible only to  
authorized persons. In case of termination, the Executive Director will prepare written termination  
notices that properly document the reasons for termination.
IX. PAYROLL PREPARATION AND TIMEKEEPING

Employees will prepare and sign time cards or attendance records and submit them to the Executive Director for approval. The person who prepares the payroll will have no access to other payroll data or cash. The preparer will check the time cards/attendance records for mathematical accuracy and approval by the Executive Director. The preparer will also check for unapproved erasures and alterations. The payroll checks will contain detail of gross pay and deductions. In case of spoiled or voided checks, the preparer will remove the signature portion of the checks and retain them on file.

The Executive Director will ensure that payroll taxes are paid timely and that payroll tax returns are filed when due. The Executive Director will also ensure that other withholdings such as 401(k) plan salary deferrals are remitted timely. The general ledger bookkeeper will prepare reconciliation of gross and net pay amounts as shown on the tax returns to total payroll on the payroll register and general ledger. The Executive Director will review and approve this reconciliation.

The Executive Director will maintain employee time records in sufficient detail to allow for allocation of payroll costs by function (program activities, management, membership development) and between unrelated business income activities and activities related to the Chapter’s purpose.

X. TRAVEL GUIDELINES

A. General

If a request for reimbursement from staff or Chapter officers engaged in College activities has not been received within 90 days after the activity has occurred, the College will notify the individual that a request for reimbursement must be received within 30 days following notice or such reimbursement will be denied.

B. Airfare/Mileage

1. In order to be fiscally responsible to the College, any reservation is to be made at the earliest possible date in order to obtain the lowest possible coach airfare.

2. Mileage will be reimbursed at the IRS allowed rate per mile following publication of a change.

3. If itinerary is changed by the MCEP after travel arrangements have been confirmed, the member/staff will be reimbursed for any cancellation expenses and/or additional cost of flight due to circumstances beyond his control.

C. Per Diem

1. All staff traveling on behalf of MCEP will be paid reasonable expenses for room and/or meals charges at the College’s current budgeted rate.
XI. DELEGATION OF DUTIES

A. The Treasurer is authorized to sign Certificates of Corporate Resolution to establish such accounts as required in the day-to-day cash management operations of the College.

B. The Treasurer is authorized to delegate to the Executive Director the tasks of:

1. Providing to the members and Board of Directors not later than 4 months after the close of the fiscal year, the balance sheet and income statement as certified by a Certified Public Accountant.

2. Insuring that moneys and other valuables are appropriately and timely deposited on behalf of the College.

3. Insuring that disbursements of moneys and other valuables are appropriately made on behalf of the College.

4. Providing monthly, quarterly and other information as specified or requested by the Treasurer, Finance Committee, Board of Directors or any other member as provided in the Constitution and Bylaws.

5. Providing accurate records of all College transactions.

C. The Executive Director is authorized to further delegate any of these tasks to appropriate staff members in the College.

XII. FINANCIAL REPORTING

A. A financial review will be performed annually. A financial annual audit of the books and records of the Michigan College of Emergency Physicians will occur every five years. These results will be published no later than four months after the close of the fiscal year.

B. A monthly financial report will be provided to each member of the Finance Committee. The report will include, but is not limited to:

1. An overview of current results

2. a balance sheet

3. a statement of activity (income statement)

4. a statement of changes in equity

5. a statement of cash flows

6. variances of greater than $750 in current fiscal year actual to budget must be disclosed
Financial Information
Insert Here:

- Last 2 Audits
- Current Financial Statement
Insurance Information
Insert Here:

INSURANCE COVERAGE INFORMATION

Include:

Copy of Policy Declaration Pages for:

- Business Owners Policy
- Commercial Lines Policy
- Umbrella Policy
- Directors & Officer Policy
- Worker’s Compensation Policy
Budget
Insert Here:

Current Budget
Meeting Minutes
Insert Here:

