

**Society for Academic Emergency Medicine**

**Committee & Academy  
Handbook**

**April 2019**

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# SAEM Committee & Academy Handbook

## About SAEM

### OVERVIEW

The Society for Academic Emergency Medicine (SAEM) is dedicated to the improvement of care of the acutely ill and injured patient by improving research and education. To achieve this mission, SAEM influences health policy through forums, publications, interorganizational collaboration, policy development, and consultation services for physicians, teachers, researchers, and students. SAEM represents excellence and leadership in academic emergency medicine, and its values include idealism and quality in all endeavors, nurturing and camaraderie and diversity among members, as well as creative and symbiotic interactions with other organizations.

SAEM provides administrative support to the Association of Academic Chairs of Emergency Medicine (AACEM) and to the SAEM journals, Academic Emergency Medicine (AEM) and Academic Emergency Medicine Education and Training (AEM E&T). SAEM is a 501(c)(3) not-for-profit organization and is headquartered in Des Plaines, Illinois.

### HISTORY

SAEM was formed in 1989 from the amalgamation of the University Association for Emergency Medicine (UAEM) and the Society of Teachers of Emergency Medicine (STEM). For more than 20 years, STEM and UAEM helped promote and develop the specialty of emergency medicine, particularly by shaping education and investigation in this dynamic field.

### MISSION

To lead the advancement of academic emergency medicine through education and research, advocacy and professional development.

### CORE PURPOSE

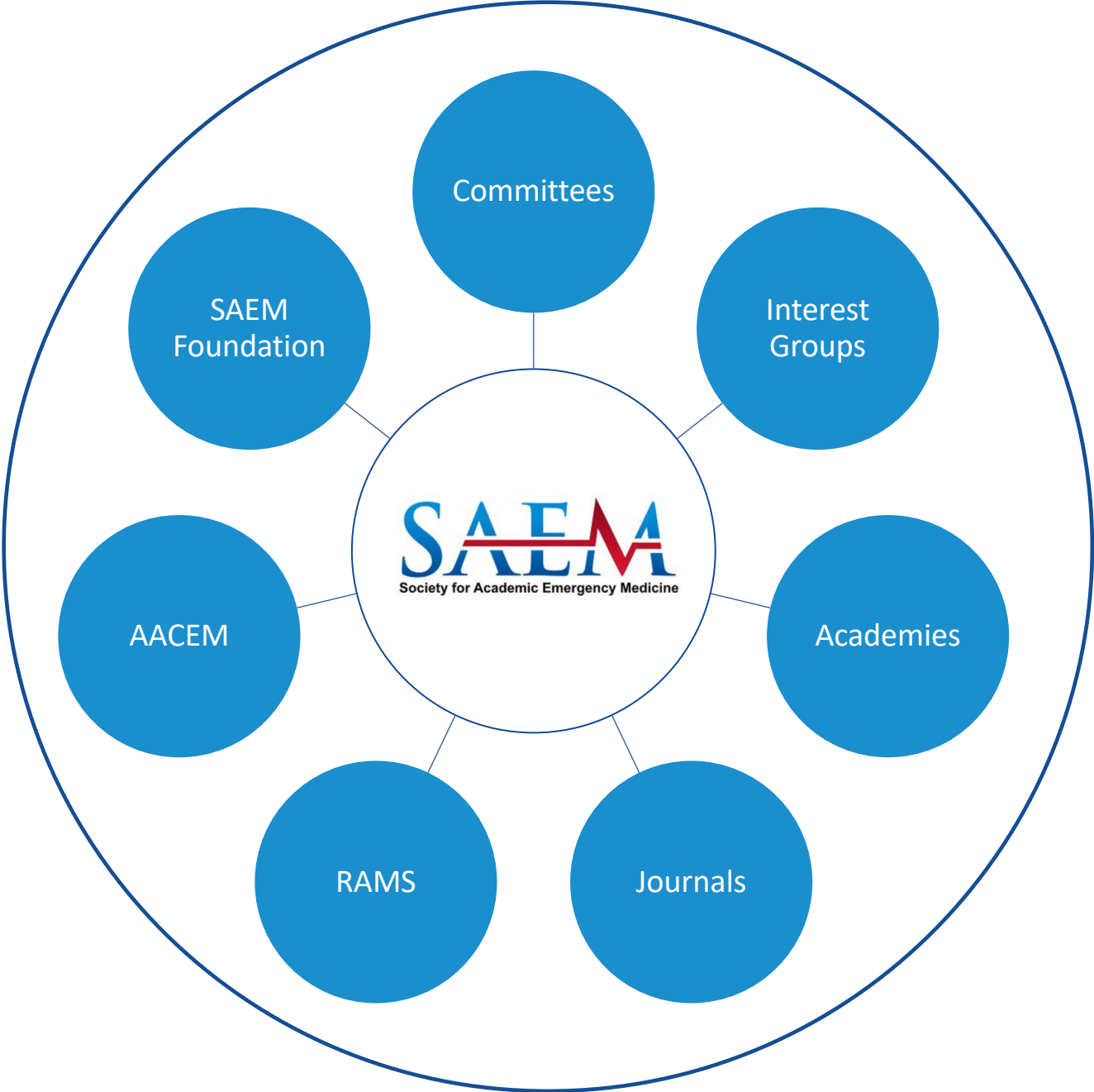
To improve patient care by leading the advancement of academic emergency medicine.

### VISION

To be the premier organization for developing academic leaders in education and research and for creating and disseminating content with the greatest impact on emergency care.

# SAEM Committee & Academy Handbook

## SAEM ORGANIZATIONAL CHART



# SAEM Committee & Academy Handbook

## SAEM 2019-2020 BOARD OF DIRECTORS

### **President**

Ian B.K. Martin, MD, MBA  
(*One-year term: 2019-2020*)  
The Medical College of Wisconsin  
School of Medicine  
[imartin@mcw.edu](mailto:imartin@mcw.edu)

### **President-Elect**

James F. Holmes, Jr., MD, MPH  
(*One-year term: 2019-2020*)  
University of California Davis Health System  
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### **Secretary-Treasurer**

Amy H. Kaji, MD, PhD  
(*One-year term: 2019-2020*)  
Harbor-UCLA Medical Center  
[akaji@emedharbor.edu](mailto:akaji@emedharbor.edu)

### **Immediate Past President**

Steven B. Bird, MD  
(*One-year term: 2019-2020*)  
University of Massachusetts  
[Steven.Bird@umassmemorial.org](mailto:Steven.Bird@umassmemorial.org)

### **Resident Member**

Stephen C. Dorner, MD, MPH, MSS  
(*One-year term: 2019-2020*)  
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Brigham and Women's Hospital  
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### **Members-at-Large**

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## SAEM PAST PRESIDENTS

Charles Frey, MD UA/EM 1970-1971	Richard M. Nowak, MD UA/EM 1986-1987	James T. Niemann, MD SAEM 1988-1989	Carey D. Chisholm, MD SAEM 2004-2005
Alan R. Dimick, MD UA/EM 1971-1972	Ernest Ruiz, MD UA/EM 1987-1988	Arthur B. Sanders, MD SAEM 1989-1990	Glenn C. Hamilton, MD SAEM 2005-2006
Robert B. Rutherford, MD UA/EM 1972-1973	Robert H. Dailey, MD STEM 1975-1976	Jerris R. Hedges, MD SAEM 1990-1991	James W. Hoekstra, MD SAEM 2006-2007
James R. Mackenzie, MD UA/EM 1973-1974	Peter Rosen, MD STEM 1976-1977	William G. Barsan, MD SAEM 1991-1992	Judd E. Hollander, MD SAEM 2007-2008
George Johnson, Jr., MD UA/EM 1974-1975	C.C. Roussi, MD STEM 1977-1978	Louis J. Ling, MD SAEM 1992-1993	Katherine L. Heilpern, MD SAEM 2008-2009
Leslie E. Rudolf, MD UA/EM 1975-1976	G. Richard Braen, MD STEM 1978-1979	Louis S. Binder, MD SAEM 1993-1994	Jill Baren, MD, MBA SAEM 2009-2010
David K. Wagner, MD UA/EM 1976-1977	Harvey W. Meislin, MD STEM 1979-1980	David P. Sklar, MD SAEM 1994-1995	Jeff Kline, MD SAEM 2010-2011
Carl Jelenko, III, MD UA/EM 1977-1978	Frank J. Baker, II, MD STEM 1980-1981	Lewis R. Goldfrank, MD SAEM 1995-1996	Debra Houry, MD, MPH SAEM 2011-2012
Ronald L. Krome, MD UA/EM 1978-1979	John R. Lumpkin, MD STEM 1981-1982	Steven C. Dronen, MD SAEM 1996-1997	Cherri D. Hobgood, MD SAEM 2012-2013
Kenneth L. Mattox, MD UA/EM 1979-1980	Harold A. Jayne, MD STEM 1982-1983	John A. Marx, MD SAEM 1997-1998	Alan E. Jones, MD SAEM 2013-2014
W. Kendall McNabney, MD UA/EM 1980-1981	Kenneth V. Iserson, MD STEM 1983-1984	Scott A. Syverud, MD SAEM 1998-1999	Robert S. Hockberger, MD SAEM 2014-2015
Joseph F. Waeckerle, MD UA/EM 1981-1982	Glenn C. Hamilton, MD STEM 1984-1985	Sandra M. Schneider, MD SAEM 1999-2000	Deborah B. Diercks, MD, MSc SAEM 2015-2016
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Jack B. Peacock, MD UA/EM 1983-1984	Thomas O. Stair, MD STEM 1986-1987	Marcus L. Martin, MD SAEM 2001-2002	D. Mark Courtney, MD SAEM 2017-2018
Richard C. Levy, MD, MPH UA/EM 1984-1985	Mary Ann Cooper, MD STEM 1987-1988	Roger J. Lewis, MD SAEM 2002-2003	Steven B. Bird, MD SAEM 2018-2019
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# SAEM Committee & Academy Handbook

## SAEM JOURNALS

### Academic Emergency Medicine (AEM)

Academic Emergency Medicine (AEM), is the official flagship publication for the Society for Academic Emergency Medicine (SAEM). AEM's Journal Citation Ranking (JCR) places it at No. 2 domestically and No. 3 internationally among 76 titles in the emergency medicine category. Each month AEM features the best in peer-reviewed, cutting-edge original research relevant to the practice and investigation of emergency care and with the potential to elevate the human condition during times of emergency. Subject matter is diverse, including clinical trials, observational cohort studies, other human subject studies, innovative diagnostics and therapeutics, concept papers, clinical controversies, economic or policy research, health services research, laboratory science, basic science studies, and more.

#### General Information

**Publishing frequency:** Monthly

**Circulation:** SAEM's 6,700 members

**Available formats:** Digital online and as an app for mobile devices

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### Academic Emergency Medicine Education and Training (AEM E&T)

Academic Emergency Medicine Education and Training (AEM E&T) is a quarterly, peer-reviewed journal dedicated to publishing information relevant to education and training in emergency medicine.

AEM E&T provides a venue for publishing the excellent work emergency medicine educators are doing and gives them an opportunity to share their expertise around the world. The journal adds to the growing body of knowledge that enables the education and training of individuals across the continuum, from medical students, residents, advanced practice providers and fellows to faculty—all with the goal of advancing the care of patients.

#### General Information

**Publishing frequency:** Quarterly

**Circulation:** SAEM's 6,700 members

**Available formats:** Online and as an app for mobile devices

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## **SAEM INTEREST GROUPS**

Interest Groups provide an unstructured, informal mechanism for meeting, networking, and interacting among SEM members who share interest in a specific topic or area to meet, share ideas and network in a relatively unstructured and informal fashion. Interest Groups generally conduct business electronically and may meet in person at the SAEM Annual Meeting. Members wanting to explore a specialty area are encouraged to join an SAEM interest group. Membership in Interest Groups is complimentary for SAEM members. Below are the interest groups available to SAEM members.

- Academic Informatics
- APP Medical Directors
- Airway
- Climate Change and Health
- Clinical Researchers United Exchange (CRUX)
- CPR/Ischemia/Reperfusion
- Critical Care Medicine
- Disaster Medicine
- Educational Research
- EMTIDE (Emergency Medicine Transmissible Infectious Diseases and Epidemics)
- Emergency Medical Services
- Evidence-Based Healthcare & Implementation
- Medical Quality Management
- Neurologic EM
- Observation Medicine
- Oncologic Emergencies
- Operations
- Palliative Medicine
- Patient Safety
- Pediatric EM
- Quality and Safety
- Research Directors
- Sex and Gender in EM
- Social Emergency Medicine and Population Health
- Sports Medicine
- Telehealth
- Toxicology
- Trauma
- Uniformed Services
- Wilderness Medicine

Interest Group Orientation Guidelines are available for groups that would like specific information on the development and organization of an Interest Group.

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## RESIDENT AND MEDICAL STUDENTS (RAMS) BOARD

### Overview

The mission of the RAMS Board is to give residents and medical students a stronger voice within the SAEM community by developing educational content and annual meeting programming, promoting mentorship and career development, and identifying leadership and advocacy opportunities of particular interest and importance to our junior members.

### 2019-2020 RAMS Board

#### President

*(One-year term: 2019-2020)*  
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## RAMS Committees

RAMS committee members play a crucial role in influencing the direction of the Society at large and charting the course for the future of emergency medicine. Operating under the leadership of the RAMS Board, and with full support from the entire SAEM leadership, RAMS committees help develop future educational solutions that address the needs and wishes of residents and medical students.

### Awards Committee

The Awards Committee is responsible for the management of the annual awards presented by the RAMS Board to resident and medical student members in recognition of excellence. Committee tasks include reviewing nominations, selecting recipients, and developing new awards and guidelines.

### Career Development and Mentorship Committee

The Mentorship and Career Development Committee is responsible for developing mentoring opportunities for residents and medical students. The committee identifies resources to assist residents in the successful completion of their residencies and provides guidance to residents and medical students who wish to pursue careers in emergency medicine academics or research.

### Education Committee

The Education Committee is responsible for developing content and offerings that will enhance the education of emergency medicine residents. In conjunction with SAEM's Program Committee, the committee also plans and organizes the resident and medical student educational track at SAEM's annual meeting. Dodgeball, the Resident and Medical Student Party, and other resident- and/or medical student- focused activities at SAEM's Annual Meeting are also under the purview of the Education Committee

### Membership Committee

The Membership Committee is responsible for ensuring that the needs of SAEM's Residents and Medical Students are met. The committee identifies avenues for acquiring new members and makes recommendations to the RAMS Board for enhancements and/or new member benefits for residents and medical students.

### Nominating Committee

The Nominating Committee is responsible seeking candidates for formal nomination for election to the RAMS Board of Directors. The committee also selects candidates to fill the naturally occurring vacancies on the Board and elected positions on the standing committees not otherwise designated and provided for in the RAMS guidelines.

### Research Committee

The Research Committee is responsible for identifying resources and developing educational content for residents and medical students who are interested, or may be currently involved, in emergency medicine research. The committee also investigates the feasibility of creating research workshops for residents and medical students.

### Social Media and FOAM Committee

The Social Media and FOAM Committee is responsible for identifying and recommending the best channels through which to reach resident and medical students (e.g., blogs, a resident and medical student newsletter, podcasts, and/or regular articles in SAEM Weekly). Additionally, the committee

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reviews existing FOAM content and suggests new content that might be of interest to emergency medicine residents and medical students.

## **Wellness and Resilience Committee**

The Wellness and Resilience Committee is responsible for investigating initiatives, including activities at the SAEM annual meeting, that focus on improving the overall, general well-being of emergency medicine residents and medical students. The committee recommends to the RAMS Board which activities or initiatives should be implemented.

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## SAEM Committees

SAEM is governed by an elected volunteer Board of Directors. Committees and task forces are established to assist in this governance. Standing committees are designated to make policy recommendations to the board, to undertake long-term assignments, and to carry out the work of the association. Task forces, work groups, or special committees may be appointed by the President or President-Elect to address specific issues. The terms of service for committee members begins each year at the annual meeting and lasts for twelve months.

Committee objectives are developed by the SAEM President-Elect in conjunction with the outgoing/incoming committee chairs and are approved by the Board of Directors at the January/February board retreat. Committee objectives are based on SAEM's Five-Year Strategic Plan, on the objectives of the previous year, as well as on suggestions from past committee chairs and members. The Board strives to ensure that the objectives assigned to each committee are well-defined, achievable, and directly related to SAEM's core mission.

### SAEM GUIDE FOR EFFECTIVE COMMITTEES AND TASK FORCES

#### Background

##### **A. Types of Committees**

SAEM is governed by an elected volunteer Board of Directors. Committees and task forces are established to assist in this governance. Standing committees are designated to make policy recommendations to the Board, to undertake long-term assignments, and to carry out the work of the Society. Task forces and other special committees may be appointed by the President or President-Elect to address specific issues. The information below applies to all SAEM committees and task forces, unless specific exceptions are made by the Board.

##### **B. Establishment of Committees**

Each year the President-Elect of SAEM appoints the membership and leadership of the committees and task forces of the Society. Exceptions include the Nominating and Constitution and Bylaws committees, which have elected members. The President-Elect consults with current and incoming committee chairs, staff members, the Board of Directors and others in making these important selections. These selections and notification of members are usually made prior to the SAEM Annual Meeting. Every effort is made to appoint one or more resident member(s) to each committee or task force.

Appointments are for one year and, typically, one-half to two thirds of the committee members are reappointed each year to provide continuity while also creating opportunity for other members to serve. Members generally serve on one committee or task force at a time. The chair is usually selected from the previous year's committee membership and, typically, will not serve more than three consecutive terms.

##### **C. Size of Committee**

SAEM committees vary in size from fewer than 10 to more than 20 members. Most members who volunteer through the Committee Interest Form process are assigned to a committee. Larger committees, e.g. Program Committee, Undergraduate Committee, commonly have several assignments and often delegate objectives to subcommittees.

##### **D. Committee Administration**

1. *Chair and SAEM staff liaison.* The committee chair and the SAEM staff liaison from the central office, working in partnership, are responsible for facilitating the work of the

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committee, providing oversight, and ensuring timely communications within the committee and between the committee and the board. The staff liaison also provides logistical support for the committee's work.

2. *Board liaison.* Each committee or taskforce has a board member appointed by the President-Elect who serves as board liaison. This person serves as a contact and resource person for the committee chair and staff liaison, as well as a resource to the Board regarding the committee's activities. The Board liaison should be included in all communications and activities of the committee. (See **Board Liaison Job Description**)
3. *Committee reports.* The committee chair and the staff liaison are responsible for keeping leadership and appropriate staff fully informed of committee activities. A written status report of the committee's assignments is provided to the Board at regular intervals. These are usually requested in advance of the Board's meetings in October and April of each year.
4. *Committee charge/objectives.* The committee charge is usually defined by its annual objectives. These objectives are developed by the President-Elect, Board, sitting chairs, and incoming chairs in the months prior the Annual Meeting. The objectives are finalized at the SAEM Board Retreat and shared with the new committee chairs in February/March. Committee objectives outline the committee's scope of activity for the upcoming year. The committee chair and staff liaison are responsible for keeping the work of the committee focused on the objectives and aligned with the organization's strategic plan. At the conclusion of each year, the chair and staff liaison are expected to make recommendations to the President regarding the future work of the committee. Although the majority of the objectives are assigned at the beginning of the committee's working year, there are opportunities to modify objectives with the permission of the Board. This may include new objectives, or deleting, or rephrasing current ones.
5. *Committee responsibilities.* Committees are directly responsible to the SAEM Board of Director. Committees may not commit to expenditure of funds and may not express opinions or represent positions in the name of the Society, unless specifically authorized to do so by the Board or the Executive Committee. In proposing a program or activity that may involve expenditure of funds, committees must submit to the Board for consideration, an SAEM Project Form, which includes a program description and budget, to the SAEM Board of Director for consideration.
6. *Meetings.* Because SAEM does not provide travel support for members to attend committee meetings, committees are encouraged to meet in conjunction with SAEM meetings.
7. *Member responsibilities.* Members are expected to fully participate in committee activities by attending meetings and conducting business by telephone, email and written communications. Members are expected to act in accordance with what they believe to be the best interests of SAEM. They are also expected to publicly disclose and actual or perceived conflicts of interest and not vote on such items.
8. *Use of email communities for committee functions and duties.* Each committee and task force will be supplied a community. This service is for SAEM committee and task force related activities only. Basic elements of courtesy and professionalism are expected in pursuing the committee or task forces function via the community. The information contained in the community is not to be distributed to a wider audience (individuals, other organizations) without the expressed permission of the SAEM CEO or Executive Committee. Violation of these guidelines will result in removal of the chair, committee members, or community altogether, as deemed necessary by the Board.
9. *Committees structure/use of titles.* The committee chair shall be allowed to structure the committee as deemed appropriate. This may include specific assignments, subcommittees,

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working groups, etc. The Board does not recognize separate titles (e.g. vice-chair) for any member of the committee other than the chair.

## Operational Issues

### **A. Working with the Central Office Staff Liaison**

#### *Basic Function*

An SAEM office staff member will serve as a liaison resource to the chair and members of the committee. The staff liaison assists the chair in facilitating committee discussions and activities, which address the committee's charge. The staff liaison works with the chair to ensure that all committee work is consistent with the organization's goals and objectives.

#### *Responsibilities*

- Assists with the orientation for each new committee chair, and assists the chair in providing orientation for committee members
- Works with the chair to develop a work plan
- Works with the chair to develop agendas and conduct effective meetings of the committee
- Provides administrative support for planning and execution of all committee meetings
- Works to ensure that the work of the committee is carried forth between committee meetings
- Facilitates communication of committee activities, including requests for action and/or proposed policies, to the President and CEO
- Reports to the committee on decisions of the Board, Executive Committee, or other association committees, which impact the committee's activities

### **B. Committee Chair Position Description**

#### *Basic Function*

*The committee chair guides the committee in its work as outlined by the annual objectives and dialogue with the President-Elect.*

#### *Responsibilities to Staff and the Board*

- Develops a work plan for the year
- Develops agendas and conducts committee meetings
- Approves reports of committee meetings before their distribution
- Reports to the committee on decisions of the Board or Executive Committee that affect the committee's work or activities
- Where appropriate, makes policy recommendations to the Board
- Each committee member to assist the President-Elect in committee appointments for the following year
- Makes recommendations regarding future objectives for the committee, and the broader interests of the Society
- Keeps the board liaison informed of progress or problems

### **C. Committee Member Position Description**

#### *Basic Function*

Reports to the committee chair. Actively participates in the work of the committee; provides thoughtful input to the deliberations of the committee; focuses on the best interests of the



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Society and the committee rather than on personal interests; and works toward fulfilling the committee's goals.

## *Responsibilities*

- Reviews all relevant material before committee meetings; makes contributions and voices objective opinions on issues
- Attends committee meetings and responds to communications from the chair
- Carries out individual assignments made by the committee chair
- Treats other committee members with respect allowing their views to be adequately expressed

## **D. Other Operational Issues**

### *Work Products of the Committee*

All manuscripts, position statements and educational products and services produced by a committee are reviewed by the board liaison prior to submission to the SAEM Board of Directors.

This preview may result in recommend editorial changes for the Committee to consider prior to submitting to the SAEM Board of Director. The board liaison is expected to preview the document for the Board prior to it being considered for approval. All manuscripts and position statements must have Board approval prior to submission for publication as a product of the Committee. SAEM, through the Board, will maintain all rights to and will approve the release and distribution of all educational products and services.

### *Surveys*

The use of surveys by a committee or task force requires approval of the Board. Historically, the use of surveys in the Society has had mixed success. Surveys can be problematic and poorly received by the membership; therefore, use of a survey must be carefully considered and logically explained as the Board will only approve methodologically sound instruments that address significant national issues related to the Society's mission. The results of the survey and any related manuscript must be submitted to the Board for review and approval.

## **Serving as the Committee Chair**

### **A. Qualities of an Effective Chair**

#### *Communications skills*

- Demonstrates ability to communicate with committee members, staff, and other groups.
- Exhibits a willingness to listen.

#### *Participation*

- Demonstrates active participation and interest in SAEM.
- Commands respect from within academic medicine.
- Has knowledge of the subject in which the committee is involved.
- Thinks in terms of SAEM goals and specifically assigned objectives.

#### *Leadership*

- Commands attention and inspires others.
- Demonstrates ability to create a positive work atmosphere.

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- Controls without dominating.
- Able to appropriately delegate responsibility.
- Understands how the committee fits in to the larger work of SAEM.

## *Administrative skills*

- Willing to take the initiative in communication and completing the task.
- Demonstrates ability and willingness to carry out responsibilities.
- Able to effectively delegate authority.
- Supports orderly procedures for conducting work.
- Understands the role of the staff.

## **B. Specific Procedural Responsibilities of the Chair**

- Attends and presides over all meetings.
- Accepts and supports the committee's charge and objectives for the year.
- Plans committee meetings and agenda with staff.
- Maintains records and relevant information on committee work.
- Evaluates committee efforts and communicates accomplishments to the committee and the board.
- Forms subcommittees when necessary to achieve the work of the committee.
- Responds in a timely manner to queries from committee members.
- Prepares progress report for the Board as requested, usually at scheduled times in advance of the Board meetings.