Meeting Minutes
(Back one year)
Strategic Business Plan
<table>
<thead>
<tr>
<th>Critical Goal</th>
<th>Objectives</th>
<th>Strategy</th>
<th>Tactics</th>
<th>Who?</th>
<th>By When?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increase overall owner investment in MCEP by 25% over 3 yrs.</td>
<td>1.1 Quantify # of hours for owner “investment” calculation.</td>
<td>Activating ownership mindset</td>
<td>1.1.1. Figure sweat hours then equate to dollars then estimate total # of hours desired in sweat equity or financial contributions.</td>
<td>Board assigned task force</td>
<td>Nov-Dec 2012</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Activating ownership mindset</td>
<td>1.1.2 Evaluate owner rewards for owner activities - consider discount on CME. <em>Consultant note: discounts convert the contribution to a customer reward.</em> Owner rewards = acknowledgements and public recognition.</td>
<td></td>
<td>Jan 2013</td>
</tr>
<tr>
<td>1.2 Educate members on the sweat equity factor</td>
<td></td>
<td></td>
<td>1.2.1 Publicize in newsletter/email.</td>
<td>Newsletter/Editor</td>
<td>By Feb 2013</td>
</tr>
<tr>
<td>1.3 Restructure committees</td>
<td></td>
<td></td>
<td>1.3.1 Change policy to increase involvement on committees...leverage video conferencing as an inclusive technique.</td>
<td>Board/Exec Comm</td>
<td>Nov-Dec 2012</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1.3.2 Reconfigure so that Board members act as liaison to committees/not as committee chairs <em>(Also see 5.1.)</em></td>
<td>Exec Comm</td>
<td>Jan 2013</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Activating ownership mindset</td>
<td>1.3.3 Offer self-determined committee meeting times in addition to structured times</td>
<td>Exec Comm</td>
<td>Jan 2013</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Activating ownership mindset</td>
<td>1.3.4 Schedule and implement Chapter leadership training for Board participation/Board orientation.</td>
<td>Exec Comm/ Diane</td>
<td>Jan 2013 Schedule Jan 2014 Jan 2015</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1.3.5 Assign committee objectives to members where possible.</td>
<td>Exec Comm</td>
<td>Jan 2013</td>
</tr>
<tr>
<td>1.3.6. Each committee develop three goals for themselves (or adopt Board assigned goals), and develop an annual plan of work to achieve by year end.</td>
<td>Committee Chairs</td>
<td>Early 2013</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>1.3.7. Publicize committee objectives</td>
<td>Staff/Newsletter Editor</td>
<td>Feb 2013</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4. Increase total number of committee members</td>
<td>Activating ownership mindset.</td>
<td>1.4.1 Task committees to increase their numbers.</td>
<td>Board</td>
<td>Jan 2013</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Activate Ownership Mindset</td>
<td></td>
<td>Committee Chairs</td>
<td>By June 2013</td>
<td></td>
</tr>
<tr>
<td>1.5 Identify episodic opportunities for contributions</td>
<td>Activating ownership mindset</td>
<td>1.5.1. Create pre-defined episodic roles that members can help out with.</td>
<td>Staff</td>
<td>Mar-June 2013</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Activating ownership mindset</td>
<td>1.5.2 Tap into local leaders around the state—to parse out assignments in leadership.</td>
<td>Executive Comm &amp; Staff</td>
<td>June 2013</td>
<td></td>
</tr>
<tr>
<td>1.6. Activate ownership of existing leaders</td>
<td>Activating Leadership</td>
<td>1.6.1. LDP: What does it offer to MCEP as a whole. Is there a final product to contribute to the overall whole?</td>
<td>LDP</td>
<td>Mar-June 2013</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Activating ownership mindset</td>
<td>1.6.2. Create a plan to expand Board member visitation to increase awareness of MCEP. Consider building around CME presentation.</td>
<td>Board</td>
<td>By Mar 2013</td>
<td></td>
</tr>
<tr>
<td>1.7. Use social media to build ownership and offer opportunities to contribute to MCEP</td>
<td>Innovation in Communication</td>
<td>1.7.1. Increase communication beyond newsletter, i.e. email format w “value of MCEP” message. Consider using social media... “Interested? Check out website.”</td>
<td>Technology Comm??</td>
<td>Mar – May 2013</td>
<td></td>
</tr>
<tr>
<td>2. Increase membership and 100% groups by 10/1 each year.</td>
<td>Activate Ownership Mindset</td>
<td>2.1.1 Each board member brings a guest to an MCEP function.</td>
<td>Board Members</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Step</td>
<td>Task</td>
<td>Description</td>
<td>Ownership</td>
<td>End Date</td>
<td></td>
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</tr>
<tr>
<td>2.1.2</td>