## **C. Starting Out**

- Make early contact with committee members.
- Send a welcome/orientation letter or email.
- Provide the committee with its charges and goals, in the context of SAEM strategic plan.
- Provide a draft calendar of planned meeting dates or calls.
- Review prior accomplishments of the committee so that the work to be done can be put into context.
- Some chairs may wish to solicit agenda items or feedback on the objectives provided to them by the President-Elect. Note that any change in the objectives must be approved by the individual (President-Elect or President) responsible for their initial development or distribution.

## **D. Setting the Meeting Agenda**

- Provide an agenda sheet with beginning and ending times for the meeting, the meeting room number or conference call line, and the agenda of topics to be discussed or acted on.
- Carefully review the sequence of items. Start the meeting with topics that will unify the committee as this sets the stage for working together. Early in the meeting, when participants have energy and clear heads, is a good time to discuss difficult topics. Build in breaks at logical places, at least every hour. End the meeting with topics that are likely to produce a positive result; people like to leave meetings feeling that they are part of a productive team.
- Make every effort not to have an agenda with an excessive number of items. Provide adequate, but not too much, time for each topic. Some chairs prefer timed agendas; others do not. A good approach is to show key times on the agenda, such as breaks and lunch.

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Having these "markers" lets members know the general pace of discussion the chair anticipates for the meeting.

- Provide written background information for each agenda item as appropriate.
- These materials are important in developing written proposals for the Board.
- If different than the chair, identify the person who is presenting or responsible for each item.

## Managing a Well-Run Meeting

### **A. The Chair's Role in the Meeting**

- Be a facilitator of meetings; don't dominate them. The committee belongs to the members of SAEM, not to the chair.
- Guide, mediate, probe, and stimulate discussions. Let others generate and debate ideas; committees are not formed to validate the thinking of the chair or staff.
- Encourage a clash of ideas, but not of personalities. Good decisions are made when committees examine all sides of an issue. Prevent members from making the debate personal. Emotional discussion of an idea is good, but an emotional reaction to a person is bad. If emotions run high, return the floor to a neutral person, seek a purely factual answer, or take a break.
- Prevent one-sided discussions. Try to let everyone have a chance to speak before giving people a second chance to have their say.
- Deal with dysfunctional behaviors. Don't let a person who is blocking constructive discussion ruin the committee meeting for everyone else. Strategies for dealing with this behavior include confronting the person privately in a caring manner, pointing out the effects of the behavior, and suggesting alternative behaviors.
- Keep discussions on track; by periodically restating the issue and the goal of the discussion. Feel free to redirect the group back to the topic at hand.
- Monitor participation. Control talkative members and encourage the contributions of silent members. At times, one may need to specifically call on silent members to elicit their input. If necessary, put a time limit on the debate.
- Be sensitive to the feelings of members. Look for visual and verbal cues to determine if a member is not happy with the discussion, and then actively manage the situation.
- Consider calling on the least senior members first to express their views; discussions tend to "close down" after senior members express strong views.
- Consensus should be sought, but unanimity is not required. Sometimes an idea is compromised by trying to get every last person to completely agree.
- Close the meeting by noting achievements. Describe the "next steps" for the Committee as a whole, and for individual members, as appropriate.

### **B. Tips for Presiding over a Meeting**

- Open the meeting on time.
- Announce the business to be conducted.
- Present the agenda with timelines on an easily viewed flip chart or similar display. Checking items off as you work through the agenda items shows progress and helps keep things on schedule.
- Recognize members who are entitled to talk; discourage disruptions.
- Before calling for a vote, restate the issues to be voted on and the consequences of the vote.

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- A vote should be taken for all important issues; don't make assumptions about the feelings and opinions of committee members.
- Announce the results of actions taken and explain the follow-through to be taken and by whom.
- Help expedite business, by not allowing discussions to drift or to go on for too long.
- The identification of problems and the discussion of possible solutions, should be conducted separately. Avoid discussing solutions until all of the problems have been defined. If the number of problems is excessive, organize them in a rank order to assist the committee's ability to focus.
- Stick to the agenda. Once the agenda has been announced, seek the full committee's agreement before making any changes.
- Close the meeting on time; if extending the time if necessary, the committee should agree.

## C. Parliamentary Procedure

- Committees are not required to operate using parliamentary procedure, but the principles of parliamentary procedure are useful and should be employed when necessary. The need for this will depend upon the size of the committee and how well it works together.
- The purpose of parliamentary procedure is to expedite business, maintain order, and ensure fairness.
- The principles of parliamentary procedure include courtesy, rule of the majority while respecting the rights of the minority, impartiality, and addressing agenda items one at a time.
- Parliamentary procedure allows both sides to be adequately heard without interruption.

## Periodic Reporting to the Board

### A. Written Report of the Committee Meeting

- Include the date, time, and place of the meeting. Note the chairperson's name, the members present, and other people in attendance.
- If the committee is charged with accomplishing specific tasks/objectives, organize the document according to task, noting the progress and current status of each item. This helps the reviewer easily understand the committee's activities to date.
- Note all formal motions and the resulting passage or defeat. Formal motions should include the name of the person who introduced the motion.
- Note all decisions reached, including motions passed and follow-up actions to be taken, with deadlines for implementation.
- Include a brief summary of discussions. Do not attribute individual comments to members.
- Provide information on the time and place of the subsequent meeting.
- Under some circumstances, legal review of the meeting report may be required before distribution to committee members.
- Distribute the report in a timely manner (preferably within two weeks of the discussion) to all committee members, including those who did not attend the committee meeting.
- In most instances, meeting reports do not require formal approval by the committee. A good approach is to send the meeting report out immediately following the meeting with a statement to contact the chair or staff liaison if errors are noted. The committee may choose to approve the minutes/meeting report at the beginning of the following meeting.

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## B. Sample Report to the SAEM Board of Directors

The purpose of this report is to keep the Board up to date on key committee work and progress and shall include:

- Committee name
- Chair Name
- Chair Email
- Board Liaison
- List the committee objectives for the year.
- Key accomplishments for this year. This may be done by restating the objectives, along with a brief discussion of the committee's work in that area.
- List specific policy recommendations to the Board and include fiscal impact, if any.

## DISSEMINATION KEY

The dissemination key identifies how completed outcomes will be disseminated; i.e. presented to the SAEM Board, potentially distributed on saem.org or SAEM Weekly, submitted for consideration to AEM or AEM E&T, etc.

- A.** Present to SAEM Board only
- B.** Present to SAEM Board for consideration of dissemination on website with social media blast
- C.** Submit to AEM or AEM E&T preferentially and then other journals at approval of SAEM Board
- D.** Submit to any journal the lead authors choose with approval of SAEM Board
- E.** Present to SAEM Board for consideration of dissemination in Pulse
- F.** Written plan to SAEM President-Elect

## COMMITTEE DESCRIPTIONS AND OBJECTIONS

### Awards Committee

The Awards Committee is responsible for the management of annual awards presented by SAEM in recognition of excellence in the field of academic emergency medicine, for contributions that improve the health of society, and/or for academic achievement. These awards are: the Hal Jayne Excellence in Education Award, the Young Investigator Award, the Advancement of Women in Academic Emergency Medicine Award, the Excellence in Research Award, the John Marx Leadership Award, and the Master Clinician Bedside Teaching Award. The Awards Committee reviews award nominations and selects recipients based upon predeveloped award criteria and selection guidelines.

### 2019-2020 Objectives

1. Brainstorm high-yield award ideas that target students, residents, fellows, junior faculty, and other special interest groups. If an exceptional idea is developed, propose to SAEM and/or RAMS Boards for potential approval. (New awards need not be created each year.) **A**
2. In conjunction with the Social Media Committee (Awards Committee lead), review and implement the pre-award outreach strategy to publicize and solicit nominations and/or applications for awards. Special attention should be given to increasing the diversity of the slate

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of nominees for SAEM and RAMS awards. Provide report to BOD on what tactics were implemented to increase diversity of slate. **A**

3. In conjunction with the Social Media Committee (Awards Committee lead), review and implement the post-award publicity strategy to include:
  - a. Contacting awardees' department chairs, and when possible, respective institutional media outreach department; and
  - b. Publicizing awards and awardee names through SAEM's social media platforms and activities at SAEM's Annual Meeting.
4. Establish and implement a leadership succession and mentorship plan for future leaders of the Committee. Special attention should be given to increasing the diversity of committee leadership. **F**
5. Execute other objectives as identified by the SAEM Board.

## **Bylaws Committee**

This Committee shall study the potential merits, adverse consequences and legal implications of all proposed amendments or changes in the Bylaws and report their findings and recommendations to the SAEM Board prior to formal consideration of the proposed changes by the membership. The members of the Committee may suggest appropriate amendments to the Bylaws to the SAEM Board.

## **2019-2020 Objectives**

1. Review the SAEM bylaws. Make recommendations to the SAEM Board if it is determined that updates are needed to align with the current role of the Society and/or long-term future based on the SAEM strategic plan. **A**
2. With the CEO, review the succession plan for SAEM officer positions and, if needed, make recommendations to the SAEM Board on succession policy. **A**
3. Review the SAEM conflict of interest policy and, if needed, make recommendations to the SAEM Board on recommended changes. **A**
4. Establish and implement a leadership succession and mentorship plan for future leaders of the Committee. Special attention should be given to increasing the diversity of committee leadership. **F**
5. Execute other objectives as identified by the SAEM Board.

## **Consultation Services Committee**

Members of SAEM possess expertise in teaching, research, and other aspects of academic emergency medicine practice. The Society is often called upon to provide individuals, departments, and/or institutions with consultations aimed at developing, evaluating, and/or improving various services. The Society carries out these requests under the management of the Consultation Services Committee, via SAEM committees and academies, or in collaboration with the Association of Academic Chairs in Emergency Medicine (AACEM).

## **2019-2020 Objectives**

1. Perform consultations to achieve budgeted revenue.
2. Develop and present a plan to the SAEM Board for consideration around opportunities to support the academic needs of training programs in Emergency Medicine affiliated with privately-funded faculty groups or non-university-based corporations. **A**
3. In collaboration with Education Committee (Consultation Committee lead), create a consultation program for newly established residency programs and specifically create a program for best practices in presenting/preparing residents for board certification. **A**

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4. In collaboration with Faculty Development Committee (Faculty Development Committee lead), develop a plan for SAEM Board consideration on SAEM consultative services to departments regarding academic promotion of faculty. **A**
5. Provide quarterly reports to the SAEM Board pertaining to all consulting endeavors, including number of requests, nature of requests, institutions seeking consults, statuses of consults (e.g., cancelled, pending, ongoing, complete), and financial implications of consultations. **A**
6. Advise the SAEM Board on potential new consultation services and products opportunities. **A**
7. Create and implement--in conjunction with SAEM staff--a marketing plan for consultation services. **B**
8. Establish and implement a leadership succession and mentorship plan for future leaders of the Committee. Special attention should be given to increasing the diversity of committee leadership. **F**
9. Execute other objectives as identified by the SAEM Board.

## **ED Administration and Clinical Operations Committee**

The ED Administration and Clinical Operations Committee is committed to providing resources and information to SAEM members on methods that improve clinical operations within the academic emergency department. The committee shall monitor operational trends and strategies, disseminate clinical operations-related best practices, and create and promote opportunities for original research through SAEM channels.

### **2019-2020 Objectives**

1. In collaboration with the Education and Research Committees (ED Administration and Clinical Operations Committee lead), develop and present to the SAEM Board a plan for ED administration-and operations-related educational and research programs, products, and services. Within the plan, define measures of success. **A**
2. Submit at least two articles to SAEM Pulse, or other SAEM media outlets, on evaluating and improving ED administration and clinical operations. **E**
3. Submit at least two ED administration-and clinical operations-related didactics for presentation consideration at the SAEM20.
4. In collaboration with the Faculty Development Committee (ED Administration and Clinical Operations Committee lead), submit to the SAEM Program Committee a didactic proposal on academic health system administration as an avenue for career development and advancement for presentation at the SAEM20.
5. Establish and implement a leadership succession and mentorship plan for future leaders of the Committee. Special attention should be given to increasing the diversity of committee leadership. **F**
6. Execute other objectives as identified by the SAEM Board.

## **Education Committee**

This committee replaces the Graduate Medical Education Committee. The Education Committee will provide guidance to the SAEM Board on all matters regarding undergraduate, graduate, and continuing medical education. In collaboration with other important SAEM entities (e.g., the Clerkship Directors in Emergency Medicine (CDEM)), the Education Committee will focus on projects that advance the specialty of emergency medicine and enhance the education of medical students, residents, and fellows.

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## 2019-2020 Objectives

1. Develop and present to SAEM Board a 3-year plan for how SAEM can best meet the needs of its members across the continuum of education (UME, GME, CME). Within the plan, include increasing faculty-educator and learner participation and engagement with SAEM and its Annual Meeting and defined measures of success. **A**
2. Submit at least 4 state-of-the-art medical education-related articles to SAEM Pulse. **E**
3. Provide a report on rationale for minimum requirements including didactics, scholarly activities, and faculty qualifications needed in residency to train emergency medicine specialists. **B**
4. Provide formal liaisons to “ARMED for Education Scholarship” task force.
5. In collaboration with CDEM and RAMS (Education Committee lead), submit at least four medical education-related didactics for presentation consideration at SAEM20.
6. In collaboration with Consultation Committee (Consultation Committee lead), create a consultation program for newly established residency programs and specifically create a program for best practices in presenting/preparing residents for board certification. **A**
7. In collaboration with Faculty Development Committee and CDEM (Faculty Development Committee lead), develop annually education products (didactics, digital products etc.) on medical school leadership as an avenue for career development and advancement.
8. In collaboration with the Faculty Development Committee (Education Committee lead), develop a recommendation for the SAEM Board to consider networking opportunities for emergency medicine educators, including but not limited to SAEM20. **A**
9. In collaboration with the Research Committee (Education Committee lead), develop tools to assist residency program directors and their trainees in meeting evolving resident scholarly activity requirements.
10. In collaboration with the ED Administration and Clinical Operations and Research Committees (ED Administration and Clinical Operations Committee lead), develop and present to the SAEM Board a plan for ED administration-and operations-related educational and research programs, products, and services. Within the plan, define measures of success. **A**
11. With the Consultation Committee (Consultation Committee lead), create a consultation program for establishment of new residency programs and specifically create a program for best practices in presenting/preparing for board review. **A**
12. Establish and implement a leadership succession and mentorship plan for future leaders of the Committee. Special attention should be given to increasing the diversity of committee leadership. **F**
13. Execute other objectives as identified by the SAEM Board.

## Ethics Committee

The Ethics Committee reviews all conflicts of interest and makes recommendations to the SAEM Board regarding the resolution of disputes. The Committee will review SAEM’s Conflict of Interest Policy annually and ensure the professional standing and integrity of the Society by monitoring the relevant policies of other societies and evaluating recommendations from health care experts, ethicists, and other resources.

## 2019-2020 Objectives

1. Review and make recommendations to SAEM Board on ethical issues of the Society or members, as needed. **A**
2. Review member conflict of interest disclosures and make recommendations to the SAEM Board on steps of resolution. **A**



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3. Review SAEM Campaign Guidelines for revisions and updates. Recommend to the SAEM Board guidelines for campaigning infractions. **A**
4. Submit at least 4 ethics related articles to SAEM Pulse and for distribution to SAEM media outlets. **B, E**
5. Advise the SAEM Board and SAEM Program Committee regarding key, emerging ethics-related issues that could be developed into future educational endeavors and product solutions for members.
6. Develop and disseminate state-of-the-art ethics didactics to SAEM20.
7. Draft white paper for the SAEM Board on need for hospital based pediatric-focused ethics committees as it relates to pediatric emergency medicine. **C**
8. Establish and implement a leadership succession and mentorship plan for future leaders of the Committee. Special attention should be given to increasing the diversity of committee leadership. **F**
9. Execute other objectives as identified by the SAEM Board.

## **Faculty Development Committee**

The Faculty Development Committee works to achieve objectives set forth by the SAEM president for the development of tools and techniques to assist academic faculty physicians throughout the course of their careers. The Faculty Development Committee's objectives include becoming a central resource for faculty engaged in administration, clinical operations, education, research, and scholarship.

### **2019-2020 Objectives**

1. Evaluate the faculty development landscape and make recommendations to SAEM Board to address future big-picture challenges and opportunities. **A**
2. Review evaluation data and make recommendations, if needed, regarding curricular content and format of Leadership Forum to SAEM Program Committee. **A**
3. In collaboration with the ED Administration and Clinical Operations Committee (ED Administration and Clinical Operations Committee lead), submit to the SAEM Program Committee a didactic proposal on academic health system administration as an avenue for career development and advancement for presentation at the SAEM20.
4. In collaboration with Education Committee and CDEM (Faculty Development Committee lead), develop annually education products (didactics, digital products etc.) on medical school leadership as an avenue for career development and advancement.
5. In collaboration with the Education Committee (Education Committee lead), develop a recommendation for the SAEM Board to consider networking opportunities for emergency medicine educators, including but not limited to SAEM20. **A**
6. Review survey results on faculty development needs unique to Vice-Chairs and provide recommendations to SAEM Board. **A**
7. Advise the SAEM Board regarding key, emerging faculty development-related issues that that could be developed into future educational endeavors and product solutions for members. **A**
8. In collaboration with Consultation Committee (Faculty Development Committee lead), develop a plan for SAEM Board consideration on SAEM consultative services to departments regarding academic promotion of faculty. **A**
9. Review findings from 2018 focus groups and suggest future faculty development-related programming to the Program Committee and SAEM Board. **A**
10. Establish and implement a leadership succession and mentorship plan for future leaders of the Committee. Special attention should be given to increasing the diversity of committee leadership. **F**

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11. Execute other objectives as identified by the SAEM Board.

## Fellowship Approval Committee

SAEM recognizes there are many valuable non-ACGME approved, post-graduate training opportunities for emergency medicine residency graduates. To promote standardization and excellence in training for fellows in these programs, SAEM has used content experts to develop guidelines for fellowship training programs that address milestones in curricular elements, faculty support recommendations, and career development opportunities. The Fellowship Review Committee reviews both institutional applications and fellow applications for SAEM approval. Faculty that are experienced in training emergency medicine fellows in the following categories are encouraged to apply for this committee: research, education scholarship, geriatrics, and international/global health.

### **2019-2020 Objectives**

1. Review and make recommendations to SAEM Board regarding applications for SAEM approval of non-ACGME-accredited emergency medicine fellowships. **A**
2. Refine, as needed, the fellowship and fellow approval process and migrate process to new electronic system.
3. Engage eligible non-ACGME-accredited emergency medicine fellowship programs to apply for SAEM approval.
4. Recommend to SAEM Board (if needed) additional non-ACGME-accredited emergency medicine fellowships to which SAEM should consider providing approval. **A**
5. With RAMS and Academies, design and implement strategies to increase interest, awareness and value of emergency medicine fellowship training opportunities amongst student and resident members. Consider didactic (or other product) on choosing a fellowship program and training opportunities. **A**
6. Make suggestions to SAEM Board, as needed, for optimal membership composition for the sub-committees engaged in non-ACGME-accredited emergency medicine fellowship program approval. **A**
7. Advise the SAEM Board and Program Committee regarding key, non-ACGME-accredited Emergency Medicine fellowship program-related issues that could be developed into future education endeavors and/or product solutions for members. **A**
8. Update Fellowship Approval Committee documents and external communications with revised non-ACGME-accredited emergency medicine fellowship program renewal process.
9. Create a process and procedure for addressing programs not responsive to requests for information.
10. Review the data on SAEM's fellowship program directory at least annually to ensure all programs are included (and programs that need to be removed are removed).
11. Establish and implement a leadership succession and mentorship plan for future leaders of the Committee. Special attention should be given to increasing the diversity of committee leadership. **F**
12. Execute other objectives as identified by the SAEM Board.

## Finance Committee

The Finance Committee is responsible for overseeing SAEM's financial operations and providing input into the sound fiscal management of the Society through monthly financial review, financial policy updates, and budgetary oversight. The committee reviews and makes recommendations to the SAEM Board regarding the annual budget, capital expenditures, and special projects.

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## 2019-2020 Objectives

1. Review monthly financial data for SAEM.
2. Review the financial data for SAEM Foundation and AACEM quarterly.
3. Review the annual SAEM, SAEMF, and AACEM budgets.
4. Perform an annual review of SAEM financial policies.
5. Review the annual audit for SAEM and SAEMF.
6. Participate in the review of and make recommendations on investment portfolios and policies for SAEM, SAEM Foundation, and AACEM to the respective Boards and Executive Committees.
7. Evaluate annual financial performance markers and minimum limits, including operational margin, cash position, capital/debt ratio, etc., for SAEM, SAEM Foundation, and AACEM.
8. In collaboration with the Membership Committee (Finance Committee lead), review and make recommendations to the SAEM Board regarding membership dues and meeting registration fees, taking into account membership projections. **A**
9. Review and make recommendations to the SAEM Board on fees for new and current products, consultations, and other services. (In conjunction with the Education Committee, Consultations Committee, etc., respectively.) **A**
10. Advise SAEM Board on opportunities for new revenue generation and/or cost-cutting for the Society. **A**
11. Evaluate and provide report to SAEM Board on the past year experience with the Project Proposal Submission Form. **A**
12. Establish and implement a leadership succession and mentorship plan for future leaders of the Committee. Special attention should be given to increasing the diversity of committee leadership. **F**
13. Execute other objectives as identified by the SAEM Board.

## Grants Committee

The Grants Committee supports the mission and goals of SAEM and the SAEM Foundation by developing and implementing grant programs that advance the field of emergency medicine, as well as conducting peer review of submitted proposals in a methodologically rigorous manner. Additional committee tasks may include working with other SAEM committees on projects related to grants, such as the Grant Writing Workshop. The Grants Committee encourages experienced researchers to apply, and may also consider junior-level investigators. Committee members are required to attend the annual grant review at ACEP in the fall and to participate in conference calls as needed.

## 2019-2020 Objectives

1. Review and score all SAEM grant applications, and submit funding recommendations to SAEM Board. . **A**
2. Review all current requests for applications (RFAs) and update as needed (including simplification if appropriate) to ensure relevance and consistency with the SAEM and SAEMF Strategic Plans. . **A**
3. Collaborate with SAEM Academies to develop RFAs and review Academy-sponsored grants as needed or requested.
4. Collect SAEMF grant impact study data annually and re-publishing the study every 5 years in AEM or SAEM Pulse.
5. Advise SAEM Board regarding key grant-related issues that could be developed into future educational endeavors and/or product solutions for members. . **A**

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6. Clarify RFPs and publish FAQs on: (SAEM and SAEMF Boards to approve FAQs before publishing)
7. eligibility of applicants with current or past awards (e.g., KL2/K12 grants, K23 awards, K08 awards, etc.) to the SAEM Foundation for grants;
8. eligibility of applicants with past ACEP EMF awards to the SAEM Foundation for grants; and
9. whether applicants may apply for multiple awards from the SAEM Foundation in the same year, and if so, provide guidance regarding what qualifies as a substantially different project.
10. Evaluate and recommend changes for the review process to the SAEM Board, including reviewer selection, review timeline, new reviewer training, and review setting (i.e., face-to-face vs. virtual). . **A**
11. Establish and implement a leadership succession and mentorship plan for future leaders of the Committee. Special attention should be given to increasing the diversity of committee leadership. . **F**
12. Execute other objectives as identified by the SAEM Board.

## Membership Committee

The Membership Committee is responsible for ensuring that SAEM meets the growing and changing needs of its members. Additionally, the Membership Committee strives to increase academic emergency medicine faculty, resident, and allied health care professional membership in the Society. Through the review of membership statistics, surveys, and trends, the Membership Committee identifies potential new members and develops mechanisms for membership recruitment and retention.

### **2019-2020 Objectives**

1. In collaboration with the Finance Committee (Finance Committee lead), review and make recommendations to the SAEM Board regarding membership dues and meeting registration fees, taking into account membership projections. **A**
2. Establish formal collaboration with RAMS to grow medical student and resident membership within SAEM.
3. Collaborate with SAEM staff to inventory, update, and create new member e-products.
4. Create process to follow up with lapsed residency and faculty group memberships and provide annual report to SAEM Board. **A**
5. Approximate the number of potential members at the resident, fellow, and faculty levels.
6. Prioritize existing strategies, and develop new strategies to maximize membership among individuals contemplating or involved in careers in academic Emergency Medicine at each level.
7. Create a plan for attracting pediatric EM physicians to become SAEM members. **A**
8. Advise the SAEM Board regarding key, emerging membership-related opportunities and challenges. **A**
9. Develop and present to the SAEM Board, a plan for engaging other SAEM Academies, committees, and/or interest groups to recruit new and retain current SAEM members. **A**
10. Establish and implement a leadership succession and mentorship plan for future leaders of the Committee. Special attention should be given to increasing the diversity of committee leadership. **F**
11. Execute other objectives as identified by the SAEM Board.