<td>Create a script for course directors to promote value of MCEP, acknowledge others not eligible for membership and how they can get involved.</td>
<td>Staff</td>
<td>Dec 2012</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.3</td>
<td>At CME offerings, give 2-3 minute welcome speech.</td>
<td>Course directors</td>
<td>Beginning Jan 2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.4</td>
<td>Continue to contact cancelled members.</td>
<td>Membership Committee</td>
<td>Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.5</td>
<td>Create an MCEP starter kit and have them available at CME offerings.</td>
<td>Membership Committee</td>
<td>By June 2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.6</td>
<td>Conduct member survey to understand why people pay their dues.</td>
<td>Membership Committee</td>
<td>By August 2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2.1</td>
<td>Identify main targeted groups</td>
<td>Membership Committee</td>
<td>By Feb 2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2.2</td>
<td>Speak with colleagues in your own groups to increase their awareness of membership.</td>
<td>Board Members</td>
<td>By Dec 2012</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2.3</td>
<td>Identify Board members and work from there to enlist members to recruit their groups into 100%.</td>
<td>Membership Committee</td>
<td>By Mar 2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2.4</td>
<td>Create a marketing communication plan to targeted groups</td>
<td>Membership Committee</td>
<td>By April 2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2.5</td>
<td>Advertise our successes and projects to targeted groups</td>
<td>Membership Committee</td>
<td>Ongoing beginning May 2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1.1</td>
<td>Create list of current roles and responsibilities</td>
<td>Diane</td>
<td>By Mar 2013</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1.2</td>
<td>Determine which duties can be delegated</td>
<td>Diane</td>
<td>By Mar 2013</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. Engage and hire a successor ED
| 3.1.3. Discuss if MCEP needs to redefine the role of ED for the MCEP of the future.  
*You want to hire for that future role if any directional change is anticipated.* | Board | Apr – Jun 2013 |
<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.4. Determine qualifications and criteria for the position of the future.</td>
<td>Board/Exec Comm</td>
<td>By Sept 2013</td>
</tr>
<tr>
<td><strong>3.2. Set a budget for the process/transition</strong></td>
<td><strong>3.2.1. Review increase for space allotment for additional staff.</strong></td>
<td>Diane</td>
</tr>
<tr>
<td><strong>3.2.2. Set salary range for additional staff IF duties are delegatable.</strong></td>
<td>Diane</td>
<td>By Mar 2013</td>
</tr>
<tr>
<td><strong>3.2.3. Start a “slush” fund to pay for the search and transition process.</strong></td>
<td>Finance Comm/Board</td>
<td>By April 2013</td>
</tr>
<tr>
<td><strong>3.2.4. Set salary range for new ED</strong></td>
<td></td>
<td>By Oct 2013</td>
</tr>
<tr>
<td><strong>3.2.5. Determine if a search firm should be engaged to assist in defining job qualifications, advertising, screening and interviewing applicants.</strong></td>
<td>Board</td>
<td>By Oct 2013</td>
</tr>
<tr>
<td><strong>3.2.6. Estimate the costs to fund the search and transition, including consideration that you may need to hire more than one person.</strong></td>
<td>Finance Comm/Diane</td>
<td>By Dec 2013</td>
</tr>
<tr>
<td><strong>3.2.7. Develop a budget for the search/transition</strong></td>
<td>Finance Comm/Diane</td>
<td>By Dec 2013</td>
</tr>
<tr>
<td><strong>3.3. Determine MCEP’s process for hiring</strong></td>
<td><strong>3.3.1 Identify search committee members President appoints search committee, <em>not limited to current board members... bring in seasoned members, i.e. past Presidents.</em></strong></td>
<td>Board</td>
</tr>
<tr>
<td><strong>3.3.2 Determine actual interview/hiring parameters</strong></td>
<td>Search Comm</td>
<td>Apr-Jun 2014</td>
</tr>
<tr>
<td><strong>3.4 Identify viable candidates for ED interviews</strong></td>
<td><strong>3.4.1 Put out feelers for possible candidates</strong></td>
<td>Diane</td>
</tr>
<tr>
<td>4. Explore feasibility and increase non-dues revenue in an innovative way.</td>
<td>3.4.2 Advertise the position</td>
<td>Search Comm</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>4.1. Develop a comprehensive approach to non-dues revenue development</td>
<td>3.4.3. Set interview schedule</td>
<td>Search Comm</td>
</tr>
<tr>
<td>4.1.1 Consider expansion Ads on the website</td>
<td>3.4.4. Interview candidates (including staff interviewing)</td>
<td>Search Comm</td>
</tr>
<tr>
<td>4.1.2 Board assigns a committee to coordinate these efforts and explore new ideas. (Sustainability Committee??)</td>
<td>3.4.5. Negotiate contract</td>
<td>By Fall 2015</td>
</tr>
<tr>
<td>4.1.3 Create a committee plan of work to coordinate, explore or encourage the concepts below:</td>
<td>Staff</td>
<td>By Dec 2012</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Innovation in Education</th>
<th>MCEP Sustainability Comm</th>
<th>1st Q 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.3 1. OBS CME??</td>
<td>Carol Clark/OBS Comm &amp; Ed</td>
<td>Jan-Mar 2013</td>
</tr>
<tr>
<td>Innovation in Education</td>
<td>Education Comm</td>
<td>2013 Conference &amp; ongoing</td>
</tr>
<tr>
<td>4.1.3.2. Experiment with new ed formats inside scientific sessions to attract more registrants.</td>
<td>Education</td>
<td>By Dec 2013</td>
</tr>
<tr>
<td>Strategic Partnerships</td>
<td>Education</td>
<td>By Dec 2013</td>
</tr>
<tr>
<td>4.1.3.3. Explore and expand distance CMEs-travel opps MCEP co-branded events</td>
<td>EMS Comm</td>
<td>Jan-Mar 2013</td>
</tr>
<tr>
<td>4.1.3.4. Expand EMS involvement</td>
<td>Fellowship Programs</td>
<td>By Dec 2013</td>
</tr>
<tr>
<td>Strategic Partnerships</td>
<td>4.1.3.5. Invite Canadian EM as a possible new source (create international meeting)</td>
<td>Staff</td>
</tr>
<tr>
<td>Strategic Partnerships</td>
<td>4.1.3.6. Expand exhibitors to include physician wellness, tech co, travel</td>
<td>Staff</td>
</tr>
<tr>
<td>Strategic Partnerships</td>
<td>4.1.3.7. Explore E-Commerce gateway</td>
<td>Sustainability</td>
</tr>
<tr>
<td>-----------------------</td>
<td>--------------------------------------</td>
<td>----------------</td>
</tr>
</tbody>
</table>
| Innovation/Quality Programs/Strategic Partnerships | 4.1.3.8. Professional services:  
- Expert Witnesses  
- ED Consulting Groups  
- Verification teams for trauma centers  
- Become a state vendor for govt contracts  
- Leverage individual members | Sustainability | By Dec 2013 |
<p>| Innovation/Creativity/Strategic Partnerships/Long Term Direction | 4.1.4 Develop a plan for development once the exploration is complete. <em>Think about these pursuits in terms of a system for sustainability, not “carwashes and bake sales”.</em> | Sustainability | Jan-Mar 2014 |
| 4.2 Explore activating foundation | Activate Leadership | 4.2.1. Identify fresh leadership to pursue funding for the Foundation. | Foundation | By June 2013 |
| | Activate Leadership | 4.2.2. Identify clear purpose for donations | Foundation | Sept 2013 |
| | Activate Leadership | 4.2.3. Create case statement for why people should donate with stories. | Foundation | Dec 2013 |
| | Activate Leadership | 4.2.4. Identify top 25 potential donors | Foundation | Jan-Mar 2014 |
| | Activate Leadership | 4.2.5. Create an endowment and estate planning and tap into big donors, i.e. Foundations for scholarships | Foundation | Mar-June 2014 |
| | Activate Leadership | 4.2.6. Create infrastructural policies and accounts to receive gifts | Foundation | July-Dec 2013 |
| 5. Board does less management of projects and more strategic in decision-making. | Activate Leadership | 5.1. Decrease committee chairmanships in Executive Committee... | | |
| | Activate Leadership | 5.1.1. Chairs need to identify and mentor successors for each committee | Each comm chair | By Dec 5 |
| Board members become liaison to committee | 5.1.2. Brainstorm BIG topics that need to be discussed. Create an annual plan of Board work built around those topics | Exec Comm | Oct-Nov 2013 |
| 5.1.3. Restructure Board agenda to allow more time allotted on Board agendas to discuss BIG topics...(one main topic per meeting) | Exec Comm | Dec 2013 |
| 6. MCEP steps up its leadership toward successful legislative/regulatory results. | 6.1. Pass SB 110 | 6.1.1. (currently in progress) Disseminate materials including white paper to: • Mobilize membership • Use lobbyist • Engage hospital assn., peds, trauma, AARP | Legislative Comm | Dec 2012 |
| 6.2. Advocate for fair payment in ACO setting and regulatory issues – healthcare exchanges. | 6.2.1. Understand how to get invited to the regulatory table for health care issues. | Board | By Dec 2012 |
| 6.2.2. Develop strategy with lobbyists to get invited to the regulatory table | Legislative Comm | Jan-Mar 2013 |
| 6.2.3. Continue to engage lobbyists. | Diane | Ongoing |
| 6.2.4. Identify experts within committees who can testify re: ACOs | Lobbyist/Comm Chairs | Jan-Mar 2013 |
| 6.2.5. Develop a searchable directory of expertise for testimony based on | | June 2013 |</p>
<table>
<thead>
<tr>
<th>6.3. Expand GME funding</th>
<th>6.3.1. Create summary document of the goals</th>
<th>Lobbyist</th>
<th>Nov 7 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6.3.2. Engage academic centers</td>
<td>Public Relations??</td>
<td>2013</td>
</tr>
</tbody>
</table>