## Nominating Committee

The Nominating Committee will select candidates to fill the naturally occurring vacancies on the SAEM Board and elected positions on the standing committees of the Society not otherwise designated and

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provided for by these Bylaws. The Nominating Committee will seek the candidates' approval for formal nomination and shall place their names in nomination for election. The slate of SAEM Board nominees selected by the Nominating Committee shall be approved by the SAEM Board prior to distribution to the membership for consideration

## 2019-2020 Objectives

1. Create recommendation for ideal (min/max) number and diversity of nominees on the slate/ballot for each position. **A**
2. Devise a proactive plan for how we will meet the numbers in objective #1. Provide report to SAEM Board on what tactics were implemented to increase diversity of slate. **A**
3. Present the recommended slate to the SAEM Board for the SAEM ballot. **A**
4. Execute other objectives as identified by the SAEM Board.

## Program Committee

The Program Committee is responsible for the overall planning of the SAEM annual meeting. Each member of the committee is required to belong to at least one of the subcommittees that comprise the Program Committee: abstracts, awards, didactics, events, innovations, junior faculty forum, medical student ambassadors, medical student symposium, photo exhibition, program directors, residency and fellowship fair, resident leadership forum, and/or social media. This Program Committee is very active throughout the year, reviewing and scoring didactics, abstracts, and innovations, in addition to other subcommittee tasks. The Program Committee also has general oversight of SAEM regional meetings.

## 2019-2020 Objectives

1. Plan the SAEM20--carrying forward all activities from the 2019 meeting, with the exception of those activities deemed by Program Committee to be unsuccessful. Discuss the latter with the SAEM Board prior to coming to a final decision about discontinuation.
2. Recommend to the SAEM Board potential Friday programming with the aim of maximizing attendance and engagement. **A**
3. Annual face-to-face report/dashboard to SAEM Board in October from PC Chair on overall trends, opportunities and challenges with the annual meeting. Present a tutorial for SAEM Board on how scheduling for the annual meeting happens and how you handle conflicts and overlap. **A**
4. Develop a slate of potential keynote speaker(s) for SAEM Board selection. Evaluate addition of Thursday keynote focused on education. **A**
5. Develop and implement a plan for recognizing/promoting winners of SAEM awards at SAEM20.
6. With recommendations from Wellness Committee, integrate one or more wellness-related activities into the program for SAEM20.
7. In collaboration with Social Media Committee (Social Media Committee lead), create "Meet, Greet and Tweet" Session at SAEM20.
8. Ensure plan and marketing for lactation room and childcare at SAEM20.
9. Plan and implement--in conjunction with SAEM Committee of Academy Leaders (COAL)--strategies for highlighting academy activities in future Annual Meetings.
10. In collaboration with the Research Committee (Research Committee lead), create research focused programming for Pediatric EM physicians and encourage these individuals to present at SAEM20.
11. Integrate three or more networking-related activities in the program for SAEM20.

# SAEM Committee & Academy Handbook

12. Select and execute SAEM pre-meeting workshops. Consider adding Friday workshops (see objective #4). **A**
13. In collaboration with Research Committee (Program Committee lead), perform an assessment (including participant evaluation and future needs) of recurring didactic programs led by Research Committee. **A**
14. Administer, with RAMS, the Medical Student Ambassador (MSA) program. Based on an increase in applications, consider expanding the program.
15. Evaluate use of live-streaming at SAEM19 and make recommendation to SAEM Board for SAEM20.
16. Develop and implement a plan for engaging local EM residency program(s) for SAEM20. **A**
17. With RAMS Board, ensure resident- and medical student-focused activities into SAEM20.
18. Create for regional meetings, a standardized marketing plan, FAQ/menu on what SAEM office can offer (timeline included), and update regional meeting guidebook.
19. Evaluate options to enhance National Grand Rounds, i.e. timing, location, etc.
20. Develop and implement a strategy to increase the visibility of the best abstracts at the Annual Meeting. Consider blue ribbon/gallery of excellence. Make recommendation for abstracts/poster hall set up.
21. In collaboration with Research Committee (Research Committee lead), administer programs for researcher-focused networking activities at SAEM20.
22. In collaboration with Research Committee (Research Committee lead), administer the revamped SAEM consensus conference each year.
23. Establish and implement a leadership succession and mentorship plan for future leaders of the Committee. Special attention should be given to increasing the diversity of committee leadership. **F**
24. Execute other objectives as identified by the SAEM Board.

## **Research Committee**

The Research Committee serves as a resource for finding funding opportunities and for preparing materials that are helpful to all of SAEM's members in improving their research skills. The Research Committee is responsible for organizing the annual Grant Writing Workshop, for submitting specialized didactic sessions for SAEM's annual meeting, and for other research-related objectives as required. Experienced researchers and enthusiastic residents are encouraged to apply. Research Committee members are strongly encouraged to attend the annual meetings for both SAEM and ACEP and are required to work on at least one of the committee objectives for the year and to participate in monthly conference calls.

## **2019-2020 Objectives**

1. Continue to plan and execute an annual grant writing workshop.
2. Continue to plan and execute Research Learning Series.
3. Support the SAEM Foundation in its efforts to fundraise.
4. Submit at least five didactic proposals to SAEM Program Committee for presentation at the SAEM20 to include, but is not limited to: Lion's Den, National Grand Rounds, rotating research curriculum, etc.
5. In collaboration with Program Committee (Program Committee lead), perform an assessment (including participant evaluation and future needs) of recurring didactic programs led by Research Committee. **A**
6. Work with ARMED leadership to support ongoing faculty pipeline for ARMED. **A**
7. Provide formal liaisons to "ARMED for Education Scholarship" task force.

# SAEM Committee & Academy Handbook

8. Respond, as needed, to requests from federal funding agencies (e.g., NIH, AHRQ, CDC, PCORI, etc.) on research agenda topics or priorities.
9. Identify and partner with key NIH authorities (e.g., Jane Scott, Jeremy Brown, etc.) to develop new and engaging NIH-related content for SAEM20 and beyond.
10. In collaboration with the Program Committee (Research Committee lead), create research focused programming for Pediatric EM physicians and encourage these individuals to present at SAEM20.
11. In collaboration with Program Committee (Research Committee lead), administer programs for researcher-focused networking activities at SAEM20.
12. In collaboration with Program Committee (Research Committee lead), administer the revamped SAEM consensus conference each year.
13. Collaborate with CRUX Interest Group to share best practices and engage in peer-to-peer and dyadic mentorship. **B**
14. Work with existing EM Networks to enhance recruitment of new sites, generation of new studies, and success of SAEM emergency care researchers.
15. Identify and develop strategies to increase and diversify federal and non-federal funding for SAEM's Emergency Care researchers.
16. In collaboration with the Education and ED Administration and Clinical Operations Committees (ED Administration and Clinical Operations Committee lead), develop and present to the SAEM Board a plan for ED administration-and operations-related educational and research programs, products, and services. Within the plan, defined measures of success. **A**
17. In collaboration with the Education Committee (Education Committee lead), develop tools to assist residency program directors and their trainees in meeting evolving resident scholarly activity requirements.
18. In collaboration with Social Media Committee (Research Committee lead), develop and implement a strategy to highlight SAEM members receiving federal (especially NIH) grants, SAEM grants, and major publications.
19. Establish and implement a leadership succession and mentorship plan for future leaders of the Committee. Special attention should be given to increasing the diversity of committee leadership. **F**
20. Execution of other objectives as identified by the SAEM Board.

## Social Media Committee

The Social Media Committee collaborates with the Society's members to achieve objectives in the development and management of the Society's online presence and social networking campaigns with the goal of expanding awareness of and engagement with SAEM's activities and events. All social media committee members are active individual social media promoters of SAEM.

## **2019-2020 Objectives**

1. Create guidelines on how to be an active social media promoter of SAEM. Create quarterly scorecard to determine how well social media committee members are actively promoting SAEM through social media.
2. Disseminate online instructions (primer/tips/tricks) on how SAEM members can best use social media to promote scholarly content.
3. Assist in dissemination of all SAEM podcasts.
4. In collaboration with Program Committee (Social Media Committee lead), create "Meet, Greet and Tweet" Session at SAEM20.

# SAEM Committee & Academy Handbook

5. Execute “5 questions” program for highlighting SAEM members throughout year.
6. Develop a social media strategy for SAEM20 targeting specific didactics to maximize attendance/engagement.
7. In collaboration with the Awards Committee (Awards Committee lead), review and implement the pre-award outreach strategy to publicize and solicit nominations and/or applications for awards. Special attention should be given to increasing the diversity of the slate of nominees for SAEM and RAMS awards.
8. In collaboration with the Awards Committee (Awards Committee lead), assist in the development of a post-award publicity strategy, to include:
  - a. contacting the chair, and where possible, contact media outreach department at the home institution of each awardee;
  - b. using SAEM’s social media platforms and activities at SAEM’s annual meeting to publicize names and brief characteristics of awardees.
9. In collaboration with Research Committee (Research Committee lead), develop and implement a strategy to highlight SAEM members receiving federal (especially NIH) grants, SAEM grants, and major publications.
10. In collaboration with Web Evolution Committee (Social Media Committee lead), collaborate on ideas for improving SOAR.
11. With Web Evolution Committee, develop a plan for a potential merger of Social Media and Web Evolution Committees into a new “Virtual Relevance” Committee to align with new SAEM strategic plan. **A**
12. Establish and implement a leadership succession and mentorship plan for future leaders of the potentially merged “Virtual Relevance” Committee. Special attention should be given to increasing the diversity of committee leadership. **F**
13. Execution of other objectives as identified by the SAEM Board.

## Web Evolution Committee

The Web Evolution Committee is responsible for oversight and control of the structure and content of all of the Society’s web-based communications. Web Evolution Committee members are responsible for the ongoing review of SAEM’s website content and for making recommendations and changes to that content as necessary.

## **2019-2020 Objectives**

1. Lead ongoing Search Engine Optimization (SEO) review of SAEM website. (Including: broken links, missing content, long page loads, etc.) **A**
2. Quarterly review of website use and web analytics reports and develop recommendations for improvements to the SAEM Board. **A**
3. Exploration of next generation website needs for SAEM (and all microsites). Recommendations to SAEM Board by May 2020. **A**
4. In collaboration with Social Media Committee (Social Media Committee lead), collaborate on ideas for improving SOAR.
5. In collaboration with Social Media Committee, develop a plan for a potential merger of Social Media and Web Evolution Committees into a new “Virtual Relevance” Committee to align with new SAEM strategic plan. **A**
6. With Social Media Committee, establish and implement a leadership succession and mentorship plan for future leaders of the potentially merged “Virtual Relevance” Committee. Special attention should be given to increasing the diversity of committee leadership. **F**



# SAEM Committee & Academy Handbook

7. Execution of other objectives as identified by the SAEM Board.

## Wellness Committee

The SAEM Wellness Committee is charged with collaborating with National Academy of Medicine (NAM) Action Collaborative on Clinician Well-Being and the Emergency Medicine Physician Wellness and Resilience Summit. The committee members are responsible for addressing physician wellness and resilience, building a knowledge hub of information, resources, models, and tools to be used at the individual and organizational level, and creating a series of discussion papers, perspectives papers and white papers to address physician wellness.

## **2019-2020 Objectives**

1. Using the framework and materials from the National Academy of Medicine (NAM) Action Collaborative on Clinician Wellness, develop a comprehensive framework to address physician wellness and resilience in academic emergency medicine. **B, E**
2. Survey the landscape and present to board a comprehensive wellness survey, budget, and execution timeline, by December board meeting. **B, C, E**
3. Create and maintain a knowledge hub or repository of information, resources (including consensus conference products), models, and tools pertinent to wellness and resilience in academic emergency medicine.
4. Develop and present draft to SAEM Board a series of discussion papers, perspective papers, and/or white papers to address physician wellness in academic emergency medicine. Develop a white paper describing the unique work factors that contribute to burnout in emergency medicine. Final draft by December 2019. **B, C, E**
5. Submit to the Program Committee at least two wellness-related didactics for presentation consideration at the SAEM20.
6. Submit ideas to the Program Committee on a wellness activity for the SAEM20.
7. Establish and implement a leadership succession and mentorship plan for future leaders of the Committee. Special attention should be given to increasing the diversity of committee leadership. **F**
8. Execution of other objectives as identified by the SAEM Board.

# SAEM Committee & Academy Handbook

## SAEM Academies

An Academy provides a venue for SAEM members who have a special interest or expertise to join together in order to:

1. Promote a forum for the exchange of information among members in line with SAEM's mission to advance education and research in emergency medicine.
2. Provide the SAEM Board of Directors with the ability to utilize the expertise of an identifiable group on specific issues.
3. Provide a forum for members to speak as a unified voice to the SAEM Board of Directors as well as to other national organizations within their scope of special interest or expertise.
4. Provide a forum for members to network, collaborate on educational initiatives, develop policy, perform research, and provide faculty development pertaining to their area of special interest or expertise.

Each SAEM Academy has a unique and powerful voice within emergency medicine. SAEM members who wish to learn more about or have a greater impact in one of these specialty areas are encouraged to join an SAEM Academy. SAEM members can join an Academy for free as of 2019.

### ACADEMY DESCRIPTIONS

#### **Academy of Administrators in Academic Emergency Medicine (AAAEM)**

Founded in 2009, the Academy of Administrators in Academic Emergency Medicine (AAAEM) is a professional association for individuals managing the administrative and business functions of an academic department or division of emergency medicine. These academic units typically engage in activities related to patient care, education, and research mission, including the primary administration of an emergency medicine residency program.

#### **Academy for Diversity and Inclusion in Emergency Medicine (ADIEM)**

Although the U.S. population continues to become more diverse, ethnic and racial healthcare disparities persist. The benefits of a diverse medical workforce have been well described, but the percentage of emergency medicine (EM) residents from underrepresented groups (URGs) is small and has not significantly increased. ADIEM was founded in 2012. Their goal is to partner in a more powerful way with SAEM, working towards the realization of our common goals of diversifying the physician workforce at all levels, eliminating disparities in healthcare and outcomes, and insuring that all emergency physicians are delivering culturally competent care.

#### **Academy of Emergency Ultrasound (AEUS)**

Founded in 2011, the Academy of Emergency Ultrasound (AEUS) is an international forum bringing together clinician sonologists with the common goal of advancing patient care and safety through the use of bedside ultrasound. AEUS task forces promote the development of training curricula for medical students, residents, and fellows, as well as of tools and resources for further research and development. AEUS is governed by an Executive Committee of volunteers that seek to uphold the mission of the academy.

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## **Academy of Geriatric Emergency Medicine (AGEM)**

Founded in 2009, the Academy of Geriatric Emergency Medicine (AGEM) provides a forum for the collaborative exchange of ideas among emergency medicine researchers, educators, trainees, and clinicians.

## **Academy for Women in Academic Emergency Medicine (AWAEM)**

The Academy for Women in Academic Emergency Medicine (AWAEM) was established in 2009 to promote the recruitment, retention, advancement and leadership of women in academic emergency medicine. The success of academic emergency medicine and the ability of the specialty to train future emergency physicians are intrinsically linked with the success of women faculty as they now represent half of the medical student body and almost half of physicians.

## **Clerkship Directors in Emergency Medicine (CDEM)**

The Clerkship Directors in Emergency Medicine (CDEM) is the national organization representing Undergraduate Medical Education in Emergency Medicine. CDEM was formed in 2008, and became the first Academy of the Society for Academic Emergency Medicine (SAEM). CDEM is comprised of medical student educators who are committed to enhancing medical student education within our specialty.

## **Global Emergency Medicine Academy (GEMA)**

Established in 2011, the Global Emergency Medicine Academy (GEMA) focuses on improvement of the worldwide delivery of emergency medical care. Global emergency medicine is one of the fastest-growing subspecialties of emergency medicine, as evidenced by the ever-increasing number of emergency medicine faculty members, trainees, and medical students pursuing international opportunities.

## **Simulation Academy**

Founded in 2009, the Simulation Academy is a national educational organization that focuses on the development and use of simulation in emergency medicine education, research, and patient care. We maintain strong ties and share many members with the Society for Simulation in Healthcare Emergency Medicine Interest Group.

# SAEM Committee & Academy Handbook

## ACADEMY GOVERNANCE

### Description of an Academy

An Academy is considered a subcategory of national SAEM membership. As such, all academies are part of national SAEM and do not have separate bylaws or formal incorporation documents. Academies may however establish operational guidelines that delineate the procedures that will govern the operation of the academy as long as they are not in conflict with the operational guidelines, policies, procedures, or mission of SAEM, as determined by the SAEM Board of Directors.

### Purpose and Function of an Academy

An Academy provides a venue for SAEM members with a special interest or expertise to join together to in order to:

1. Promote a forum for the exchange of information between members in line with SAEM's mission to advance education and research in Emergency Medicine.
2. Provide the SAEM Board of Directors with the ability to utilize the expertise of an identifiable group on specific issues.
3. Provide a forum for members to speak as a unified voice to the SAEM Board of Directors as well as other national organizations within their scope of special interest or expertise.
4. Provide a forum for members to network, collaborate on educational initiatives, develop policy, perform research, and provide faculty development pertaining to their area of special interest or expertise.

### Academy Membership

Starting on January 1, 2019, membership for the following academies is available to all categories of SAEM members at no additional cost.

- Academy for Diversity and Inclusion in Emergency Medicine (ADIEM)
- Academy of Emergency Ultrasound (AEUS)
- Academy of Geriatric Emergency Medicine (AGEM)
- Academy for Women in Academic Emergency Medicine (AWAEM)
- Clerkship Directors in Emergency Medicine (CDEM)
- Global Emergency Medicine Academy (GEMA)
- Simulation Academy (Simulation)

Membership in the Administrators in Academic Emergency Medicine (AAAEM) shall continue at the same rate as AAAEM members are not SAEM members of their own accord.

Qualifications for all academy membership will not be based on sex, age, race, or religion.

Academy membership guidelines will be set by the SAEM Board of Directors in conjunction with the Committee of Academy Leadership (COAL) in accordance with SAEM priorities

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The criteria for the creation of a new academy will be released in January 2020. Proposals for new academies shall be submitted and reviewed by the SAEM Board of Directors for approval. Membership for any newly approved academies will open in May 2020.

## Academy Budgets

For the 2019 fiscal year budget, the above listed academies shall receive funds equal to the amount of individual academy dues revenue the academy received in 2018. Each academy will also have the option to include in their budget monies from their bank of current unspent funds. Unused funds received in 2019 will not rollover to the 2020 fiscal year unless a written proposal is submitted and approved by the SAEM Board of Directors. The proposal must be for a project that costs \$5,000 or more and/or spans across at least two fiscal years.

## Maintenance of an Academy

Each academy must at all times function in accordance with the overall goals and mission of SAEM and assure that the best interest of the SAEM is always maintained.

For 2019, and until modified by the SAEM Board of Directors, an academy must maintain a critical mass of at least 100 academy members, who are also SAEM members, to be considered in good standing as an academy. If the number of SAEM members in good standing within an academy falls below 100 members, the following will occur:

1. The CEO of SAEM will notify the academy President, in writing, that the academies membership has fallen below 100, and is in risk of being placed on probation.
2. If the academy membership has not increased its membership to the required number within 6 months, the academy will be placed on probationary status. During this time, the academy will be entitled to the usual services as outlined in the Benefits of Academy Membership. The academy President will submit in writing to the SAEM Board of Directors, within 30 days of being placed on probationary status, an action plan to increase the membership of the academy to the required number.
3. If at any time, the academy reaches the required number of members, the CEO will notify the academy chair that the academy has returned to good standing.
4. If the academy membership fails to reach the required number of members within 6 months of being placed in a probationary status, the SAEM Board of Directors will convene a meeting or conference call with the academy leadership. As a result of the meeting/conference call, the SAEM Board of Directors may decide to rescind the probationary status and/or revise the required number of SAEM members in good standing for the academy, extend the probationary status for 6 months, or dissolve the academy.
5. If at the conclusion of an extended probationary period, the academy membership fails to reach the required number of SAEM members in good standing, the academy will be dissolved.

In addition, to be considered in good standing, academies must:

1. Submit a budget annually, which includes spending annual revenue on products and services for their members.
2. Develop and work towards an agreed multi-year strategic plan.
3. Hold an annual (“business”) meeting at the SAEM annual meeting.
4. Submit at least one article to be published in SAEM Pulse annually.
5. Keep current and produce new content on their academy microsite.

# SAEM Committee & Academy Handbook

Academies found in non-compliance with these requirements may also be placed on probation. The academy President will submit in writing to the SAEM Board of Directors, within 30 days of being placed on probation, an action plan to correct any area of non-compliance. Academies placed on probation because of the above omissions must hold a meeting at the next SAEM annual meeting and submit two articles for publication in SAEM Pulse year over the next calendar year to return to good standing. Academies that fail to hold an annual meeting or submit articles for publication in SAEM Pulse 2 years in a row may be dissolved by the SAEM Board of Directors.

## General Academy Guidelines

Each academy membership will be subject to the following:

1. Academy leadership structures and terms of service will be carried out as defined in their approve academy guidelines.
2. The academy President or designee is responsible for reporting the academy's activities to the SAEM Board of Directors on an annual basis. The written report is presented at an SAEM Board of Directors meeting meetings. The academy written report is also shared with the Committee of Academy Leadership within two months of their presentation to the SAEM Board of Directors. This reporting is to enhance communication between the academy and the SAEM Board of Directors and other academy leaders to prevent duplication of efforts by other SAEM committees, academies, or interest groups.
3. Each academy must operate in accordance with their operational guidelines, as well as SAEM policies.
4. Use of the academy name or logo should be used with the SAEM name or logo on any publication, correspondence, or for any other purpose and should be reviewed and approved by the Board liaison. If the publication, correspondence, or other purpose will require SAEM support or acknowledgement, approval by the SAEM Board of Directors is required. Rules governing use of the SAEM name and logo will apply to all uses of the SAEM name and logo.
5. The academy President/leadership cannot commit SAEM resources to other organizations without the approval of the SAEM Board of Directors. The academy President and/or leadership can commit their own resources and membership to other organizations as they deem appropriate without using the SAEM name or logo.
6. SAEM cannot commit the academic output or resources of an academy to other organizations without the approval of the academy President.
7. The academy President and/or leadership can represent their academy's opinions and concerns in statements and publications or in regional/national meetings without prior approval of the SAEM Board of Directors. However, such representations will be the voice of only the academy and not necessarily represent SAEM. Policies and positions of other national organizations can be supported by the academy without the expressed approval of the SAEM Board of Directors if said policies and positions pertain to the academy's area of special interest or expertise and do not conflict with previously issued policies and positions of SAEM.
8. The academy may be asked to collaborate with the SAEM Board of Directors on specific issues as they arise. SAEM Board of Directors objectives related to an academy's mission will be discussed with the academy leadership to promote a single vision without duplication of efforts
9. When working on behalf of the academy, members may undertake projects that they have developed without the prior approval of the SAEM Board of Directors. Academy members may submit for publication any project that they have developed without the SAEM Board of Directors approval. If, however, the academy wants to publish or distribute any item with SAEM

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acknowledgement, endorsement or logo, the approval of the SAEM Board of Directors is required.

10. Academies may publish informational papers on their area of special interest or expertise. Policy statements must be submitted to the SAEM Board of Directors for approval.
11. Academies may represent themselves when speaking on behalf of the academy to other academies or national organizations but must obtain prior SAEM Board of Directors approval when speaking on behalf of SAEM.
12. To advocate for their own interests, academies can develop their own goals and objectives.
13. If an academy wishes to amend or change their operating guidelines, they must be submitted to SAEM Board of Directors for approval before going to the academy membership for approval.

## **Benefits of Academy Membership**

SAEM will make the following basic services available to an academy:

1. Notice of meetings in SAEM Pulse and other promotional literature, provided that the request is made by the academy President or designee at least 30 days in advance of the due date of the publication.
2. Meeting space and time will be made available during the SAEM Annual Meeting and other ACEP scientific assembly upon request of the academy President or designee, provided the request is made at least 90 days in advance of the meeting.
3. Conference calls for the academy President and academy leadership.
4. Correspondence to academy membership, as needed.
5. A SAEM staff member and Board of Directors liaison will provide staff support for each academy.
6. SAEM will develop and maintain a list serve for all members of the academy.

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## 2019-2020 ACADEMY PRESENTATION SCHEDULE

Academy	President	Report Due to SAEM	Present to SAEM Board	Present to COAL
AAAEM	Ashlee Melendez, MSPH, BSN	June 12, 2019	June 18, 2019	June 27, 2020
ADIEEM	Marquita Hicks, MD	July 10, 2019	July 16, 2019	July 25, 2020
AEUS	Lori Stolz, MD	August 14, 2019	August 22, 2019	August 22, 2019
AGEM	Anthony Rosen, MD	September 11, 2019	September 17, 2019	September 26, 2019
AWAEM	Pooja Agrawal, MD, MPH	November 13, 2019	November 19, 2019	January 22, 2020
CDEM	Kathy Hiller, MD, MPH	February 12, 2020	February 18, 2020	February 27, 2020
GEMA	Eric Cioe-Pena, MD, MPH	March 11, 2020	March 17, 2020	March 26, 2020
Simulation	Michael Cassara, DO, MEd, CHSE	April 15, 2020	April 21, 2020	April 23, 2020

PLEASE NOTE: All Meetings listed above are done via Zoom conference calls



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## Useful Information

### BOARD LIAISON JOB DESCRIPTION

#### Overall Purpose

A role of a board liaison is very important in executing and sustaining the activities of SAEM. A board liaison is a member of the Board of Directors whose responsibility it is to maintain the formal contact and connection between the Board of Directors and the specific Academy, Committee, Interest Group or Task Force (A/C/IG/TF) to which he or she has been assigned. Board liaisons are assigned by the president-elect and serve no more than two planning years to a specific committee, academy, or interest group (beginning at the start of the annual meeting).

SAEM Academies, Committees, Interest Groups, and Task Forces are established groups of members that are formed to help SAEM achieve its overall mission. A board liaison provides his or her assigned group with a path of direct communication to and from the SAEM Board.

The liaison's role is supportive and advisory; it is intended to assist an SAEM Academy, Committee, Interest Group, or Task Force in achieving its goals, and therefore the goals of the organization, by answering questions about SAEM policies, clarifying Board actions, identifying matters of interest or concern, fostering collaborations with other Academies, Committees, Interest Groups, and Task Forces, and providing general overall advice regarding best practices for leading an SAEM Academy, Committee, Interest Group, or Task Force.

The board liaison is also expected to learn from the assigned SAEM Academy, Committee, Interest Group, or Task Force about new topics, advances, or activities that would be beneficial for the organization as a whole. This helps the SAEM Board stay abreast of all aspects of academic emergency medicine so it can provide comprehensive services to its members.

#### Objectives

The primary functions of the board liaison to an Academy, Committee, Interest Group, or Task Force are:

- To carry information, questions, and feedback between the two bodies
- To facilitate the work of the SAEM A/C/IG/TF to which the liaison has been assigned, particularly when there is a need to report or to seek approval of recommendations from the Board.
- To enable early identification of developments or opportunities where involvement/action would advance success.
- To foster collaborations with other SAEM A/C/IG/TFs
- To enable early identification of problems or concerns raised in the assigned A/C/IG/TF and support effective discussion/action to resolve issues raised.

#### Liaison Responsibilities

The specific functions of the board liaison to an Academy, Committee, Interest Group, or Task Force are:

1. To provide a channel of communication between the assigned SAEM Academy, Committee, Interest Group, or Task Force and the SAEM Board
  - a. Obtain from the chair of the A/C/IG/TF a list of proposed activities and initiatives contemplated
  - b. Join A/C/IG/TF community sites to fulfill communication role

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- c. Advise and assist the assigned A/C/IG/TF in communicating with the Board
  - d. Advise the assigned A/C/IG/TF about when it is appropriate to present an agenda item, report, or specific recommendation for Board consideration.
  - e. Review all proposed agenda items for the SAEM Board and obtain appropriate background information from the assigned A/C/IG/TF prior to the board meeting.
    - i. When necessary, prepare an additional agenda item for the Board in consultation with the president, CEO, and A/C/IG/TF chair.
    - ii. Review previous Board actions or policies that are applicable to the agenda item.
    - iii. Advise the Board on options or possible actions that it might take to handle the report or the recommendations.
    - iv. Assist the Board in handling the agenda item expeditiously and try to answer, in advance if possible, questions that might be raised by the Board when it considers the A/C/IG/TF agenda item.
  - f. Present agenda items at Board meetings and lead the discussion.
  - g. Report back to the A/C/IG/TF promptly, generally within one week, regarding the discussion and any action taken by the Board.
  - h. Be alert to any potential problems (e.g. inactivity in the execution of goals or specific assignments from the Board, expenditures, etc.) and notify the Board president and/or CEO as needed.
2. To participate in A/C/IG/TF activities in an advisory capacity:
- a. Encourage the assigned A/C/IG/TF to be productive, guiding as necessary, while keeping in mind that the liaison serves as a facilitator and is not intended to be a part of the A/C/IG/TF nor to participate in its work.
  - b. Monitor the assigned A/C/IG/TF for adherence to its charge and provide guidance as needed.
  - c. Work with the A/C/IG/TF to recommend changes to its mission and/or goals to ensure they are up-to-date and of value.
  - d. Attend A/C/IG/TF meetings and conference calls.
  - e. Attend the orientation of new A/C/IG/TF leadership; introduce yourself and explain your function.
  - f. Ask the A/C/IG/TF leader to which you've been assigned to copy you on all important correspondence, budget proposals, reports, etc.

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## STAFF LIAISON JOB DESCRIPTION TO A/C/IG/TF

### Overall Purpose

The primary functions of the staff liaison to an Academy (A), Committee (C), Interest Group(IG), or Task Force (TF) are:

- To act as an information and communication conduit between Academies, Committees, and Interest Groups (A/C/IG/TF) and the SAEM organization (Board of Directors and Staff)
- To be an informed and engaged participant in the A/C/IG/TF to which he or she is assigned, exercising propriety, discretion, and professional protocol in all situations
- To serve as a knowledgeable guide and helpful resource to A/C/IG/TFs in the establishment and achievement of their strategic goals and objectives
- To ensure that A/C/IG/TF goals and objectives are aligned with the vision, mission, and strategic plan set forth by the SAEM Board of Directors
- To provide expertise, in-depth knowledge, information, and resources to support the work of the assigned academy, interest group, or committee
- To convey information that is relevant to the work and productivity of the group (e.g., background and status of SAEM programs and activities, key contacts, etc.)
- To communicate and coordinate with key staff regarding the timely fulfillment of A/C/IG/TF needs and requests (e.g., event promotion, mailings, newsletter production, membership, finance, IT, exhibitor, etc.)
- To understand, inform, and advise A/C/IG/TFs on: SAEM strategic direction; relevant SAEM policies, practices, and procedures; organizational activities; budgeting and financial planning process; and all related timelines and deadlines

### Meeting/Conference Call Duties

- Work with chair/president to establish and announce dates, times, locations, call-in information, etc. for meetings and conference calls
- Serve as a point of contact for meeting and event logistics (scheduling rooms; arranging for refreshments and technical needs); provide on-site support
- Provide supporting documents (e.g., meeting notices, minutes, member rosters, financial reports) and other materials and communications in advance of all conference calls, meetings, and/or events
- Ensure that a secretary is appointed and minutes are recorded for each event
- Attend all conference calls and meetings
- Participate in discussion, answer questions, offer suggestions, and provide expertise and supporting information
- Prepare and distribute any required post-event follow-up reports to the Board and ensure that objectives are completed by the assigned dates
- Follow up on all assignments and action items, communicating and coordinating in a timely manner with appropriate staff for the fulfillment of needs and requests; ensure that objectives are completed by the assigned dates

### Other Administrative Tasks

- Review all content submitted for publishing in print, on social media, on the SAEM website, and in online communities, to ensure that it is accurate and consistent with the SAEM brand

# SAEM Committee & Academy Handbook

- Manage online voting processes and advise on appointments
- Coordinate email lists housed in online communities (Higher Logic) to ensure they are current
- Provide up-to-date membership rosters (Academies, monthly; Interest Groups, quarterly; Committees, biannually)
- Maintain files, records and other relevant information
- Prepare and provide the Board with any required (status, financial, meeting) reports

# SAEM Committee Academy Handbook

## 2019-2020 SAEM Board/Staff Liaisons Grid

ACADEMIES 2019-2020						
Academy	President	President Email Address	2019-2020 BOD Liaison	BOD Liaison Email Address	Staff Liaison(s)	Staff Email(s)
AAAEM	Ashlee Melendez, MSPH, BSN	ashlee@louisville.edu	Amy H. Kaji, MD, PhD	akaji@emedharbor.edu	Kat, Marisol	knagasawa@saem.org, mnavarro@saem.org
ADIEM	Marquita Norman Hicks, MD	marquitahicks@yahoo.com	Steven B. Bird, MD	steven.bird@umassmemorial.org	Kat	knagasawa@saem.org, mnavarro@saem.org
AEUS	Lori Stolz, MD	stolzla@ucmail.uc.edu	Angela M. Mills, MD	angela.mills@columbia.edu	Melissa	mmcmillian@saem.org
AGEM	Anthony Rosen, MD	aer2006@nyp.org	Richard Wolfe, MD	rwolfe@bidmc.harvard.edu	Melissa	mmcmillian@saem.org
AWAEM	Pooja Agrawal, MD, MPH	pagrawalmd@gmail.com	James F. Holmes, MD, MPH	jfholmes@ucdavis.edu	Holly	hbyrdduncan@saem.org
CDEM	Kathy Hiller, MD, MPH	khiller@aemrc.arizona.edu	Michelle D. Lall, MD Ian B.K. Martin, MD, MBA	michelledlall@gmail.com imartin@mcw.edu	Kat, Marisol	knagasawa@saem.org, mnavarro@saem.org
GEMA	Eric Cioe-Pena, MD, MPH	eric.cioe@gmail.com	Megan L. Ranney, MD, MPH	megan_ranney@brown.edu	Holly	hbyrdduncan@saem.org
Simulation	Michael Cassara, DO, MEd, CHSE	mcassara@nshs.edu	Christopher Carpenter, MD, MSc	carpenterc@wustl.edu	Marisol, Melissa	mnavarro@saem.org, mmcmillian@saem.org
COMMITTEES 2019-2020						
Committee	Chair Name	Chair Email Address	2019-2020 BOD Liaison	BOD Liaison Email Address	Staff Liaison(s)	Staff Email(s)
Awards	Robert S. Hockberger, MD	hock@emedharbor.edu	Richard Wolfe, MD	rwolfe@bidmc.harvard.edu	Melissa	mmcmillian@saem.org
Committee of Academy Leaders	James F. Holmes, MD, MPH	jfholmes@ucdavis.edu	James F. Holmes, MD, MPH	jfholmes@ucdavis.edu	Marisol, Kat, Megan	mnavarro@saem.org, knagasawa@saem.org
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# SAEM Committee Academy Handbook

## 2019-2020 SAEM Board/Staff Liaisons Grid

INTEREST GROUPS 2019-2020						
Interest Group	Chair Name	Chair Email Address	2019-2020 BOD Liaison	BOD Liaison Email Address	Staff Liaison(s)	Staff Email(s)
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APP	Elizabeth Temin, MD	etemin@partners.org	Wendy C. Coates, MD	coates@emedharbor.edu	Dan, Doug	dsanbuenaventura@saem.org, dray@saem.org
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CPR/Ischemia/Reperfusion	William J. Meurer, MD	wmeurer@med.umich.edu	Amy H. Kaji, MD, PhD	akaji@emedharbor.edu	John	jlandry@saem.org
Critical Care Medicine	John E. Arbo, MD	j.arbo@me.com	Angela M. Mills, MD	angela.mills@columbia.edu	Alex	akeenan@saem.org
CRUX	Nicholas Giordano	NGIORDANO@mgh.harvard.edu	Wendy C. Coates, MD	coates@emedharbor.edu	Snizhana	skurylyuk@saem.org
	Cassandra Hall	clsh@iu.edu				
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	Joshua Joseph, MD MS	jwjoseph@bidmc.harvard.edu				
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Wilderness Medicine	Lara Phillips, MD	laralea@alum.mit.edu	Megan L. Ranney, MD, MPH	megan_ranney@brown.edu	Holly	hbyrdduncan@saem.org

# SAEM Committee & Academy Handbook

## IMPORTANT PROCESSES/TIMELINES

### January

- Committee Chairs for the upcoming year are approved
- Committee objectives for the upcoming year are finalized
- Committee appointments are announced for the upcoming year
- AAAEM election opens
- Abstracts, Innovations, IGNITE, and ePosters submissions close
- SAEM Awards Committee selects award recipients
- EMIG Grant Application Deadline
- Beginning of SAEMF Fundraising Solicitations
- SAEMF-EMF Grantee Workshop

### January/February

- Strategic plan goals for the upcoming calendar year prioritized, edited, and finalized

### February

- Elections open for SAEM, RAMS, AACEM, and Academies
- SAEM Board of Directors reviews and approves selected award recipients
- AAAEM election closes
- AAAEM election results are announced

### March

- Elections close for SAEM, RAMS, AACEM, and Academies
- Elections results for SAEM, RAMS, AACEM, and Academies are announced
- Financial audit for previous fiscal year starts
- AACEM/AAAEM Annual Retreat
- EMIG recipients selected
- Early Bird registration closes for AM
- SAEM Foundation Academy Grants: New Request for Applications (RFAs) Approved by SAEM Foundation Board of Trustees

### April

- Board liaison list for the upcoming year is finalized
- Interest Group Chair Elections
- SAEM committee updates are due
- SAEM Foundation Committee Challenge Begins
- SAEM Foundation Request for Applications (RFAs) posted on website
- SAEM Foundation Academy Grants: Decision on RFAs and posted on website

### May

- SAEM Annual Meeting
- Academy Leaders and Committee Chairs Orientation with SAEM Board of Directors
- Fellowship Approval Program Review of New and Renewal Applications
- ARMED class ends

# SAEM Committee & Academy Handbook

## June

- Interest Group objectives due
- Fellowship Approval Program notifications sent to programs
- SAEM Foundation Grant Progress Reports Due
- Cycle ends for Fellowship Approval Program – June 30th

## July

- Last month to claim CME for SAEM Annual Meeting
- ARMED Application Deadline
- SAEM Foundation grant installments paid
- New cycle begins for Fellowship Approval Program – July 1<sup>st</sup>

## August

- SAEM Committee Interest Survey opens
- Advanced EM Workshops submissions open
- Didactic submissions open
- SAEM Foundation Grant Application Deadline is August 1<sup>st</sup>
- Enrollment for Chair Development Program (CDP) opens
- Enrollment for Certificate in Academic Emergency Medicine Administration (CAEMA) opens (in odd years)

## September

- Nominations open for SAEM, RAMS, AACEM, and Academies
- Advanced EM Workshops submissions close
- Project Request Forms for the upcoming fiscal year budget are due from Committees, Academies, and Interest Groups
- Registration and Report Deadline for SAEM Research Fellows
- SAEMF Committee Challenge Ends
- New ARMED class begins

## October

- First round budget presented to SAEM Board of Directors
- SAEM meetings at ACEP Scientific Assembly
- SAEM Committee Interest Survey closes
- Strategic plan luncheon with SAEM Board of Directors and selected SAEM members at ACEP Scientific Assembly to start drafting strategic plan goals
- Billing for faculty, faculty groups, fellows, military, young physicians, associate, administrator, and emeritus members goes out on October 1<sup>st</sup>
- SAEM Award Nominations Open
- SAEM Foundation Grant Review
- SAEM Foundation New Grant Portfolio Approved for next cycle
- Fellowship Approval Program Review of New and Renewal Applications
- SAEM Foundation Academy Grants: Letter of Intent (LOI) due

## November

- Second round budget presented to SAEM Board of Directors
- Nominations close for SAEM, RAMS, AACEM, and Academies



# SAEM Committee & Academy Handbook

- Draft of strategic plan goals for the upcoming calendar year reviewed, prioritized, and edited
- Abstracts, Innovations, IGNITE, and ePosters submissions open
- SAEM Foundation grant recommendations made to SAEM Foundation Board of Trustees and SAEM Board of Directors
- Fellowship Approval Program notifications sent to programs

## December

- Budget for next fiscal year approved by the SAEM Board of Directors
- SAEM nominating committee selects slate to present to
- President-Elect selects committee members for upcoming year
- SAEM committee updates are due
- Second draft of strategic plan goals for the upcoming calendar year reviewed, prioritized, and edited
- SAEM Annual Meeting website and registration opens December 1<sup>st</sup>
- SAEM award nominations close
- SAEM Foundation grant progress reports due
- SAEM Foundation grant installments paid
- SAEM Foundation grant notifications sent to applicants
- SAEM Foundation Annual Alliance Year Ends
  - End of Year Donation Summaries Sent
- Business Development cycle ends
- SAEM Foundation Academy Grants: Decisions on LOI from Board of Trustees
- Enrollment for Chair Development Program (CDP) closes
- Enrollment for Certificate in Academic Emergency Medicine Administration (CAEMA) opens (in odd years)

**Budget Approval:** The first-round budget goes to the Finance Committee on October 1 for the upcoming fiscal year. Thus, if one of your A/C/IG/TF wishes to request funds, they should submit their request by September 1 to [mschagrin@saem.org](mailto:mschagrin@saem.org). The budget goes through three rounds of revisions. The final budget is approved by the Board of Directors in mid-December. There is a low likelihood of receiving funds for requests made once the budget has been approved. There are many ways for committees to achieve an SAEM-assigned objective; however, if it is determined that a committee requires funding to achieve an objective assigned to it by SAEM, a request for funding must be submitted for approval during the budget process.

**Project Request Form:** The Project Request Form (located in the forms section) was designed by the SAEM Finance Committee to help the Society's A/C/IG/TF think through the full scope of a proposed project, including planning and budgeting. The form must be used when requesting eight or more hours of SAEM staff time or \$1,000 or more in funding from SAEM for a new project. The forms do not need to be used by Academies for their own Academy-funded projects; only when requesting funds or additional staff time from SAEM.

**Social Media:** SAEM maintains social media accounts on Facebook, Twitter, and LinkedIn. Academies, Committees, and Interest Groups can submit content to be shared to these SAEM social media platforms by completing the Social Media Form:

<https://docs.google.com/a/saem.org/forms/d/1Bx5KfPvOLc4iKxS0LOWPpXgNCq1yeDscfAfTOePYBZQ/vi<sup>ew</sup>form>

# SAEM Committee & Academy Handbook

**Marketing:** SAEM is available to help with full marketing campaigns to aid in the distribution of important content to members. Marketing campaigns can be requested using the Marketing and Communications Project Request Form:

[https://docs.google.com/a/saem.org/forms/d/e/1FAIpQLSf3a24wc\\_5QCR4DnfpGpSHGSIQBSQ1SbJFjbVgI3Y8IyaR0zw/viewform](https://docs.google.com/a/saem.org/forms/d/e/1FAIpQLSf3a24wc_5QCR4DnfpGpSHGSIQBSQ1SbJFjbVgI3Y8IyaR0zw/viewform)

**PowerPoints:** Any group that presents outside of SAEM should use an SAEM-branded presentation. SAEM has branded PowerPoint templates for SAEM, SAEMF, all SAEM Academies, AACEM, and SAEM Regional Meetings. PowerPoint templates, if requested, can also be created for any SAEM Committee or SAEM Interest Group by emailing [mschagrins@saem.org](mailto:mschagrins@saem.org).

**Community Sites:** “Listserves” have been created for every SAEM Academy, Committee, and Interest Group. Community sites are an efficient and secure way for information to be shared and stored. Any SAEM group can request a community site by emailing [dsanbuenaventura@saem.org](mailto:dsanbuenaventura@saem.org)

**SAEM Pulse (Newsletter):** All Academies, Committees, and Interest Groups may submit content. The submission and publication dates are listed below.

Issue	Publication Date	Submission Deadline
January/February	January 1	December 1
March/April	March 1	February 1
May/June	May 1	April 1
July/August	July 1	June 1
September/October	September 1	August 1
November/December	November 1	October 1

**Academy Microsites:** Academies have their own microsites with information for current or potential members. Updated Clerkship, Residency, and Fellowship Directories can be easily found on the SAEM and Academy home pages. Academies have each appointed representative to be trained on how to update their Academy’s microsite. If someone needs to be trained on updating their microsite, please contact Snizhana Kurlyuk, [skurylyuk@saem.org](mailto:skurylyuk@saem.org)

# SAEM Committee & Academy Handbook

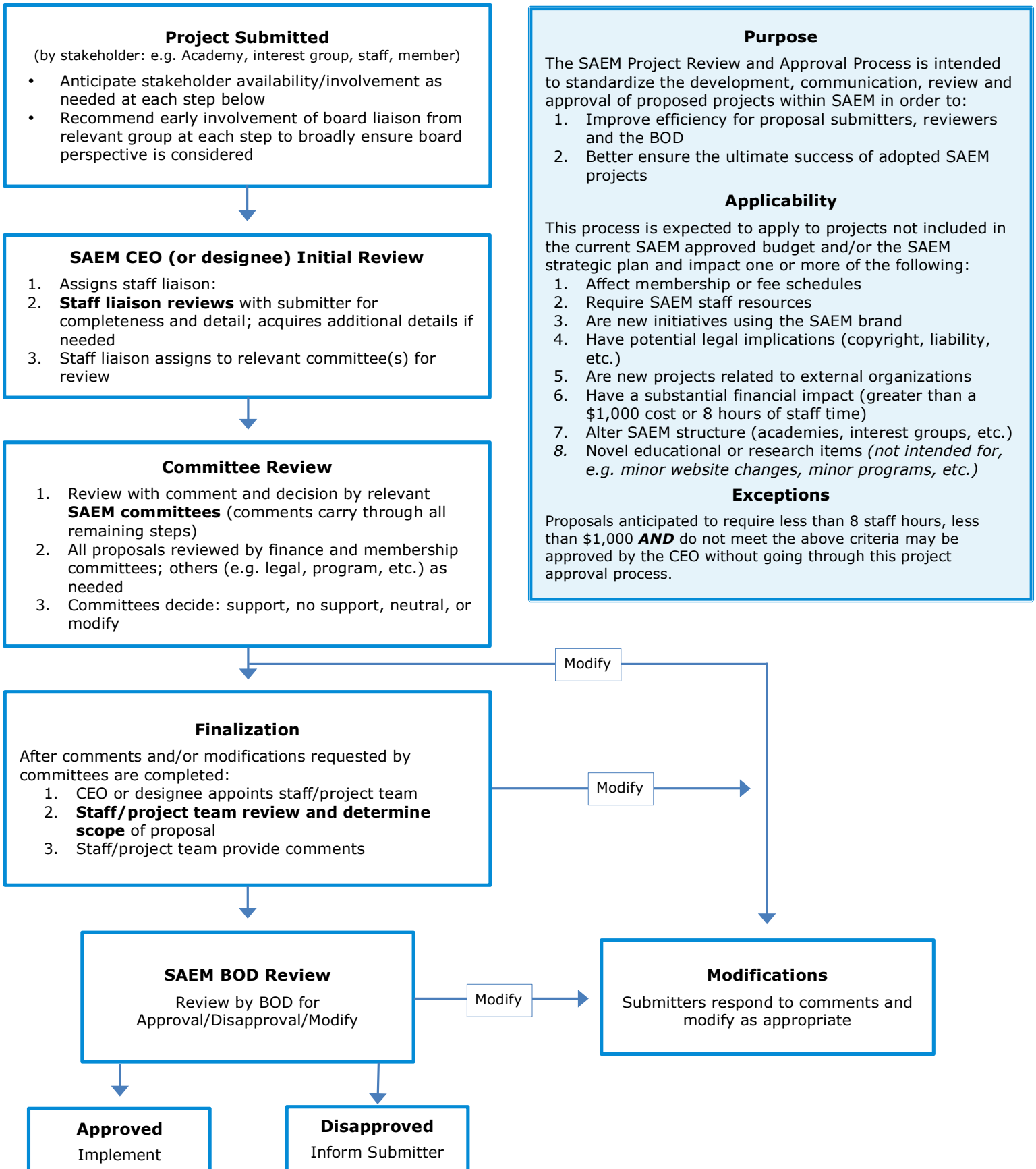
## SAEM PROJECT REQUEST FORM

This process applies to projects not included in the current SAEM approved budget and/or the SAEM strategic plan and impact one or more of the following:

1. Affect membership or fee schedules
2. Require SAEM staff resources
3. Are new initiatives using the SAEM brand
4. Have potential legal implications (copyright, liability, etc.)
5. Are new projects related to external organizations
6. Have a substantial financial impact (greater than a \$1,000 cost or 8 hours of staff time)
7. Alter SAEM structure (academies, interest groups, etc.)
8. Novel educational or research items (not intended for, e.g. minor website changes, minor programs, etc.)
9. Other as designated by the SAEM Board of Directors

Project Requests are submitted through the online [Project Request Form](#).

## Project Review and Approval Process



# SAEM Committee & Academy Handbook

## SAEM STAFF

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# SAEM Committee & Academy Handbook

## SAEM Strategic Plan 2019-2024

### TIMELESS CORE IDEOLOGY (TIMELESS)

**Core Ideology** describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two elements: Core Purpose – the organization's reason for being – and **Core Organizational Values** – essential and enduring principles that guide the behavior of an organization.

**Core Purpose:** To improve patient care by leading the advancement of academic emergency medicine.

Core Organizational Values:

- Knowledge Creation, Translation, and Dissemination
- Professional Development
- Advocacy for Education and Research
- Collaboration, Diversity, Community, and Service

### LONGER-TERM ENVISIONED FUTURE (10+ YEARS)

The envisioned future conveys a concrete yet unrealized future for the organization. It consists of a vision – a clear and compelling catalyst that serves as a focal point for effort and a vivid description of a desired future which is a vibrant and engaging description of what it will be like to achieve the vision.

**Vision:** To be the premier organization for developing academic leaders in education and research and for creating and disseminating content with the greatest impact on emergency care.

#### **Vivid Description of a Desired Future:**

Through SAEM's leadership, emergency medicine faculty and trainees are recognized leaders in research, education, and clinical care. SAEM's programs and services are relevant, accessible, and clearly contribute to the professional success of its members and the development of the future leaders of emergency medicine. All chairs of emergency medicine actively engage in SAEM, as do faculty, fellows, residents, and medical students. Mentorship, supporting diversity of ideas and people, engaging with colleagues, and contributing to the Society are integral to SAEM's values and mission.

The Society's journals are recognized for their high global impact within the field of emergency care and academic emergency medicine. Participation in the Society's annual and regional meetings are considered essential to career growth and keeping up-to-date on the latest research, educational innovations, and state-of-the-art technologies. SAEM is an influential leader in advocating for research funding through federal, foundation, and other sources. SAEM is the preeminent organization for emergency medicine education, training, and innovation.

The emergency medicine community values the work of SAEM in preparing academic leaders, facilitating knowledge translation, and disseminating the latest research to improve emergency patient care and outcomes.

# SAEM Committee & Academy Handbook

## GOALS AND OBJECTIVES (3-5 YEARS)

Goals represent outcome-oriented statements intended to guide and measure the organization's future success. The achievement of each goal will move the organization towards the realization of its "Envisioned Future." Supporting Objectives further clarify direction and describe what the organization wants to have happen; a descriptive statement of what constitutes success in measurable terms.

### Member and Leader Development

**Goal:** SAEM is recognized as an essential contributor to the personal and professional development of the academic emergency medicine community.

**Objectives:**

1. Increase mentorship, networking, and leadership development opportunities.
2. Cultivate the next generation of leaders of SAEM members through increased participation in SAEM.
3. Cultivate the next generation of leaders of emergency medicine through increased participation in SAEM.
4. Enhanced gender and cultural competency and diversity among SAEM members and leaders.
5. Increase the body of knowledge and implementation of evidence-based practices for wellness/resilience.

### Medical Education

**Goal:** Medical educators and learners recognize SAEM as the premier organization for academic EM educational resources.

**Objectives:**

1. Increase engagement of all emergency medicine educators.
2. Increase training in medical education methodologies.
3. Expand the body of knowledge of educational science.
4. Increase the number of medical education publication and dissemination opportunities within SAEM.
5. Increase educational resources addressing new and alternative models of care in emergency medicine.

### Research Impact

**Goal:** SAEM increases the impact, productivity, and visibility of emergency care research.

**Objectives:**

1. Increase the Altmetric scores of the SAEM publications and impact factor of the journals.
2. Increase the Foundation's portfolio of education and research grants.
3. Increase our resources (funding and products) to support successful emergency care research.

# SAEM Committee & Academy Handbook

## Virtual Relevance

**Goal:** SAEM's virtual resources and platforms add value to and are valued by the academic emergency community.

**Objectives:**

1. Increase utilization across all SAEM platforms and resources.
2. Improve engagement among SAEM members on SAEM platforms.
3. Improve personalization of SAEM's virtual resources and communications.
4. Increase adaptability and responsiveness of SAEM's digital resources and platforms.



# SAEM Committee & Academy Handbook

## SAEM Policies/Guides/Statements

### CONFLICT OF INTEREST POLICY

SAEM Officers, Board Members, Committee Chairs, Task Force Chairs, Academy Executive Committee Members, and others acting on behalf of SAEM (Society) have a duty to the Society and its members, including the duties of loyalty, diligence, and confidentiality. This means that they must not put themselves in a position where their personal, professional, or fiduciary interest conflict with their duty to the Society. In accepting their office or position, individuals undertake to give the Society the benefit of their care, best judgment, and to exercise their powers solely in the Society's best interest and not for their own personal interest or for the benefit of another organization.

Conflicts of interest arise when individuals in positions of responsibility have personal, professional, or fiduciary interests, obligations, or responsibilities that conflict with their duties to the Society. It is important to note that a conflict of interest depends on the situation, and not on the character or actions of the individual.

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 Society.

A conflict of interest arises when an individual holds a position of responsibility within the Society and has an interest or obligation that has the potential to create a division of loyalty or is in a position to personally gain from a specific transaction with the Society. This can include:

- Approval of a contract or relationship with a vendor in which the individual holds a financial stake.
- Serving as an officer or board member in a national or international medical or professional society.
- Serving as the chair of a committee or major project for another medical or professional society. (Serving as a committee member is permissible)
- Employment, consulting, or advisory board membership for a pharmaceutical or medical device company.

In rare circumstances, an individual may have such a serious, ongoing, and irreconcilable conflict, where the relationship with an outside organization so seriously impedes one's ability to carry out the fiduciary responsibility to the Society, that resignation from the position with the Society 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 Society need not only to avoid conflicts of interest, but also to avoid the appearance of a conflict of interest. This includes SAEM Officers, Board Members, Committee Chairs, Task Force Chairs, Academy Executive Committee Members, and other elected or appointed leaders, and

# SAEM Committee & Academy Handbook

staff. Decisions on behalf of the Society must be based solely on the interest of the Society and its membership. Decisions must not be influenced by desire for personal profit or other extraneous considerations.

2. SAEM Officers, Board Members, Committee Chairs, Task Force Chairs, Academy Executive Committee Members, the Executive Director, and other elected or appointed leaders, and staff shall annually sign a statement acknowledging their professional and fiduciary responsibility to the Society 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. SAEM Officers, Board Members, Committee Chairs, Task Force Chairs, Academy Executive Committee Members, the Executive Director, and other elected or appointed leaders, and staff 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. SAEM Officers, Board Members, Committee Chairs, Task Force Chairs, Academy Executive Committee Members, the Executive Director, and other elected or appointed leaders, and staff shall annually sign a statement acknowledging that they sometimes have access to confidential information and pledge to protect the confidentiality of that information.
5. SAEM Officers, Board Members, Committee Chairs, Task Force Chairs, Academy Executive Committee Members, and other elected or appointed leaders 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. The Executive Director will periodically review the conflict of interest disclosure statements submitted to the Society 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.
10. Conflict-of-interest rules applying to all continuing medical education presentations sponsored by the Society will be those of the body governing CME accreditation nationally. This will be monitored by the Program committee.

## B. Disclosure Form

SAEM Officers, Board Members, Committee Chairs, Task Force Chairs, Academy Executive Committee Members, the Executive Director, and all candidates for Society office shall annually complete a form that shall disclose the following.

1. Board membership on other medical or professional societies, including the position held and a brief description of the nature and purpose of the organization.
2. Committee, task force, and project involvement (other than those within SAEM including the position held, name of the parent organization, and a brief description of the nature and purpose of the committee, task force or project.

# SAEM Committee & Academy Handbook

3. 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. Please include your primary institution as well as any other positions you may hold.
4. 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 the Society obtains or may obtain substantial amounts of goods or services, or which provides services that substantially compete with the Society.
5. 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).
6. Any other interest the member believes may create a conflict with the fiduciary duty to the membership of SAEM 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 a General Reference Notebook available at each Board meeting for review by Officers and members of the Board of Directors, and will be considered strictly confidential information.

## C. Additional Rules of Conduct

### 1. Transactions with SAEM

Whenever a potential transaction or agreement with SAEM is presented for consideration at a meeting or other deliberation involving the participation of an SAEM Officer, Board Member, Committee Chair, Task Force Chair, Academy Executive Committee Member, other acting on behalf of SAEM, 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 Society. 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 SAEM, 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. SAEM Policy Decision

When SAEM considers the adoption of policy that relates directly to a specific and financial focus of business or professional activity engaged in by an SAEM Officer, Board Member, Committee Chair, Task Force Chair, Academy Executive Committee Member, or other acting on behalf of SAEM, 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.

# SAEM Committee & Academy Handbook

## 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 Society. 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 SAEM. Should the employment activity of the individual involved require the individual to act in actual conflict with SAEM or one of its constituent chapters repeatedly or over an extended period of time, the Board member should consider whether the employment activity is compatible with service to the Society. 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.

## 4. Actions related to this policy

- a. Any questions about whether this policy applies to an individual or situation will be referred to the Chair of the Ethics Committee for review.
- b. Actions related to violations of this policy will be the sole purview of the Board of Directors.

# SAEM Committee & Academy Handbook

## WHISTLEBLOWER POLICY

A whistleblower is defined by this policy as an SAEM employee staff or volunteers of SAEM, SAEM Foundation, or AACEM who reports an activity that he/she considers to be illegal or dishonest to one or more of the parties specified in this policy.

The whistleblower is not responsible for investigating the activity or for determining fault or corrective measures; appropriate management officials are charged with these responsibilities.

An example of an illegal or dishonest activity is a violation of federal, state or local laws or financial wrongdoing. If an SAEM employee or SAEM, SAEM Foundation, or AACEM volunteer has knowledge of or a concern of illegal or dishonest fraudulent activity, the individual is to contact the CEO or Board of Directors. The SAEM employee or SAEM, SAEM Foundation, or AACEM volunteer must exercise sound judgment to avoid baseless allegations. An SAEM employee or SAEM, SAEM Foundation, or AACEM volunteer who intentionally files a false report of wrongdoing will be subject to discipline, up to and including termination of employment, removal from volunteer position, or termination of membership.

Whistleblower protections are provided in two important areas -- confidentiality and against retaliation. Insofar as possible, the confidentiality of the whistleblower will be maintained.

However, identity may have to be disclosed to conduct a thorough investigation, to comply with the law and to provide accused individuals their legal rights of defense. SAEM will not retaliate against a whistleblower. This includes, but is not limited to, protection from retaliation in the form of an adverse employment action such as termination, compensation decreases, poor work assignments and threats of physical harm. Any whistleblower who believes he/she is being retaliated against must contact the CEO or Board of Directors immediately. The right of a whistleblower for protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated.

# SAEM Committee & Academy Handbook

## DOCUMENT RETENTION AND DESTRUCTION POLICY

This Document Retention and Destruction Policy of the Society for Academic Emergency Medicine (SAEM) identifies the record retention responsibilities of staff, volunteers, members of the Board of Directors, and outsiders for maintaining and documenting the storage and destruction of the Organization's documents and records.

- A. **Rules.** The Organization's staff, volunteers, members of the Board of Directors and outsiders (i.e., independent contractors via agreements with them) are required to honor these rules: (a) paper or electronic documents indicated under the terms for retention below will be transferred and maintained by the Human Resources, Legal or Administrative staffs/departments or their equivalents; (b) all other paper documents will be destroyed after three years; (c) all other electronic documents will be deleted from all individual computers, data bases, networks, and back-up storage after one year; and (d) no paper or electronic documents will be destroyed or deleted if pertinent to any ongoing or anticipated government investigation or proceeding or private litigation.
- B. **terms for retention.**
- a Retain permanently:
- Governance records* – Charter and amendments, Bylaws, other organizational documents, governing board and board committee minutes.
- Tax records* – Filed state and federal tax returns/reports and supporting records, tax exemption determination letter and related correspondence, files related to tax audits.
- Intellectual property records* – Copyright and trademark registrations and samples of protected works.
- Financial records* – Audited financial statements, attorney contingent liability letters.
- b Retain for ten years:
- Pension and benefit records* – Pension (ERISA) plan participant/beneficiary records, actuarial reports, related correspondence with government agencies, and supporting records.
- Government relations records* – State and federal lobbying and political contribution reports and supporting records.
- Documents and files* – Past budgets and bank statements.
- c Retain for three years:
- Employee/employment records* – Employee names, addresses, social security numbers, dates of birth, INS Form I-9, resume/application materials, job descriptions, dates of hire and termination/separation, evaluations, compensation information, promotions, transfers, disciplinary matters, time/payroll records, leave/comp time/FMLA, engagement and discharge correspondence, documentation of basis for independent contractor status (retain for all current employees and independent contractors and for three years after departure of each individual).

# SAEM Committee & Academy Handbook

*Lease, insurance, and contract/license records* – Software license agreements, vendor, hotel, and service agreements, independent contractor agreements, employment agreements, consultant agreements, and all other agreements (retain during the term of the agreement and for three years after the termination, expiration, non-renewal of each agreement).

d Retain for one year:

*All other electronic records, documents and files* – Correspondence files, publications, survey information.

C. **Exceptions.** Exceptions to these rules and terms for retention may be granted only by the Organization's chief staff executive or President of the Board.

# SAEM Committee & Academy Handbook

## DIVERSITY STATEMENT

The Society for Academic Emergency Medicine (SAEM) is committed to the promotion of all dimensions of diversity and inclusion for our members and employees. SAEM believes that attaining equity, diversity and inclusion in emergency medicine that reflects our multifaceted society is a desirable and achievable goal that enhances and strengthens the organization. SAEM shall not discriminate on the basis of age, race, gender, gender identity, gender expression, sexual orientation, ethnicity, creed, religion, national origin, veteran or military status, immigration status, or disability. We encourage all academic medical centers and teaching hospitals to recruit, retain, and advance providers and learners reflective of the communities they serve. SAEM expects its members and employees to respect, support, and embrace the existing cultural and other differences of its membership. SAEM supports and promotes the development of education, research, and services that assist emergency departments to improve the lives and health of all, and to eliminate health inequities and opportunity disparities.

## COMMITMENT TO CLINICIAN WELL-BEING AND RESILIENCE

SAEM's mission is "to lead the advancement of academic emergency medicine through education and research, advocacy and professional development." As such, we call for action to reduce the burden of burnout on our colleagues and trainees.

Emergency physicians have three times higher rates of burnout than the average physician. As half of the healthcare in the United States is delivered in emergency departments, this high rate of burnout has a potentially highly significant negative impact on patient care. It also has a negative trickle-down effect on our trainees, non-physician staff, and the greater community. As a Society, we are committed to developing, implementing, and evaluating interventions to promote physician wellness in general, and academic emergency medicine wellness in particular.

Burnout may occur at any time in a physician's career, including both medical school and residency training. Stressors and factors associated with burnout are different for physicians in academic settings when compared to private community practice settings or in different specialties. Efforts to evaluate and combat this public health crisis must therefore identify and address specific issues at all stages in a provider's career and in all practice settings (akin to precision medicine).

Emergency physicians with burnout provide suboptimal care to patients. They may obtain inappropriate diagnostic testing, provide poor pain control, and communicate poorly with patients and staff. As a result, emergency physician burnout is potentially disastrous for the healthcare system. Among academic emergency physicians, burnout additionally impairs creativity and productivity in research, innovation, and education. Burnout may contribute to physicians' departure from academia, creating a dearth of effective teachers, researchers, and mentors needed to sustain the emergency medicine specialty.

As a contributing participant in the National Action Collaborative on Clinician Well-Being and Resilience, and as the leading organization promoting research in emergency medicine, SAEM is committed to the following strategies:

- 1 Identification of risk factors leading to emergency physician burnout including those specific to resident, community, and academic physicians;



## SAEM Committee & Academy Handbook

- 2 Development, implementation, and evaluation of interventions to prevent burnout and promote wellness in emergency physicians at all stages in their careers;
- 3 Development, implementation, and evaluation of interventions to treat and mitigate burnout in emergency physicians at all stages in their careers; and
- 4 Promotion of both individual- and systems-level solutions.

SAEM strives to advance academic emergency medicine. Improving physician well-being and preventing/combating physician and trainee burnout is central to our mission.

# SAEM Committee & Academy Handbook

## Association of Academic Chairs in Emergency Medicine (AACEM)

### OVERVIEW

AACEM is a vital resource for chairs in academic emergency medicine and is instrumental in helping them achieve their mission as leaders. AACEM, through its programs and resources, facilitates the chairs' success in achieving their educational, research, clinical, and community service missions. AACEM also serves as a valued resource in gathering, analyzing, and disseminating key metrics that define the key aspects of academic medical center emergency medicine departments' performance, quality, and financial stability. These metrics provide the benchmarks which establish best practices in academic emergency medicine. By virtue of promoting success, AACEM helps to secure the critical role played by its members locally, nationally, and internationally.

The Association provides indispensable ongoing professional development throughout the members' tenure as chair. It ensures that new and established chairs have access to the tools needed to maximize their effectiveness as leaders. AACEM promotes networking between its members by Page 3 providing virtual and in-person forums for the sharing of information and experience; as well as promotes networking between its member and other constituents in academic medicine, healthcare, and in the communities served. Access to knowledge is made available through meetings, retreats, mentorship programs, and web-based seminars and libraries. AACEM is an established and trusted resource on education, research, and the delivery of emergency care at academic medical centers and is sought after by both medical and nonmedical organizations for its expertise and guidance.

### CORE PURPOSE

The mission of AACEM is to support the academic chairs of emergency medicine in their roles as leaders, educators, and innovators in healthcare delivery.

### VISION

To be the essential resource for the successful academic chair of emergency medicine.

# SAEM Committee & Academy Handbook

## 2019-2020 AACEM EXECUTIVE COMMITTEE

### **President**

*(One-year term: 2019-2020)*

Michael D. Brown, MD, MSc  
Michigan State University College of Human Medicine

### **President-Elect**

*(One-year term: 2019-2020)*

Peter Sokolove, MD  
University of California, San Francisco

### **Secretary/Treasurer**

*(One-year term: 2019-2020)*

Deborah Diercks, MD, MSc  
UT Southwestern Medical Center, Dallas

### **Immediate Past President**

*(One-year term: 2019-2020)*

Andrew S. Nugent, MD  
University of Iowa Hospitals and Clinics

### **Members-at-Large:**

*(Two-year term: 2018-2020)*

Richard J. Hamilton, MD  
Drexel University College of Medicine

*(Two-year term: 2019-2021)*

Lewis S. Nelson, MD  
Rutgers New Jersey Medical School

# SAEM Committee & Academy Handbook

## AACEM PAST PRESIDENTS

E. Jackson Allison Jr, MD, MPH  
1989 - 1990

Richard C. Levy, MD  
1990 - 1991

Brooks Bock, MD  
1991 - 1992

Douglas Rund, MD  
1992 - 1993

Glenn Hamilton, MD  
1993 - 1994

J. Stephan Stapczynski, MD  
1994 - 1995

William Robinson, MD  
1995 - 1996

John Prescott, MD  
1996 - 1997

Sandra Schneider, MD  
1997 - 1998

Nick Benson, MD  
1998 - 1999

Mark Henry, MD  
1999 - 2000

Brian Gibler, MD  
2000 - 2001

E. John Gallagher, MD  
2001 - 2002

Frank Counselman, MD  
2002 - 2003

Jerris R. Hedges, MD, MS  
2003 - 2004

Steve Hargarten, MD, MPH  
2004 - 2005

Gabor Kelen, MD  
2005 - 2006

William Barsan, MD  
2006 - 2007

Judith E. Tintinalli, MD, MS  
2007 - 2008

Brent R. King, MD  
2008 - 2009

Roland B. McGrath, MD  
2009 - 2010

Theodore A. Christopher, MD  
2010 - 2011

James Adams, MD  
2011 - 2012

Brian Zink, MD  
2012 - 2013

Ron Walls, MD  
2013 - 2014

Andy Jagoda, MD  
2014 - 2015

Gregory A. Volturo, MD  
2015 - 2016

Richard D. Zane, MD  
2016 - 2017

Theodore R. Delbridge, MD, MPH  
2017 - 2018

Andrew S. Nugent, MD  
2018 - 2019

# SAEM Committee & Academy Handbook

## AACEM COMMITTEES

### Membership Committee

The membership committee shall develop policies to be approved by the Executive Committee and the members of AACEM, who shall guide its deliberations and recommendations.

### Nominating Committee

The Nominating Committee is responsible seeking candidates for formal nomination for election to the AACEM Executive Committee. The committee also selects candidates to fill the naturally occurring vacancies on the Executive Committee and elected positions on the standing committees not otherwise designated and provided for in the AACEM Guidelines.

### Benchmark Committee

The Benchmark Committee, with members from AACEM and AAAEM, is responsible for completion of the annual benchmarked EM operations and salary survey. The survey is a data gathering instrument designed to capture each site's unique information that can be used to compare across all sites. The survey has become one of our most important documents and is presented at the AACEM/AAAEM annual meeting. The Benchmark Committee has monthly conference call meetings and one onsite meeting.

## AACEM WORKGROUPS

### Professional Development

**Goal:** AACEM is recognized as an essential contributor to the personal and professional development of current and future chairs.

### Networking

**Goal:** AACEM will serve as the primary networking resource for academic chairs.

### Resource Library

**Goal:** All academic emergency medicine chairs utilize AACEM's Resource Library to achieve success.

### Benchmarking Data

**Goal:** All academic emergency medicine chairs participate and optimize benchmarking data for success.

# SAEM Committee & Academy Handbook

## SAEM Foundation (SAEMF)

### OVERVIEW

The mission of the SAEM Foundation is to improve patient care by investing in the career development of academic emergency physicians, research, and education. The assets of the SAEM Foundation currently total over \$10 million, making it the **largest foundation for emergency care**. To date, Society for Academic Emergency Medicine (SAEM) and the SAEM Foundation have provided more than \$6.5 million to fund over 300 grants for emergency medicine researchers and educators. In 2018, SAEM Foundation [awarded over \\$662,000 to SAEM members](#).

The SAEM Foundation is incorporated as a 501c3 nonprofit organization and is governed by a Board of Trustees. SAEM provides administrative support to the SAEM Foundation and is its sole member which gives SAEM oversight of the SAEM Foundation.

### CORE PURPOSE

To improve patient care by investing in the career development of academic emergency physicians, research, and education.

### VISION

To be the premier foundation transforming the science and practice of emergency medicine.

### SAEM AND THE SAEM FOUNDATION: WHAT'S THE DIFFERENCE?

The Society for Academic Emergency Medicine (SAEM) is the founding member and parent organization of the SAEM Foundation. SAEM serves over 6,700 members and has a mission to create and promote scientific discovery, advancement of education, and the highest professional and ethical standards for clinicians, educators, and researchers. SAEM members pay annual dues to be a member of the society and to receive membership-related benefits including access to academies, committees and interest groups, the AEM journal and AEM E&T, the Resident and Medical Students (RAMS) community, discounted rates for the Annual Meeting, and many other products and services. All dues paid to SAEM are used to support SAEM activities and programs for your professional development.

When you donate to the SAEM Foundation, you are making a charitable gift to support promising academicians. SAEM Foundation awards over \$600,000 a year in grants to SAEM members to help them develop the skills they need to further the specialty and improve emergency patient care. All donations received are used to support these valuable grants, and to ensure a rich and robust field of scientists and educators that will continue to advance our specialty for years to come. A gift to SAEM Foundation is an investment in the future of academic emergency medicine and a payment forward for all the support you received from mentors in your career.

# SAEM Committee & Academy Handbook

## HOW TO DONATE

You can donate to SAEM Foundation online at [www.saem.org/foundation](http://www.saem.org/foundation), or by check or phone. 100% of donations are used to fund research and education grants to SAEM members. When you donate, you will become part of the [SAEM Foundation Annual Alliance](#) – a network of donors like you dedicated to improving academic emergency medicine. As a part of the Annual Alliance, you [will be recognized](#) as a leader in the specialty. Connect with other leaders and [make your donation](#) today.

## WHAT WE FUND

The SAEM Foundation, in partnership with SAEM and other organizations, provides grants to national and international universities and medical schools to help fund innovative research and education initiatives in the field of emergency medicine. Grants range from \$500 - \$300,000 and fund all types of grants for faculty, fellows, residents, and medical students. Learn more about our grants at <http://saem.org/saem-foundation/grants/funding-opportunities/what-we-fund>.

# SAEM Committee & Academy Handbook

## 2019-2020 BOARD OF TRUSTEES

### **President**

*(One-year term: 2019-2020)*

Michelle Blanda, MD  
Northeast Ohio Medical University/  
Western Reserve Hospital

Joseph Adrian Tyndall, MD  
University of Florida, Gainesville

Brian J. Zink, MD  
University of Michigan

### **President-Elect**

*(One-year term: 2019-2020)*

Gregory A. Volturo, MD  
University of Massachusetts Medical School

### **SAEM Grants Committee Chair**

*(One-year term: 2019-2020)*

Nicholas M. Mohr, MD  
University of Iowa Hospitals and Clinics

### **Secretary-Treasurer**

*(One-year term: 2019-2020)*

J. Scott VanEpps, MD, PhD  
University of Michigan

### **SAEM Finance Committee Chair**

*(One-year term: 2019-2020)*

Kevin Kotkowski, MD  
University of Massachusetts Medical School

### **Immediate Past President**

*(One-year term: 2019-2020)*

Cherri Hobgood, MD  
Indiana University

### **SAEM President** *(ex officio, nonvoting)*

Ian B.K. Martin, MD, MBA  
West Virginia University

### **Members-at-Large**

*(Two-year term: 2018-2020)*

Jill M. Baren, MD  
Penn Medicine

### **SAEM President-Elect** *(ex officio, nonvoting)*

James F. Holmes, Jr., MD, MPH  
University of California, Davis

Robert S. Hockberger, MD  
Los Angeles County-Harbor  
UCLA Medical Center

### **SAEM Secretary-Treasurer** *(ex officio, nonvoting)*

Amy H. Kaji, MD, PhD  
Harbor-UCLA Medical Center

Judd E. Hollander, MD  
Thomas Jefferson University

### **SAEM Past President** *(ex officio, nonvoting)*

Steven B. Bird, MD  
University of Massachusetts Medical School

Louis Ling, MD  
Hennepin County Medical Center

Roland Clayton Merchant, MD  
Brigham & Womens Hospital/  
Harvard Medical School

David P. Sklar, MD  
University of New Mexico School of Medicine

Manish N. Shah, MD, MPH  
University of Wisconsin School of Medicine and  
Public Health



# SAEM Committee & Academy Handbook

## SAEM FOUNDATION PAST PRESIDENTS

Judd E. Hollander, MD  
2008-2009

Katherine L. Heilpern, MD  
2009-2010

Jill Baren, MD, MBA  
2010-2011

Jeff Kline, MD  
2011-2012

Debra Houry, MD, MPH  
2012-2013

Cherri D. Hobgood, MD  
2013-2014

Alan E. Jones, MD  
2014-2015

Robert S. Hockberger, MD  
2015-2016

Deborah B. Diercks, MD, MSc  
2016-2017

Andra L. Blomkalns, MD  
2017-2018

Cherri Hobgood, MD  
2018-2019

# SAEMF

Society for Academic Emergency Medicine  
FOUNDATION

- Since its inception in 2008, SAEMF has awarded over **\$6.5 million** to more than **300** academicians
- For every **\$1** donated to SAEMF, more than **\$3** in subsequent federal funding is generated for emergency medicine research

**\$6.5 MILLION**

**300 ACADEMICIANS**

**\$1 = \$3**  
TO SAEMF IN FEDERAL FUNDING

**Invest in the most promising educators and researchers in emergency medicine.  
Make your contribution today. [www.saem.org/donate](http://www.saem.org/donate)**

## **Samuel Francis, MD**

Duke University

2019 Research Training  
Grant - \$298,465

*"Platelet Kinetics in Acute  
Thrombus Formation in  
Healthy and VTE Patients"*

## **Ryan Pedigo, MD**

Harbor - UCLA

2019 Education Research  
Grant - \$100,000

*"Development & Implementation  
of a Standardized Emergency  
Medicine Formative Evaluation  
Tool"*

## **Lyudmila Khait, MD**

Wayne State University

2019 Education Project  
Grant - \$20,000

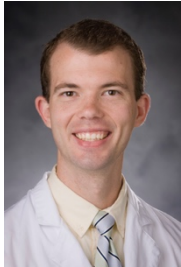
*"Point-of-Care Echocardiography  
Learning Curves: Establishing  
Resident Proficiency"*

Improving emergency care of patients through medical research & scientific discovery

**Want to learn more or get more details? Visit [www.saemfoundation.org](http://www.saemfoundation.org)**



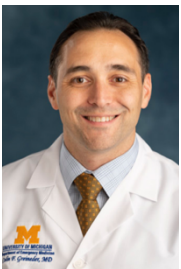
## Current Grant Recipients



Samuel Francis, MD  
Duke University  
Research Training Grant-  
\$298,465  
"Platelet Kinetics in Acute Thrombus  
Formation in Healthy and VTE  
Patients"



Lyudmila Khait, MD  
Wayne State University  
Education Project Grant -  
\$20,000  
"Point-of-Care Echocardiography  
Learning Curves: Establishing  
Resident Proficiency"



Colin Greineder, MD, PhD  
University of Michigan  
Research Large Project Grant  
- \$150,000  
"Resuscitating the Endothelial  
Protein C Pathway Post-Cardiac  
Arrest"



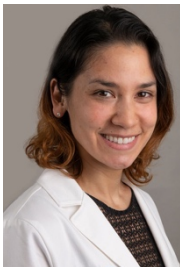
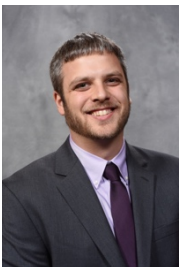
Timothy Gleeson, MD  
University of Massachusetts  
Medical School  
SAEMF/AEUS Research Grant  
- \$8,825  
"Point of Care Ultrasound to Predict  
Progression of Dengue Fever"



Ryan Pedigo, MD  
Harbor-UCLA Medical Center  
Education Research Grant -  
\$100,000  
"Development and Implementation of  
a Standardized Emergency Medicine  
Formative Evaluation Tool"



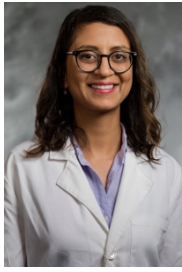
Melissa Joseph, MD  
Yale Center for Medical  
Simulation  
Education Project Grant -  
\$20,000  
"Creating a Stress Inoculation Course  
Using Biofeedback and Physiologic  
Response"



Scott Pasichow,  
MD, MPH and  
Rachel Skolnik,  
MD, MSc  
Rhode Island  
Hospital

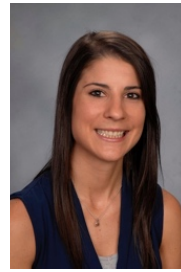
Melissa Joseph, MD  
Yale Center for Medical Simulation  
Simulation Academy Novice Research  
Grant - \$5,000  
"Task Stress State and Physiologic Response during  
Medical Simulation"

SAEMF/AWAEM Research Grant - \$5,000  
"Family Leave in Residency: Program Director  
Survey"



**Anjni Joiner, MD**  
 Duke University  
 SAEMF/GEMA Research Pilot  
 Grant - \$10,000

"Healthcare Access Barriers and an Evidence Based Solution in a Low-Income Country"



**Norah Kairys, MD**  
 Temple University  
 SAEMF/RAMS Resident  
 Research Grant - \$5,000

"The Utility of Immediate Qualitative EEG Evaluation in the Emergency Department"



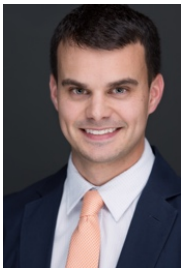
**Jason Rotoli, MD**  
 University of Rochester  
 SAEMF/ADIEM Diversity and  
 Inclusion in EM Research  
 Grant - \$3,000

"Prehospital Communication Barriers and the Deaf ASL User"



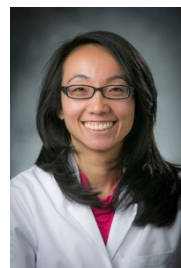
**Nicholas Pettit, PhD, DO**  
 Indiana University  
 SAEMF/RAMS Resident  
 Research Grant - \$5,000

"The Incidence of Diagnosing Cancer in the Emergency Department"



**Ryan Coute, DO**  
 University of Alabama at  
 Birmingham  
 SAEMF/RAMS Resident  
 Research Grant - \$5,000

"Disability-adjusted Life Years Following Out-of-hospital Cardiac Arrest"



**Jinny Ye, MD**  
 Duke University  
 SAEMF/RAMS Resident  
 Research Grant - \$5,000

"Prehospital Termination of Resuscitation in Out-of-Hospital Cardiac Arrest"



**Adrian Haimovich, MD, PhD**  
 Yale School of Medicine  
 SAEMF/RAMS Resident  
 Research Grant - \$5,000

"Computational Phenotyping of Heart Failure Patients in the Emergency Departments"



**Phillip Summers, MD, MPH**  
 University of California, Davis  
 SAEMF/RAMS Resident  
 Research Grant - \$5,000

"Improving Resident Empathy and Effectiveness in Caring for People Who Use Drugs"



**Travis Murphy, MD**  
 University of Florida  
 SAEMF/RAMS Resident  
 Research Grant - \$5,000

"Adaptation of Piglet Model to Adult Swine Ventricular Fibrillation Arrest Resuscitation with Perfluorocarbon Emulsion"



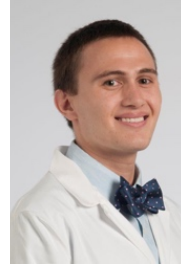
**Farhan Chaudhry, MS**  
 Wayne State University  
 SAEMF/RAMS Medical  
 Student Research Grant - \$2,500

"Single-Cell Transcriptional Profiling of Circulating Lymphocytes Associated with Cardiac Fibrosis"



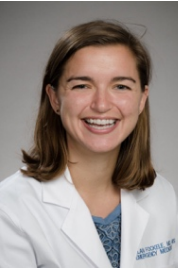
**Eric Reed, BS**  
The MetroHealth System  
SAEMF/RAMS Medical  
Student Research Grant -  
\$2,500

"Utilization and Efficacy of Novel  
Emergency Department Based  
Peer Recovery Coach Program to  
Combat Substance Use Disorder"



**Spencer Seballos, BA**  
Cleveland Clinic Foundation  
SAEMF/RAMS Medical  
Student Research Grant -  
\$2,500

"Lab Sample Hemolysis:  
Emergency Nurses' Knowledge,  
Attitudes and Practice"



**Callan Fockele, MD, MS**  
University of Washington  
SAEMF/NIDA Mentor-  
Facilitated Training Award-  
\$12,000

"Creating a Safety Net in  
Washington: Establishing a  
Regional Program for the Initiation of  
Buprenorphine for Opioid Use  
Disorder from the Emergency  
Departments in King County"



**Austin Kilaru, MD**  
Perelman School of Medicine  
at the University of  
Pennsylvania  
SAEMF/NIDA Mentor-  
Facilitated Training Award -  
\$12,000

"Connecting Emerging Policy and  
Research to Improve Linkage to  
Treatment for Opioid Use Disorder"



# CODE FOR INTERACTIONS WITH COMPANIES

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# **Code for Interactions with Companies**

## **I. Preamble**

Medical Specialty Societies play an important role in reaching out to health professionals, patients, and other groups. Our members guide biomedical research, discover new therapies, and engage in high quality medical practice. Societies offer educational opportunities that help translate scientific and medical progress into the efficient delivery of effective medical care. Societies develop resources that guide our members in advancing medical care. Societies provide a forum for presenting new skills and scientific developments.

For-profit entities that develop, produce, market or distribute drugs, devices, services or therapies used to diagnose, treat, monitor, manage, and alleviate health conditions,<sup>1</sup> referred to in this Code as “Companies,” also strive to help patients live longer and healthier lives. Companies invest resources to bring new drugs, devices and therapies out of the laboratory and to the patient while maximizing value for shareholders.

Members and patients count on Societies to be authoritative, independent voices in the world of science and medicine. Public confidence in our objectivity is critical to carrying out our mission. We know the public relies on us to minimize actual and perceived

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<sup>1</sup> See Advanced Medical Technology Association (AdvaMed): Code of ethics on interactions with health care professionals. <http://www.advamed.org/MemberPortal/About/code/>. Accessed May 4, 2009; Accreditation Council for Continuing Medical Education. Definition of commercial interest. [http://www.accme.org/index.cfm/fa/Policy.policy/Policy\\_id/9456ae6f-61b5-4e80-a330-7d85d5e68421.cfm](http://www.accme.org/index.cfm/fa/Policy.policy/Policy_id/9456ae6f-61b5-4e80-a330-7d85d5e68421.cfm). Accessed December 17, 2009.



conflicts of interest. SAEM and the SAEM Foundation must be sure its interactions with Companies meet high ethical standards.<sup>2</sup>

Societies' interactions with Companies may include receiving charitable contributions, applying for grants in support of programmatic activities, and conducting a range of business transactions.<sup>3</sup> In all of these interactions, Societies are committed to acting with integrity and transparency. We adopt this Code to reinforce the core principles that help us maintain actual and perceived independence. Adopting this Code helps to ensure that a Society's interactions with Companies will be for the benefit of patients and members and for the improvement of care in our respective specialty fields.

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<sup>2</sup> Lo B. Field MJ (eds): Conflict of interest in medical research, education and practice. Washington, DC, National Academies Press, 2009.

<sup>3</sup> This Code does not address a Society's interactions with non-profit entities or entities outside of the healthcare sector.

## **II. About the Code**

SAEM and the SAEM Foundation are 501(c)(3) non-profit organizations committed to improving the emergency care of patients through scientific discovery; enhancing research capabilities in emergency medicine; and helping emergency physicians develop the skills to become successful investigators. In May 2015, the SAEM Board of Directors and the SAEM Foundation Board of Trustees requested a policy to guide their relationships with industry. With the exception of physician contract management groups, the SAEMF Boards of Directors and Trustees supports the forming relationships with for-profit companies.

The purpose of the Code is to guide the SAEM Board of Directors, SAEM Foundation Board of Trustees, and staff in determining which company relationships are acceptable to enter.

### III. Definitions

*The following terms are defined for purposes of this Code. Some of these terms refer to types of interactions in which Societies may engage with non-profit organizations and individuals as well as with Companies. They are defined here in terms of for-profit Companies in order to create a common vocabulary for the Principles under this Code.*

**Advertising:** Advertising is a Business Transaction in which a Company pays a fee to a Society in exchange for the Society's publication of a promotional announcement that highlights the Company or the Company's products or services. For purposes of this Code, Advertiser refers to a Company that purchases Advertising.

**Business Transaction:** A Business Transaction is an interaction between a Society and a Company in which a Company pays a fee to the Society in exchange for the Society's item, service, or product. Examples of Business Transactions include Company payment of fees associated with subscriptions to Society publications, Advertising in Society publications, registrations for Society meetings, and exhibit space rental.

**Charitable Contribution:** A Charitable Contribution is a gift, including an in-kind gift, given by a Company to a qualified tax-exempt organization (e.g., a Society or its affiliated Foundation) for use in furthering the organization's charitable purposes and in accordance with applicable tax rules and legal standards.

**Clinical Practice Guideline:** A Clinical Practice Guideline (or Guideline) is a systematically developed statement to assist practitioner and patient decisions about appropriate healthcare for specific clinical circumstances.<sup>4</sup> As used in this Code, the term Clinical Practice Guideline also refers to medical technology assessments, clinical opinions, and other evidence-based clinical practice tools, as well as updates to existing Clinical Practice Guidelines ("Guideline Updates"). Societies will determine whether the term Clinical Practice Guidelines applies to clinical performance measures and safety standards developed by the Society.

**Company:** A Company is a for-profit entity that develops, produces, markets, or distributes drugs, devices, services or therapies used to diagnose, treat, monitor, manage, and alleviate health conditions.<sup>5</sup> This definition is not intended to include non-profit entities, entities outside of the healthcare sector, or entities through which physicians provide clinical services directly to patients. However, a Society may choose to adopt a

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<sup>4</sup> Lohr KN, Field MJ: A provisional instrument for assessing clinical practice guidelines, in Field MJ, Lohr KN (eds): Guidelines for clinical practice: From development to use. Washington, D.C., National Academy Press, 1992, p 346.

<sup>5</sup> See Advanced Medical Technology Association (AdvaMed): Code of ethics on interactions with health care professionals. <http://www.advamed.org/MemberPortal/About/code/>. Accessed May 4, 2009; Accreditation Council for Continuing Medical Education (ACCME): Definition of commercial interest. [http://www.accme.org/index.cfm/fa/Policy.policy/Policy\\_id/9456ae6f-61b5-4e80-a330-7d85d5e68421.cfm](http://www.accme.org/index.cfm/fa/Policy.policy/Policy_id/9456ae6f-61b5-4e80-a330-7d85d5e68421.cfm). Accessed December 17, 2009.

broader definition of “Company” if doing so would better address the Society’s interactions.

**Continuing Medical Education (CME):** CME consists of educational activities for which the learner may receive CME credit based on accreditation awarded to the continuing education provider by a recognized accrediting body (e.g., Accreditation Council for Continuing Medical Education (ACCME)). CME activities “serve to maintain, develop, or increase the knowledge, skills, and professional performance and relationships that a physician uses to provide services for patients, the public, or the profession.”<sup>6</sup> For purposes of this Code, educational activities for physicians and other health care providers that are not CME-accredited are considered Non-CME Educational/Informational Programs.

**Corporate Sponsorship:** A Corporate Sponsorship is an arrangement in which a Company, typically through its marketing department, provides monetary or in-kind support for a particular Society product, service, or event, and is then acknowledged in connection with the product, service or event. Corporate Sponsorships are distinct from Educational Grants, and do not constitute Commercial Support of CME. For purposes of this Code, Corporate Sponsor refers to a Company that provides a Corporate Sponsorship.

**Direct Financial Relationship:** A Direct Financial Relationship is a relationship held by an individual that results in wages, consulting fees, honoraria, or other compensation (in cash, in stock or stock options, or in kind), whether paid to the individual or to another entity at the direction of the individual, for the individual’s services or expertise. As used in this Code, the term Direct Financial Relationship does not mean stock ownership or intellectual property licensing arrangements. See Principle 1.4 for additional clarification of the meaning of Direct Financial Relationship.

**Educational Grant:** An Educational Grant is a sum awarded by a Company, typically through its grants office, for the specific purpose of supporting an educational or scientific activity offered by the Society. Educational Grants awarded by a Company to support a CME activity are referred to in the ACCME Standards for Commercial Support as “Commercial Support” of CME.<sup>7</sup> An Educational Grant may also be “in-kind.”

**Key Society Leaders:** At a minimum, and for purposes of this Code, the Key Society Leaders are officers at the Presidential level (e.g., the President-Elect, the President, and the Immediate Past President as applicable) of a Society’s membership organization, the

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<sup>6</sup> Accreditation Council for Continuing Medical Education (ACCME): CME content. [http://www.acme.org/index.cfm/fa/Policy.policy/Policy\\_id/16f1c694-d03b-4241-bd1a-44b2d072dc5e.cfm](http://www.acme.org/index.cfm/fa/Policy.policy/Policy_id/16f1c694-d03b-4241-bd1a-44b2d072dc5e.cfm). Accessed October 25, 2009; American Medical Association (AMA): The Physician Recognition Award and credit system. <http://www.ama-assn.org/ama1/pub/upload/mm/455/pra2006.pdf>. Accessed December 18, 2009.

<sup>7</sup> Accreditation Council for Continuing Medical Education (ACCME): Standards for commercial support. [http://www.acme.org/dir\\_docs/doc\\_upload/68b2902a-fb73-44d1-8725-80a1504e520c\\_uploaddocument.pdf](http://www.acme.org/dir_docs/doc_upload/68b2902a-fb73-44d1-8725-80a1504e520c_uploaddocument.pdf). Accessed December 17, 2009.

chief executive officer of a Society's membership organization, and the Editor(s)-in-Chief of Society Journal(s).<sup>8</sup>

**Medical Specialty Society:** A Medical Specialty Society (or Society) is a non-profit organization whose membership includes predominantly physicians who practice in a specific medical specialty or sub-specialty that seeks to further the medical specialty, to advance the interests and education of individuals engaged in the specialty, to improve patient care, and to provide information for patients and the general public. Societies may have different corporate structures and encompass several affiliated legal entities. If a function described in the Code is carried out by an entity other than a Society's membership organization (e.g., by an affiliated Foundation), Code provisions dealing with that function apply to the other entity to the extent the membership organization controls that entity. Each Society should decide independently how best to comply with the Code in light of its corporate structure.

**Non-CME Informational/Educational Program:** A Non-CME Informational/Educational Program is a program offered by a Society, Company or other third party that provides educational or promotional information and does not offer CME credit.

**Research Grant:** A Research Grant is an award that is given by a Society to an individual, institution, or practice to fund the conduct of scientific research. Companies may provide Societies with programmatic support (e.g., an Educational Grant or Charitable Contribution) designated for the specific purpose of funding Research Grants.

**Satellite CME Symposium:** A Satellite CME Symposium is a Company-supported CME program held as an adjunct to a Society meeting where CME credit for the Symposium is provided by a third party CME provider, and for which the Society receives a fee.

**Society CME:** Society CME refers to CME programs that are planned by a Society and for which the Society, as an accredited CME provider, provides CME credit.

**Society Journal:** A Society Journal is a peer-reviewed scientific journal published by a Society or by a publisher on a Society's behalf.

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<sup>8</sup> See definition of Society Journal.

## **IV. Principles for Interaction**

### **1. Independence**

1.1. SAEM and SAEM Foundation will commit that their educational activities, scientific programs, products, services and advocacy positions are independent of Company influence, and will develop and adopt policies and procedures that foster independence.

*Annotation: These policies need not be uniform; rather, each Society's policies can be tailored to fit its individual organizational needs. Societies should make these policies available to the public (See Principle 2.1).*

*If a Society collaborates with a Company on a project or utilizes a Company's product or service, there will be an arms-length business relationship between the Society and the Company. The Society will apply its independent judgment to the arrangement and will not allow the Company to control content or project decisions.*

1.2. SAEM and SAEM Foundation will separate their efforts to seek Educational Grants, Corporate Sponsorships, Charitable Contributions, and support for Research Grants from their programmatic decisions.

*Annotation: The initial step in program development is the independent assessment by a Society that a program is needed (e.g., to address gaps in care or knowledge). Once a Society determines that a program is needed, it is permissible to assess the availability of funds.*

1.3. SAEM and SAEM Foundation will identify the high-level group responsible for guiding interactions with Companies.

*Annotation: A Society may assign the responsibility of monitoring and guiding Society level interactions with companies to an existing group, such as its Board of Directors (or a subcommittee of the Board), Ethics Committee, or Conflict of Interest Committee, or to a new group created for this purpose.*

1.4. No Key Society Leader, defined for purposes of this Code as the Presidential-level officers of a Society's membership organization (e.g., the President, President-Elect, and Immediate Past President as applicable), the chief executive officer of a Society's membership organization, and the Editor(s)-in-Chief of Society Journal(s), may have Direct Financial Relationships with Companies during his or her term of service.

*Annotation: Each Society may set a reasonable period after election or appointment for Key Society Leaders to terminate any Direct Financial Relationships. A Society may permit Key Society Leaders who are elected or appointed prior to the time the Society signs on to the Code to maintain existing Direct Financial Relationships with Companies for the duration of their terms. These relationships should be disclosed and managed in accordance with Principles 2.3 and 2.4.*

*Under Principle 1.4, a Key Society Leader may provide uncompensated service to Companies and accept reasonable travel reimbursement in connection with those services. A Key Society Leader may accept research support as long as grant money is paid to the institution (e.g., academic medical center) or practice where the research is conducted, not to the individual. A Key Society Leader may receive wages or other compensation from a Company in exchange for providing or overseeing the provision of health services to Company personnel. A Key Society Leader may accept reasonable compensation for serving on an independent data safety monitoring board in a Company study. A Key Society Leader may own stock or stock options in a Company. A Key Society Leader may receive royalties or similar fees relating to patents or other intellectual property. While permitted under Principle 1.4, all such relationships should nevertheless be disclosed and managed in accordance with Principles 2.3 and 2.4.*

*If a Key Society Leader receives stock or stock options from a Company as wages, consulting fees, honoraria, or other compensation (other than permitted payments as described in the prior paragraph), this is considered a Direct Financial Relationship. If a Key Society Leader directs a Company honorarium or other fee to the Society, a charity, or another entity, this is considered a Direct Financial Relationship.*

*See the definition of “Direct Financial Relationship” for additional information relating to Principle 1.4. See Principles 5.2.5 and 5.4.4 for additional limitations on the relationships of Key Society Leaders.*

1.5. SAEM and SAEM Foundation will use written agreements with Companies for Educational Grants, Corporate Sponsorships, Charitable Contributions, Business Transactions, and support of Research Grants.

*Annotation: Good business practices require that funds accepted from Companies be associated with written agreements that specify what the funds are for, the amount given, and the separate roles of the Company and the Society. Such agreements show that a transaction is “arms length,” establish clear parameters for the use of funds, and affirm the independence of the Society.*

## **2. Transparency**

2.1. SAEM and SAEM Foundation will make their conflict of interest policies and/or forms available to their members and the public.

*Annotation: Transparency is a key element in fostering confidence in Societies’ independence. Societies should make disclosure forms and policies adopted under Principle 1.1 of this Code available to the public. Societies may choose to make internal conflict of interest management procedures publicly available as well.*

2.2. SAEM and SAEM Foundation will disclose Company support (at a minimum Educational Grants, Corporate Sponsorships, Charitable Contributions, and support of Research Grants), making this information available to their members and the public.

*Annotation: Societies will work together, along with other appropriate stakeholders, to develop a consistent template for disclosure of Company support received by a Society. Generally, disclosure fields should include the name of the Company, the category of support (e.g., Educational Grant, Corporate Sponsorship, Charitable Contribution), the time period of the support, and the dollar amount or range. Some Societies may also decide to disclose information related to Business Transactions, support from donors outside of the for-profit healthcare sector, support from non-profit organizations, and support from individual donors.*

2.3. SAEM and SAEM Foundation will adopt written disclosure policies for Key Society Leaders, Board members, committee members and others who serve on behalf of the Society, and will use the disclosed information to manage conflicts of interest in decision-making. SAEM and SAEMF will require volunteers to update disclosure information at least annually and when material changes occur.

*Annotation: Societies can manage conflicts of interest in a variety of ways. In some cases, disclosure is sufficient. Additional conflict of interest management mechanisms such as recusal, peer review, and CME session audits may be appropriate. Societies should select conflict of interest management mechanisms that are appropriate for the activity and type of relationship under consideration. Societies will disclose all financial and uncompensated relationships that Key Society Leaders and members of the Board of Directors of the Society's membership organization have with Companies, making this information available to their members and the public.*

*Societies will work together, along with other appropriate stakeholders, to develop a consistent template for disclosure of these relationships. Generally, disclosure fields should include employment, consulting or advisory arrangements, stock ownership, honoraria, research funding paid to an individual's institution or practice, expert testimony, and gifts.*

*A Society is not required to disclose the relationships of Board members elected prior to the time the Society signs on to the Code.*

### **3. Accepting Charitable Contributions**

3.1. SAEM and SAEMF will control the use of Charitable Contributions in a manner that is aligned with the organizations' strategic plans and missions.<sup>9</sup>

3.2. SAEM and SAEMF will decline Charitable Contributions where the Company expects to influence organizational programs or advocacy positions, or where Company restrictions would influence organization programs or advocacy positions in a manner that is not aligned with the organizations' missions.

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<sup>9</sup> See Definition of Society for discussion of the role of affiliated foundations.



3.3. SAEM and SAEMF will adhere to applicable tax rules and legal standards for acceptance of Charitable Contributions and management of institutional funds.

3.4. Reasonable restrictions on the purposes for which Charitable Contributions will be used are acceptable, as are reasonable requirements for reporting on the uses of the donated funds.

*Annotation: For example, it is appropriate for Charitable Contributions to be designated to support a broad section of a Society's mission (e.g., general research, research in a particular disease area, or patient information). It is also appropriate for Charitable Contributions to be designated to support a specific Society program (e.g., a research award or fellowship), as long as the donor is not permitted to influence or control the program (e.g., selecting award recipients or determining research topics).*

3.5. SAEM and SAEMF will adopt policies for consistent and appropriate recognition of donors.

*Annotation: Donor recognition is a universal part of fundraising and should be conducted with appropriate limitations. For example, donors can be recognized in print materials, in private or public ceremonies, and with banners or other visible displays. Recognition should not be provided in a manner that implies donor influence over Society programs or advocacy positions (See Principle 1.1).*

#### **4. Accepting Corporate Sponsorships**

4.1. SAEM and SAEMF will only accept Corporate Sponsorship of an item or program if the item or program is aligned with the organizations' strategic plans and missions.

4.2. SAEM and SAEMF will make reasonable efforts to seek multiple Corporate Sponsors for sponsored items or programs.

*Annotation: In addition to or instead of seeking multiple Corporate Sponsors for sponsored items or products, Societies may seek support from sources outside of the for-profit healthcare sector.*

4.3. SAEM and SAEMF will not place the names or logos of Companies or products on Society distributed, non-educational "reminder" items (e.g., tote bags, lanyards, highlighters, notebooks, and luggage tags) that Companies are not permitted to give directly to healthcare professionals under generally accepted standards for ethical interactions (i.e., PhRMA Code, AdvaMed Code).

*Annotation: [The Pharmaceutical Research and Manufacturers of America \(PhRMA\) Code on Interactions with Healthcare Professionals](#) and the [Advanced Medical Technology Association \(AdvaMed\) Code of Ethics on Interactions with Health Care Professionals](#) do not permit Companies to give promotional, non-educational*

*“reminder” items directly to healthcare professionals.<sup>10</sup> In support of these standards, Societies should not permit the placement of Company names or logos on Society distributed reminder items.*

4.4. If accepting Corporate Sponsorship of data registries, SAEM and SAEM Foundation will prohibit Corporate Sponsors from participating in the direct management of the registry.

*Annotation: Corporate Supporters should not be involved in decisions to sell or otherwise disclose or publish registry data. Representatives of Corporate Supporters should not be permitted to serve on registry steering groups. Corporate Supporters should not receive special access to registry data.*

## **5. Society Meetings**

### 5.1. Society Educational and Informational Programs

5.1.1. When providing Society CME, SAEM and SAEM Foundation will comply with ACCME Standards for Commercial Support, including by adopting policies and procedures designed to identify and manage conflicts of interest in Company-supported Society CME programs.

*Annotation: Societies should adopt policies and procedures for managing the relationships of individuals who plan, carry out, or contribute to the content of Society CME activities. Adopting and rigorously enforcing these policies precludes Company influence over Society CME content.*

5.1.2. In providing Society CME, SAEM and SAEM Foundation will not seek support for product-specific topics.

*Annotation: Where the purpose of a Society CME session is to demonstrate or train attendees in the safe and effective use of a particular drug, device, service or therapy, Societies may accept in-kind support from Companies that develop, produce, market, or distribute that drug, device, service or therapy. In accordance with ACCME Standards, a Society may accept in-kind support from a single Company when other equal but competing products or services are not available for inclusion.*

5.1.3. SAEM and SAEM Foundation will make reasonable efforts to achieve a balanced portfolio of support for each Society CME program.

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<sup>10</sup> See Pharmaceutical Research and Manufacturers of America (PhRMA): Code on interactions with healthcare professionals. <http://www.phrma.org/files/attachments/PhRMA%20Marketing%20Code%202008.pdf>. Accessed March 9, 2010; Advanced Medical Technology Association (AdvaMed): Code of ethics on interactions with health care professionals. <http://www.advamed.org/MemberPortal/About/code/>. Accessed May 4, 2009.

*Annotation: Societies will make reasonable efforts to seek multiple sources of support for Society CME programs, including support from Companies, support from organizations outside the for-profit healthcare sector, and tuition from attendees.*

5.1.4. SAEM and SAEM Foundation will retain control over the use of Educational Grants and implement safeguards designed to ensure that educational programs are non-promotional and free from commercial influence and bias.

5.1.5. SAEM and SAEM Foundation will appoint their own planning committees to select the objectives, content, faculty, and format of educational activities in a manner that is consistent with their organizational missions.

5.1.6. SAEM and SAEM Foundation will not solicit Companies' suggestions about program topics, speakers, or content.

*Annotation: This restriction would not prevent Societies from assessing the availability of funds for a program in accordance with Principle 1.2.*

5.1.7. SAEM and SAEM Foundation will prohibit presenters from using Company-controlled presentation materials, and from using slides with Company logos.

5.1.8. SAEM and SAEM Foundation will require presenters to give a balanced view of therapeutic options, and will encourage presenters to use generic names in place of product trade names.

5.1.9. SAEM and SAEM Foundation will clearly distinguish their Non-CME Informational/Educational Programs from Society CME.

## 5.2. CME-Accredited Satellite Symposia

5.2.1. SAEM and SAEM Foundation will require Satellite CME Symposia<sup>11</sup> to undergo an application and selection process.

5.2.2. SAEM and SAEM Foundation will require Satellite CME Symposia to comply with ACCME Standards.

*Annotation: Societies can best implement Principle 5.2.2. by requiring written agreements with third party CME providers. Written agreements should also include consequences for non-compliance. To minimize the potential for bias in Satellite CME Symposia, Societies may also consider the following best practices:*

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<sup>11</sup> See Definition of Satellite CME Symposium. Based on the definition of Satellite CME Symposium, Section 5.2 of the Code does not apply to programs that are held adjunct to Society meetings but (1) are not Company-supported; (2) are not CME accredited; or (3) for which Societies do not receive a fee.

1. Requiring presentations to be evidence-based;
2. Requiring peer review of slide presentations in advance;
3. Prohibiting presenters who disclose unmanageable conflicts from making practice recommendations. These presenters may present on general topics only (e.g., pathophysiology, research data). An additional speaker without unmanageable conflicts may be added to the program to make practice recommendations instead.
4. Requiring presentations to be monitored by reviewers trained to recognize bias.

5.2.3. SAEM and SAEM Foundation will ensure that Satellite CME Symposia are clearly distinguished from Society CME in Society meeting programs and promotional materials.

5.2.4. SAEM and SAEM Foundation will require third party organizers of Satellite CME Symposia to use appropriate disclaimers to distinguish the Symposia from Society CME programs in Symposia advertising and program materials.

5.2.5. SAEM and SAEM Foundation will not permit Key Society Leaders to participate in Satellite CME Symposia as faculty members, presenters, chairs, consultants, or in any other role besides that of an attendee who receives no honoraria or reimbursement.

*Annotation: See Principle 1.4 for additional limitations on the relationships of Key Society Leaders.*

### 5.3. Company Informational/Educational Programs

5.3.1. SAEM and SAEM Foundation will require Company Informational/Educational Programs to be clearly distinguished from CME.

*Annotation: Through the Company's use of appropriate disclaimers in advertising and informational materials, attendees of Non-CME Informational/Educational Programs should be able to easily ascertain that the Programs are not CME accredited.*

### 5.4. Exhibits

5.4.1. SAEM and SAEM Foundation will adopt written policies that govern the nature of exhibits and the conduct of exhibitors, including by requiring exhibitors to comply with applicable laws, regulations, and guidance.

*Annotation: Society policies can place limits on exhibits and exhibitor conduct*

*(e.g., booth décor, size, and activities) to ensure that the tone of the exhibit hall is professional in nature. Policies should be provided to exhibitors and made available to others upon request.*

5.4.2. Societies will only permit exhibitor giveaways that are educational and modest in value.

*Annotation: The requirement that Company giveaways be educational (for physicians or patients) and modest in value originates in the standards for ethical interactions set out by AMA, PhRMA, and AdvaMed. The educational giveaway requirement stated in Principle 5.4.2 applies equally to Companies that have signed on to the PhRMA or AdvaMed Codes and those that have not. This approach allows Societies to place all Company exhibitors on an even playing field. Principle 5.4.2 does not apply to non-profit exhibitors or to exhibitors outside of the healthcare sector. However, Societies may apply these requirements more broadly at their individual discretion.*

5.4.3. SAEM and SAEM Foundation will make reasonable efforts to place exhibit booths out of attendees' obligate path to Society CME sessions.

5.4.4. Key Society Leaders may not participate as leaders or presenters in Company promotional/marketing events held in exhibit space.

*Annotation: Participation of Key Society Leaders in Company promotional or marketing events has the potential to create the perception that the Society endorses a particular Company or product. In order to avoid this perception, Societies should prohibit Key Society Leaders from participating as leaders or presenters, and may consider extending this restriction to the entire Board of Directors.*

*See Principle 1.4 for additional limitations on the relationships of Key Society Leaders.*

## **6. Awarding of Research Grants**

6.1. SAEM and SAEM Foundation will not permit Companies to select (or influence the selection of) recipients of Research Grants.

6.2. SAEM and SAEM Foundation will appoint independent committees to select recipients of Research Grants based on peer review of grant applications.

6.3. SAEM and SAEM Foundation will not require recipients of Research Grants to meet with Company supporters.

*Annotation: An individual, institution or practice that receives a Research Grant may publicly acknowledge the Company that supported his or her Research Grant, if known.*

*Research Grant recipients may be required to disclose known Company support in connection with the presentation or publication of grant-funded research.*

6.4. SAEM and SAEM Foundation will not permit Companies that support Research Grants to receive intellectual property rights or royalties arising out of the grant-funded research.

6.5. SAEM and SAEM Foundation will not permit Companies that support Research Grants to control or influence manuscripts that arise from the grant-funded research.

6.6. If a SAEM or SAEM Foundation receives programmatic support (e.g., an Educational Grant or Charitable Contribution) from a Company to support the organization's own research, the organization will disclose the Company support. The organization will act independently in the selection of research topics and the conduct of the research itself.

## **7. Clinical Practice Guidelines**

7.1. SAEM and SAEM Foundation will base Clinical Practice Guidelines on scientific evidence.

*Annotation: Many Societies develop and publish Clinical Practice Guidelines, medical technology assessments, and other clinical practice opinions in order to meet their members' needs for tools that help improve the quality and effectiveness of patient care. The credibility and authority of Society Guidelines depends on a common understanding that Guidelines are developed through a rigorous independent process, based on the best available scientific evidence. Societies may refer to published criteria for rating studies and other evidence, or may use another recognized means of characterizing the strength of medical evidence.*

*The definition of Clinical Practice Guidelines in this Code includes "other clinical practice tools." Some Societies develop and publish measures or standards for quality, safety, or other types of performance. Performance measures may apply to clinical care, research or other professional activities. To underscore the credibility of its performance measures, a Society may choose to treat them as Clinical Practice Guidelines for purposes of this Code, applying the standards for independence and transparency set out in this Principle 7.*

7.2. SAEM and SAEM Foundation will follow a transparent Guideline development process that is not subject to Company influence. For Guidelines and Guideline Updates published after adoption of the Code, SAEM and SAEM Foundation will publish a description of their Guideline development process, including their process for identifying and managing conflicts of interest, in Society Journals or on organization websites.

*Annotation: Healthcare providers, payors, and patients regard Society Clinical Practice Guidelines as an important source of information from experts in the field. Societies must therefore take steps to ensure that Guidelines are free from commercial bias and Company influence.*

7.3. SAEM and SAEM Foundation will not permit direct Company support of the development of Clinical Practice Guidelines or Guideline Updates.

*Annotation: Societies will not accept Corporate Sponsorship, Educational Grants, Charitable Contributions, support of Research Grants, or any other direct Company support of Guideline development activities. Company support of the overall mission-based activities of a Society is not considered direct support of Guideline development.*

7.4. SAEM and SAEM Foundation will not permit direct Company support for the initial printing, publication, and distribution of Clinical Practice Guidelines or Guideline Updates. After initial development, printing, publication and distribution is complete, it is permissible for SAEM and SAEM Foundation to accept Company support for the further distribution of the Guideline or Guideline Update, translation of the Guideline or Guideline Update, or repurposing of the Guideline content.

*Annotation: After initial development, printing, publication, and distribution of a Guideline or Guideline Update is complete, it is permissible for a Society to engage in Business Transactions where Companies purchase Guideline reprints or license Guideline content for translation or repurposing. A Society may choose to require a written statement with the purchased or licensed material, acknowledging the Company's role and describing the independent nature of the Society's Guideline development process.*

7.5. SAEM and SAEM Foundation will require all Guideline development panel members to disclose relevant relationships prior to panel deliberations, and to update their disclosure throughout the Guideline development process.

7.6. SAEM and SAEM Foundation will develop procedures for determining whether financial or other relationships between Guideline development panel members and Companies constitute conflicts of interest relevant to the subject matter of the guideline, as well as management strategies that minimize the risk of actual and perceived bias if panel members do have conflicts.

*Annotation: For example, Societies may decide not to permit panel members with conflicts of interest to draft text or vote on panel recommendations.*

7.7. SAEM and SAEM Foundation will require that a majority of Guideline development panel members are free of conflicts of interest relevant to the subject matter of the Guideline.

*Annotation: If Guideline development panel members and chairs (see Principle 7.8) have conflicts of interest at the time of adoption of the Code, a Society may permit these individuals to remain actively involved in drafting the Guideline. However, each panel for which this exception is made must meet the requirements of Principle 7.7 by the time of the next Guideline Update. For the minority of panel members who are not free of conflicts, Societies will apply procedures for disclosure and conflict of interest management developed in accordance with Principles 7.5 and 7.6.*

7.8. Societies will require the panel chair (or at least one chair if there are co-chairs) to be free of conflicts of interest relevant to the subject matter of the Guideline, and to remain free of such conflicts of interest for at least one year after Guideline publication.

*Annotation: In addition to minimizing potential conflicts, remaining free of conflicts of interest helps to ensure that a panel chair remains eligible to participate in subsequent Guideline Updates.*

7.9. Societies will require that Guideline recommendations be subject to multiple levels of review, including rigorous peer-review by a range of experts. Societies will not select as reviewers individuals employed by or engaged to represent a Company.

*Annotation: As part of their published Guideline development processes, Societies will seek critical feedback on draft Guidelines from independent reviewers. These may include subject matter experts, healthcare practitioners, biostatisticians, and patient representatives, among others.<sup>12</sup> Societies may permit public or member comment on draft Guidelines as a part of the Society's published Guideline development process*

7.10. Societies' Guideline recommendations will be reviewed and approved before submission for publication by at least one Society body beyond the Guideline development panel, such as a committee or the Board of Directors.

7.11. Guideline manuscripts will be subject to independent editorial review by a journal or other publication where they are first published.

*Annotation: Editorial review provides an additional safeguard independent of a Society's Guideline development and approval process.*

7.12. Societies will publish Guideline development panel members' disclosure information in connection with each Guideline and may choose to identify abstentions from voting.

7.13. Societies will require all Guideline contributors, including expert advisors or reviewers who are not officially part of a Guideline development panel, to disclose financial or other substantive relationships that may constitute conflicts of interest.

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<sup>12</sup> The AGREE Collaboration: Development and validation of an international appraisal instrument for assessing the quality of clinical practice guidelines: the AGREE project. *Quality and Safety in Health Care* 2003; 12(1): 18-23.



*Annotation: To identify and manage conflicts of interest among contributors, advisors, and reviewers, Societies should follow similar procedures as those applied to the Guideline development panel. Societies collaborating with or seeking input from outside organizations on guideline development should investigate the conflict of interest standards of those organizations.*

7.14. Societies will recommend that Guideline development panel members decline offers from affected Companies to speak about the Guideline on behalf of the Company for a reasonable period after publication.

*Annotation: A period of at least one year is recommended. An affected company is one that is reasonably likely to be positively or negatively affected by care delivered in accordance with the Guideline.*

7.15. Societies will not permit Guideline development panel members or staff to discuss a Guideline's development with Company employees or representatives, will not accept unpublished data from Companies, and will not permit Companies to review Guidelines in draft form, except if a Society permits public or member comment on draft Guidelines as a part of the Society's published Guideline development process.

## **8. Society Journals**

8.1. A Society Journal will maintain editorial independence from the Society and from Advertisers.

*Annotation: In general, a firewall separates the editorial decisions of a Society Journal from Society governance and operations. Editorial independence should be consistent with accepted standards for medical publishing, such as those established by the International Committee of Medical Journal Editors (ICMJE) and the World Association of Medical Editors (WAME).<sup>13</sup>*

8.2. Society Journals will require all authors to disclose financial and other relationships with Companies.

*Annotation: Authors' disclosure information will be considered by Society Journal editors in evaluating an article for publication. If the article is published, Society Journals will publish the authors' disclosure information with the article or issue. The "look-back" period for disclosure should be at least one year. Society Journals will adopt policies governing the scope and format of disclosure, including consistent disclosure categories.*

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<sup>13</sup> International Committee of Medical Journal Editors: Uniform requirements for manuscripts submitted to biomedical journals: Ethical considerations in the conduct and reporting of research: Editorship. [http://www.icmje.org/ethical\\_2editor.html](http://www.icmje.org/ethical_2editor.html). Accessed October 20, 2009; World Association of Medical Editors: The responsibilities of medical editors. <http://www.wame.org/resources/policies#responsibilities>. Accessed October 20, 2009.

8.3. Society Journals will require editors and reviewers to disclose financial and other relationships with Companies.

*Annotation: Each Society Journal will publish its editors' disclosure information on its website.*

8.4. The Editor-in-Chief of each Society Journal will have the ultimate responsibility for determining when a conflict of interest should disqualify an editor or reviewer from reviewing a manuscript, according to established policies.

*Annotation: When establishing these policies, Society Journals may find it helpful to consult accepted standards for medical publishing, such as those established by ICMJE and WAME.<sup>14</sup>*

8.5. Society Journals will adopt policies prohibiting the submission of “ghost-written” manuscripts prepared by or on behalf of Companies.

## **9. Standards for Advertising**

9.1. Societies will adopt written policies that set standards for Advertising.

*Annotation: Advertising in all Society publications should be easily distinguishable from editorial content (e.g., through labels and color-coding). Advertising should not be designed to look like scientific articles. In Society Journals, the placement of Advertising adjacent to articles or editorial content discussing the Company or product that is the subject of the ad should be prohibited. Advertising in Society Journals should subject to review by the Editor-in-Chief and overseen by the Society. Society Journals and other Society publications that publish Advertising for CME activities or provide activities through which readers can earn CME credits should also comply with ACCME requirements for Advertising set out in the Standards for Commercial Support.*

## **10. Standards for Licensing**

10.1. Societies will adopt written standards for licensing that are intended to prevent misuse, unintended use, and modification of licensed materials, prohibit modification of licensed materials in a way that would change their meaning, and prohibit use of Society trademarks to imply Society endorsement of Company products or services.

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<sup>14</sup> International Committee of Medical Journal Editors: Uniform requirements for manuscripts submitted to biomedical journals: Ethical considerations in the conduct and reporting of research: Conflict of interest. [http://www.icmje.org/ethical\\_4conflicts.html](http://www.icmje.org/ethical_4conflicts.html). Accessed March 8, 2010; World Association of Medical Editors: Conflict of interest in peer-reviewed medical journals. <http://www.wame.org/conflict-of-interest-in-peerreviewed-medical-journals>. Accessed March 9, 2010.

## BYLAWS

FOR

SOCIETY FOR ACADEMIC EMERGENCY MEDICINE

(A Michigan Nonprofit Corporation)

### ARTICLE I

#### OBJECTIVES

Section 1. **Objective.** The objective of the Society for Academic Emergency Medicine (the “Society”) is to improve the care of the acutely ill or injured patient by promoting research, educating health care professionals and the public, fostering relationships with organizations with a similar purpose, and supporting the specialized or multidisciplinary care of such patients through research and education. The Society is organized and will function as a scientific and educational organization as defined in Section 501(c) (3) of the Internal Revenue Code of 1986, as amended (the “Code”).

Section 2. **Activities.** The Society shall pursue its purpose by: (1) sponsoring forums for the presentation of peer-reviewed scientific and educational investigations, (2) sponsoring and convening educational programs for healthcare professionals and the lay public, (3) promoting academic development and education of its membership through specialized programs, (4) serving in an academic capacity to develop and promote improved measures of care for the acutely ill or injured patient, (5) developing liaisons with other organizations with a similar purpose, and (6) publishing research and educational data in the scientific and educational literature and other media available to the lay public.

Section 3. **Publication.** The Society shall publish Academic Emergency Medicine, a peer-reviewed journal of emergency medicine literature. This journal will serve as the official forum for publishing position statements of the Society. The Society may also sponsor other publications, such as a periodic newsletter.

### ARTICLE II

#### MEMBERSHIP

Section 1. **Classifications.** The Society will be organized on a membership basis and will be comprised of the following classes of membership: Active, Associate, Resident, Fellow, Military, Young Physician, Medical Student, Emeritus, Honorary, and International. The Society shall not discriminate, on the basis of race, gender, sexual orientation, creed, religion or national origin.

Section 2. Qualifications.

- a. Candidates for Active membership shall be individuals who hold a university appointment or who are actively involved in emergency medicine teaching, research, or administration.

- b. Candidates for Associate Membership shall be health professionals, educators, and government officials, members of lay or civic groups, or members of the public at large who have an interest or desire in participating in the activities or objectives of the Society.
- c. Candidates for Resident and Fellow membership must be Residents or Fellows in good standing. This category of membership shall apply only to residents or fellows currently enrolled in an emergency medicine residency or fellowship programs.
- d. Candidates for Military Membership must mean a person with an advanced degree (MD, DO, PhD, PharmD, DSc, or equivalent other doctoral degree) who is active duty in the United States military full time. They work for the military full time, may live on a military base, and can be deployed at any time. Persons in the Reserve or National Guard are not full-time active duty military personnel and not considered active duty.
- e. Candidates for Medical Student membership must be medical students (MD/DO) in good academic standing who have an interest in emergency medicine.
- f. Candidates for Emeritus Membership shall (i) have 15 years of active membership and have attained the age of 65 years or (ii) be other active members who under special circumstances are invited for such emeritus status by the Board of Directors (the "Board").
- g. Candidates for Honorary Membership shall be individuals who have made outstanding research or educational contributions to the purpose and objectives of the Society and are invited for such status by the Board.
- h. Candidates for International Membership shall be residents of a country other than the United States or Canada who are (i) individuals with an advanced academic degree in a medically associated clinical or basic sciences position, who hold an academic appointment, or are actively involved in emergency medicine teaching or research, or (ii) individuals who are currently an emergency medicine resident.

Section 3. **Member Rights and Privileges.** All members may have the privilege of the floor and of serving on the standing and ad hoc committees, academies, task forces and interest groups of the Society. Only active members shall have full voting rights, may serve on the Board, or serve as academy, committee, task force, or interest group chairs. Members serving as committee, task force, or interest group chairs may convert to emeritus status without surrendering the chair. Only members who are residents shall have voting rights to elect the Resident member of the Board.

Section 4. **Application Process.** Applications for membership may be obtained from the Society's headquarters.

Section 5. **Dues.** The annual membership dues for all members shall be determined by the Board. The annual membership dues will be payable within 30 days of request by receipt of an invoice from the

administrative staff of the Society. The Board may establish procedures and policies regarding nonpayment of dues and assessments. Membership in the Society may be terminated for nonpayment of dues.

Section 6. **Annual Meeting.** The Annual Meeting shall be sponsored by the Society to foster research and education in academic emergency medicine. The time, place and program of the annual meeting will be printed in advance of the meeting in the January/February Newsletter in accordance with Section 10 of this Article.

- a. The research and educational programs of the annual meeting shall be open to the public for the cost of registration. The scientific and educational meeting shall be arranged by the Program Committee and approved by the Board.

Section 7. **Meeting Attendance.** All meetings of standing and ad hoc committees, academies, task forces and interest groups are open to the public and members of the Society for the cost of registration to the Annual Meeting.

Section 8. **Meetings Sponsored or Co-Sponsored by the Society.** The Society may sponsor or cosponsor other scientific or educational meetings of interest to the membership to meet its purpose and objectives.

Section 9. **Special Meetings.** Special meetings of the members (i) may be called by the President, or (ii) shall be called by the President or Secretary-Treasurer at the direction of not less than two Directors, or (iii) shall be called at the request in writing of the membership upon petition by 100 or more active members. Special meetings will be held at the place stated in the notice of meeting. Any request for a special meeting must state the purpose or purposes of the proposed meeting. If a special meeting is called as a result of a membership petition, the Board shall call such a meeting within 30 days after receiving the petition.

Section 10. **Notice of Special Meetings.** Except as otherwise provided by these Bylaws or by law, written notice containing the time, place and purpose of a meeting of the members will be given either personally, by mail, or by email to each member of record entitled to vote at the meeting not less than 10 days nor more than 60 days before the meeting

Section 11. **Quorum.** The members who are present at a meeting and who have voting powers will constitute a quorum. The members present in person at the meeting may continue to transact business until adjournment. The vote of a plurality of the members present at the meeting constitutes the action of the members, unless a greater number is required by other sections of these Bylaws or the Articles of Incorporation.

Section 12. **Voting.** Each member entitled to vote on any issue or in any election will have the right to cast one vote. The Board may conduct any balloting by mail, either printed or electronic. For purposes of notice, the balloting date shall be a date set for the return postmark of printed mail ballots or the date registered electronically upon submission of electronic mail ballots. The Board may set a

date for the return of all mailed votes or consents and for the submission of electronic mailed votes or consents. Mailed votes or consents must be received by the Board within seven (7) days after such deadline for purposes of being counted for the approval or disapproval of such action. If a member challenges any election, the member must provide submit such challenge in writing to the Board within 30 days after such election. The Board of Directors will review any challenges and determine consequent action.

### ARTICLE III

#### BOARD OF DIRECTORS

Section 1. **Number, Qualification and Term of Office.** The Society shall be governed by the Board. The property, activities and affairs of the Society will be managed by its Board. The Board shall follow these Bylaws. Actions of the Board shall be determined in accordance with this Article. The Board has oversight responsibility for all publications of the Society. The Board will consist of eleven (11) persons: the President, President-Elect, Secretary-Treasurer, the Immediate Past President, six Members-at-Large and a Resident member.

The term of office of any Board member will commence upon his or her election announcement at the business meeting and will continue until as set forth below and until their respective successors are announced or until their resignation or removal. If a Board member is also an officer, the term will coincide with his or her term of office. Members-at-Large shall be elected to three-year terms, the terms being staggered so that two at-large positions are open each year. Members-at-Large may not serve more than two terms consecutively as members-at-large.

The Resident Member of the Board shall be elected to a one-year term. At the time of election and during the one-year term, the Resident Member must be a resident at an approved emergency medicine residency program. The Resident Member may not serve more than two consecutive terms as resident member.

Section 2. **Duties of Members-at-Large.** Members-at-Large shall represent the membership in conducting the Society's business, ensure compliance with the Bylaws of the Society, and represent the Society in activities related to academic emergency medicine.

Section 3. **Resignation, Removal, Vacancies.**

- a. **Resignation and Removal:** A Board member may resign by written notice to the Society. The resignation will be effective upon its receipt by the Society or a subsequent time as set forth in the notice of resignation. A Board member may be removed for cause by the affirmative vote of two-thirds (2/3) of the Board.
- b. **Executive Committee Vacancy:** If a vacancy occurs on the Executive Committee (President, President-Elect, Secretary-Treasurer), the Nominating Committee will recommend to the Executive Committee that the next closest in line of succession move into the vacated role. The Nominating Committee will also recommend an interim

replacement within thirty (30) days to fulfill the remainder of the term of the successor's position. The interim Executive Committee member, would be eligible to be nominated to the Executive Committee at end of the interim term of office.

- c. **Member-at-Large Vacancy:** As soon as practicable after a vacancy occurs among the Members-at-Large or Resident Member, the Board of Directors shall elect a member to serve the unexpired term of the Members-at-Large or Resident Member whose vacancy is being filled. The position will be filled by election of a candidate submitted by the current sitting Board members. Each member of the board may submit one nomination. Serving out the remainder of an unexpired term shall not be considered as serving a term for purposes of Section 1, except that each full year of service on an unexpired term shall count towards the six (6) year maximum service outlined in that section.
- d. **Absences:** Absences can be approved or excused only by the Board. Two unexcused absences from scheduled Board meetings, annual business meeting, or special meetings of the Board during any term as a member of the Board shall constitute a de facto resignation. Such resignation shall be effective two weeks after the Board gives notice to the Board member of such de facto resignation.

Section 4. **General Powers as to Negotiable Paper.** The Board may, from time to time, authorize the making, signature or endorsement of checks, drafts, notes and other negotiable paper or other instruments for the payment of money and designate the persons who will be authorized to make, sign or endorse the same on behalf of the Society.

Section 5. **Powers as to Other Documents.** All material contracts, conveyances and other instruments may be executed on behalf of the Society by or at the direction of the President or President-Elect and, if necessary, attested by the Secretary-Treasurer.

Section 6. **Regular Meetings.** Regular meetings of the Board may be held without notice if the time and place of the meeting has been determined by resolution of the Board. A regular meeting of the Board will be held immediately after the annual business meeting.

Agenda items for Board meetings may originate from any member of the Society and are submitted for review to the Chief Executive Officer no fewer than 30 days before the meeting date. Agenda items received within 30 days of the meeting date may not be reviewed until the next regularly scheduled Board meeting. The final meeting agenda is set by the President. Regularly scheduled meetings of the Board may be open to all members of the Society and to the public. However, closed meetings of the Board and Executive Committee may be convened by order of the Board.

Section 7. **Special Meetings.** Special Board meetings (i) may be called by the President, (ii) shall be called by petition of six members of the Board, or (iii) shall be called as may otherwise be provided by law. Any request for a meeting by a Board member must state the purpose or purposes of the proposed meeting.

Section 8. **Notice of Meeting.** Except as otherwise provided by these Bylaws or by law, written notice containing the time and place of all meetings of the Board will be given either personally, by electronic transmission or by mail to each Director not less than seven days before a regular meeting and not less than two days before a special meeting. Notice of a regular meeting need not state the purpose or purposes of the meeting nor the business to be transacted at the meeting. Notice of a special meeting must state the purpose or purposes of the meeting.

Attendance at a Board meeting constitutes a waiver of notice of the meeting, except where the Board member attends the meeting for the express purpose of objecting to the transaction of any business because the meeting was not lawfully called or convened.

Section 9. **Quorum and Voting.** A majority of all Board members will constitute a quorum at any meeting. The vote of a majority of the Board members present at a meeting, at which a quorum is present, constitutes the action of the Board, unless the vote of a larger number is required by law or by other sections of these Bylaws or the Articles of Incorporation.

Section 10. **Conduct of Meetings.** Meetings of the Board will be presided over by the President. In the President's absence, the meeting will be presided over by the President-Elect. In the absence of both president and president elect, the Secretary-Treasurer will preside over the meeting. In the event of President, President Elect, and Secretary-Treasurer absence, the meeting will be presided over by Past President. The Secretary-Treasurer or Chief Executive Officer, or, in their absence, a person chosen at the meeting, will record the minutes of the meeting.

Section 11. **Action by Written Consent.** Any action required or permitted to be taken at a regular or special meeting of Board members may be taken without a meeting, without prior notice and without a vote, if all of the Board members consent in writing to the action so taken. Written consents will be filed with the minutes of the proceedings of the Board.

Section 12. **Remote Conferences.** A Board member may participate in a meeting of the Board by conference telephone or by other means of remote communications by which all persons participating in the meeting may communicate with each other if all participants are advised of the communications equipment and the names of the participants in the conference are divulged to all participants. Participation in a meeting pursuant to this section constitutes presence in person at the meeting.

Section 13. **Compensation.** Board members will serve without compensation but may be reimbursed for actual, reasonable and necessary expenses incurred in his or her capacity as a Board member.

Section 14. **Annual Evaluation of the Chief Executive Officer.** The Board shall oversee and take ultimate responsibility for an annual evaluation of the Chief Executive Officer.

## ARTICLE IV

### OFFICERS



Section 1. **Election.** The Members will elect a President-Elect, who will accede to serve as President at the annual meeting in the subsequent year, Secretary-Treasurer, Members-at-Large and a Resident Member. Although an individual may ultimately hold several positions on the board, he/she may not hold more than one position simultaneously.

Section 2. **Term of Office.** The term of office of all officers will commence upon their announcement at the annual business meeting and will continue until as set forth below and until their respective successors are announced or until their resignation or removal.

- a. The President-Elect shall be elected for a term of one year as President-Elect, with automatic succession to a one-year term as President followed by a one-year term as Immediate Past President. The President-Elect, President, and Past President are not eligible to serve a consecutive term as President-Elect, President, or Past President.
- b. The Secretary-Treasurer shall be elected to a one-year term. The Secretary-Treasurer may serve one a consecutive term as Secretary-Treasurer.

Section 3. **Duties of the President.** The President shall serve as the spokesperson for the Society and shall preside over the annual business meeting of the Society and the meetings of the Board. The President will see that all orders and resolutions of the Board are carried into effect. It shall be the duty of the President to attend all Board meetings and to see that the rules of order and decorum are properly enforced in all deliberations of the Society, to work with the Secretary-Treasurer to set the agenda for each Board meeting, and to execute all documents which may be required for the Society, unless the Board shall have expressly authorized some other person to perform such execution. The President shall oversee and take ultimate responsibility for an annual evaluation of the Chief Executive Officer. The President shall serve as chair of the Board and shall set the agenda for the annual business meeting. The President shall serve as an ex-officio member of all committees and task forces and shall appoint members to fill vacancies on committees and task forces during his or her term as President.

Section 4. **Duties of the President-Elect.** The President-Elect, in the absence of the President, shall perform the duties and exercise the powers of the President and will perform any other duties prescribed by the Board or the President. The President-Elect shall attend all Board meetings. The President-Elect shall serve as chair of the Nominating Committee. The President-Elect shall, in conjunction with committee and task force chairs, develop committee and task force objectives for the presidency year and review committee and task force member performance. The President-Elect shall appoint committee and task force members and chairs for their presidency year and present such appointments to the Board for approval. The President-Elect will serve as co-chair of the Council of Academy Leaders (COAL).

Section 5. **Duties of the Secretary-Treasurer.** The Secretary-Treasurer will attend all meetings of the Board and work with the Chief Executive Officer to record all proceedings. The Secretary-Treasurer will give, or cause to be given, notice of all meetings of the Board for which notice may be required. It shall be the duty of the Secretary-Treasurer to serve as President in the absence of both the President

and President-Elect. The Secretary-Treasurer, in conjunction with the President, shall be responsible for the agenda of the annual business meeting and meetings of the Board. The Secretary-Treasurer shall oversee the financial accounts and records of the Society.

A financial report will be presented to the membership annually. Detailed financial reports may be provided to the Board for consideration during Board meetings upon the request of the Secretary-Treasurer. The Board may retain a certified accountant or financial consultant to review the financial records of the Society.

Section 6. **Duties of Members-at-Large.** Members-at-Large shall represent the membership in conducting the Society's business, ensure compliance with the Bylaws of the Society, and represent the Society in activities related to academic emergency medicine.

Section 7. **Duties of the Immediate Past President.** The Immediate Past President shall serve on the Nominating Committee. The Immediate Past President shall assume whatever duties are assigned by the President or the President-Elect and otherwise serve as a member of the Board and a member of the Executive Committee.

## ARTICLE V

### CHIEF EXECUTIVE OFFICER

The Chief Executive Officer shall recommend and participate in the formulation of new policies and carry out administrative duties as directed and approved by the Board and specified in his or her employment contract with the organization. The Chief Executive Officer shall work with the Secretary-Treasurer to keep a true, complete and correct record of meetings of the Board and preserve documents belonging to the Society. The Chief Executive Officer shall oversee the administrative staff of the Society, which keeps an account of the Society with its members and maintains a current register of members with dates of their election to membership and preferred mailing address. The Chief Executive Officer is responsible for the hiring, evaluation and termination of all staff, subject to the overall policies and budget of the Society. The administrative staff of the Society shall collect the dues of the Society.

The employment of the Chief Executive Officer by the Organization will require an affirmative vote of two-thirds (2/3) of the members of the Board then in office.

## ARTICLE VI

### COMMITTEES, TASK FORCES AND ACADEMIES

Section 1. **Executive Committee.** The Executive Committee shall consist of the President, President-Elect, Secretary-Treasurer, and Immediate Past President. The Executive Committee, subject to those limitations as may be required by law or imposed by resolution of the Board, may exercise all powers and authority of the Board in the management of the business and affairs of the Society

between meetings of the Board, except that such Executive Committee will not have power or authority to:

- a. Amend the Articles of Incorporation;
- b. Adopt an agreement of merger or consolidation;
- c. Recommend to members the sale, lease or exchange of all or substantially all of the Society's property and assets;
- d. Recommend to members the dissolution of the Society or a revocation of dissolution;
- e. Amend the Bylaws of the Society;
- f. Fill vacancies on the Board;
- g. Fix compensation of the Directors for serving on the Board or on a committee; or
- h. Terminate membership.

All actions by the Executive Committee are subject to review and approval by the full Board at its next meeting.

Section 2. **Nominating Committee.** The Nominating Committee shall be a standing committee and shall consist of the President-Elect, as chair; the Immediate Past President; a member of the Board (to serve a committee term of one-year); two additional members elected by the Board: one from the past presidents (to serve a committee term of one year) and one from the committee/task force chairs (to serve a committee term of two years); and two members who may not be members of the Board and are elected by the membership to serve staggered two-year terms. The Nominating Committee will select candidates to fill the naturally occurring vacancies on the Board and elected positions on the standing committees of the Society not otherwise designated and provided for by these Bylaws. The Nominating Committee will seek the candidates' approval for formal nomination and shall place their names in nomination for election. The slate of Board nominees selected by the Nominating Committee shall be approved by the Board prior to distribution to the membership for consideration. Members of the Nominating Committee may not be considered for elected positions while they are serving on the Nominating Committee.

Section 3. **Bylaws Committee.** The Bylaws Committee shall be a standing committee and shall consist of a chair and two other members, elected for staggered three-year terms so that the member with the least remaining tenure shall serve as chair during his or her final year on the Committee. This Committee shall study the potential merits, adverse consequences and legal implications of all proposed amendments or changes in the Bylaws and report their findings and recommendations to the Board prior to formal consideration of the proposed changes by the membership. The members of the Committee may suggest appropriate amendments to the Bylaws to the Board.

Section 4. **Program Committee.** The Program Committee shall coordinate and organize the programs for the annual meeting and meetings sponsored or cosponsored by the Society.

Section 5. **Finance Committee.** The Finance Committee shall have general oversight over the finances, investments, financial systems, audits, budgets and such other matters relating to the finances and investments of the Society as may be assigned from time to time by the Board of Directors of SAEM.

The Finance Committee will consist of twelve (12) members including AAACEM's Secretary-Treasurer. The committee co-chairs shall be SAEM's Secretary-Treasurer and an individual appointed by SAEM's President-Elect.

The Finance Committee shall have three (3) subcommittees: the Budget Subcommittee, the Audit Subcommittee, and the Investment Subcommittee. A Chair will be appointed by the members of the Committee from among the members of the Committee to lead each of the Subcommittees.

- a. The Budget Subcommittee shall:
  - i. monitor the financial activities of the Society on a monthly basis and present key metrics to the Board of Directors;
  - ii. provide guidance on the preparation, presentation and passage of the annual operating budgets of the Society;
  - iii. review any financing plans related to a building project or other financing arrangement; and
  - iv. review Form 990 and ensure it is distributed to the Board of Directors
- b. The Audit Subcommittee shall:
  - i. evaluate the performance of internal auditors (if applicable) and ensure the adequacy of financial controls and financial reporting;
  - ii. review the performance of the external audit team from an accounting, tax, and audit perspective and when needed lead the search for a new auditing firm;
  - iii. analyze external auditor certifications, reports, opinions and audit results; and
  - iv. ensure that conflicts of interest and other new audit and regulatory changes are addressed
- c. The Investment Subcommittee shall:
  - i. design and administer Society's investment program;
  - ii. develop an investment program with diverse risk characteristics across a variety of asset classes;
  - iii. supervise, evaluate and recommend for approval by the Board of Directors the retention and termination of investment trustees, investment managers, financial consultants, and financial custodians;
  - iv. direct the investment and management of the Society's assets, including:
    - v. approving asset allocation ranges and targets;
    - vi. authorizing periodic asset rebalancing;
    - vii. approving investment performance benchmarks; and monitoring investment performance.

Section 5. **Other Committees and Task Forces.** Additional committees and task forces may be created by the President-Elect and approved by the Board to aid in the Society's efforts to achieve and further its goals. The committees and task forces will have the authority as delegated to them by the Board through the President-Elect.

Section 6. **Procedure.** All committees and task forces, and each member thereof, will serve at the discretion of the Board. The Board will have the power at any time to increase or decrease the number of members of any committee or task force. Regular or special meetings of any committee or task force may be held in the same manner provided in these Bylaws for regular or special meetings of the Board, and a majority of any committee or task force will constitute a quorum at the meeting.

Except as otherwise stated in these Bylaws, all appointments to committees and task forces are for one year. Task force appointees may be reappointed for one additional year, for a maximum of two years. The President-Elect will evaluate each committee and task force annually to ascertain whether the committee and task force will be continued, restructured, or dissolved, and will present his or her recommendations to the Board.

Section 7. **Duties of Committee and Task Force Chairs.** Each committee and task force chair shall work with the President-Elect in determining the respective committee and task force goals for the coming year and oversee their completion. All chairpersons are responsible to the Board and may be removed with or without cause prior to completion of term of office by majority vote of the Board. Vacant chairperson positions will be filled by the Board for the remainder of the term.

Section 8. **Academies.** The Board of Directors may approve the creation of one or more academies within the society, for the purpose of furthering the objectives of the society. Minimum dues and procedures to be followed by academies shall be determined by the Board of Directors and documented in the Guidelines for SAEM Academy Development.

- a. Each academy may provide for its governance through the establishment of operational guidelines, provided such operational guidelines do not conflict with or limit the Bylaws of SAEM, or with the guidelines for academies set forth by the Board of Directors. The operational guidelines should include, but are not limited to, a statement of the objectives of the academy, its governance structure, and any member dues. An academy may not begin operation until its operational guidelines have been approved by the SAEM Board of Directors and it has enrolled the minimum number of members. Because academies are considered a subcategory of membership of the Society, they will not have separate bylaws or formal incorporation documents, and their existence and operations shall be subject to the terms and conditions stated in these Bylaws.
- b. Dues: Each academy will provide for its financial support by establishing dues. Such dues shall be in addition to any dues and assessments of SAEM, and shall be collected and managed by the SAEM Executive Office. The amount and distribution of such dues shall be determined in cooperation with the Board of Directors.

- c. Meetings: Each academy must hold a business meeting at least once each calendar year, during the SAEM Annual Meeting. Academies may choose to hold additional meetings at other venues at other times of the year.
- d. Membership: Only members in good standing of SAEM shall be eligible to be members of academies.
- e. Ethical principles: Each Academy shall abide by the ethical principles of SAEM.
- f. The Board of Directors of SAEM may terminate an academy by a simple majority vote if the Board finds that the academy has engaged in activities detrimental to the best interests of SAEM. The academy shall be afforded the opportunity to be heard pursuant to such reasonable procedures that the Board of Directors shall provide.

## **ARTICLE VII**

### **INDEMNIFICATION**

Section 1. **Indemnification.** The Society will, to the fullest extent now or hereafter permitted by law, indemnify any Director or officer of the Society (and, to the extent provided in a resolution of the Board or by contract, may indemnify any volunteer, employee or agent of the Society) who was or is a party to or threatened to be made a party to any threatened, pending, or completed action, suit or proceeding by reason of the fact that the person is or was a Director, officer, volunteer, employee or agent of the Society, or is or was serving at the request of the Society as a director, trustee, officer, partner, volunteer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, whether for profit or not for profit, against expenses including attorneys' fees (which expenses may be paid by the Society in advance of a final disposition of the action, suit or proceeding as provided by law), judgments, penalties, fines and amounts paid in settlement actually and reasonably incurred by the person in connection with action, suit or proceeding if the person acted (or refrained from acting) in good faith and in a manner the person reasonably believed to be in or not opposed to the best interests of the Society or its members, and with respect to any criminal action or proceeding, if the person had no reasonable cause to believe his or her conduct was unlawful.

Section 2. **Rights to Continue.** This indemnification will continue as to a person who has ceased to be a Director or officer of the Society. Indemnification may continue as to a person who has ceased to be a volunteer, employee or agent of the Society to the extent provided in a resolution of the Board or in any contract between the Society and the person. Any indemnification of a person who was entitled to indemnification after such person ceased to be a Director, officer, volunteer, employee or agent of the Society will inure to the benefit of the heirs and personal representatives of that person.

## **ARTICLE VIII**

### **CONFLICTS OF INTEREST**

Section 1. **Disclosure.** When a member of the Board or an officer is affiliated with an organization seeking to provide services or facilities to the Society, or when a member of the Board or officer has any duality of interest or possible conflict of interest, real or apparent, such affiliation or conflict of interest should be disclosed to the Board and made a matter of record, either when the interest becomes a matter of Board action or as part of a periodic procedure to be established by the Board. An affiliation with an organization will be considered to exist when a Board member or officer or a member of his or her immediate family or close relative is an officer, Director, trustee, partner, employee or agent of the organization, or has any other substantial interest or dealings with the organization.

Section 2. **Voting.** Any Board member or officer having a duality of interest or possible conflict of interest on any matter should not vote or use his or her personal influence on the matter, and should not be counted in determining a quorum for the meeting at which the matter is voted upon, even though permitted by law. The Board should obtain and rely on appropriate comparability data, when appropriate. The minutes of the meeting should reflect that the disclosure was made, that the interested Board member abstained from voting, that his or her presence was not counted in determining a quorum, and that comparability data was considered.

Section 3. **Statement of Position.** The foregoing requirements should not be construed to prevent a Board member or officer from stating his or her position on the matter under consideration, nor from answering questions of other Board members relating to the matter.

## ARTICLE IX

### ORGANIZATIONAL ETHICAL PRINCIPLES

Section 1. **Statement of Principle.** The Society for Academic Emergency Medicine supports and upholds ethical standards in its mission and operations.

Section 2. **Policy:** Members of SAEM shall:

- a. Abide by the bylaws and policies of the Society.
- b. Conduct the Society's business affairs in good faith with honesty, integrity, due diligence, and competence.
- c. Maintain confidentiality of SAEM documents and proceedings. This includes avoidance of sharing, copying, reproducing, transmission, divulgence, or disclosure, except as required by law, of any confidential information related to the affairs of the Society or its committees, task forces, academies, or interest groups.
- d. Exercise proper authority and good judgment in dealings with the Society's staff, suppliers, and the general public; and respond to the needs of the Society and its other members in a prompt, responsible, respectful, and professional manner.
- e. Foster professionalism of colleagues.

- f. Participate in society activities and perform assigned duties in a professional and timely manner.
- g. Strive for excellence by maintaining and enhancing their own knowledge and skills, by encouraging the professional development of colleagues, and by fostering the aspirations of potential members of the profession.
- h. Act in the best interests of the Society, and when encountering potential conflicts of interest, disclose the conflict and, as appropriate, recuse from applicable discussions and votes.
- i. Uphold ethical standards of research, publication, education, and clinical care as supported by SAEM policies and guidelines.
- j. Uphold ethical standards of clinical care, education, and research at local institutions.

## **ARTICLE X**

### **ADOPTION OF AMENDMENTS**

Section 1. The Bylaws may be adopted or amended by majority vote of the membership (a) at any annual or special meeting of the membership or (b) by written ballot conducted through any means permitted by applicable law.

Section 2. The Board may, by resolution, propose amendments to the Bylaws, provided the proposed amendments are mailed to the membership with the notice for the meeting at which they are to be considered. A proposed amendment to the Bylaws may also be submitted in writing to the Secretary-Treasurer by three or more active members for Board consideration. Such proposals must be submitted to the Board at least 60 days prior to the meeting at which the proposals will be considered.

Section 3. Adoption of a Bylaws amendment shall be by a majority vote of the active members voting.

## **ARTICLE XI**

### **PARLIAMENTARY AUTHORITY**

Any question of order or procedure not specifically delineated or provided for by these Bylaws and subsequent amendments shall be determined by parliamentary usage as contained in Sturgis Rules of Order.

## **ARTICLE XII**

### **DISSOLUTION OF THE SOCIETY**

Dissolution of this Society can only be initiated by a majority vote of all members of the Board and must be approved by two-thirds of the active membership voting at any annual or special meeting. Upon the termination, dissolution or winding up of the Society, all remaining assets of the Society will be



distributed for a purpose or to an organization or organizations described in Section 501(c)(3) of the Code.

### ARTICLE XIII

#### MISCELLANEOUS

Section 1.       **Fiscal Year.** The fiscal year of the Society will end on the last day of December.

Section 2.       **Liaisons to Other Organizations.** The Board may appoint liaison representatives to other organizations. The liaison representative must be a member of the Society and must be aware of the Society's organizational positions, mission, policies, and structure. The liaison representative shall issue at least biannual reports to the Board on organizational activities and issues relevant to the Society.

Amended 5/2008, 10/2013, 4/2016