



**HANDBOOK FOR
ASSOCIATION BOARD OF TRUSTEE
CANDIDATES**

May 14, 2010

A HANDBOOK FOR ABoT CANDIDATES

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Also Included in the Candidate Packet:

- Instructions to Writers of Reference Letters
- ABoT Candidate Reference Form (to be completed by candidate's references)

ASSOCIATION OF CLINICAL RESEARCH PROFESSIONALS

A HANDBOOK FOR ASSOCIATION BOARD OF TRUSTEE CANDIDATES

INTRODUCTION

Thank you for your interest in an elected office with ACRP. In reading this handbook you are embarking on a new journey in leadership with a global association dedicated to clinical research and development. While the challenges are numerous; so too are the opportunities to advance the practice, the profession and the Association. The value of your membership in ACRP is the opportunity to lead the organization.

This handbook will give you a better understanding of the opportunities for elected office, the roles, the responsibilities and commitments of leadership positions and the process associated with election. It is intended as a guide to help you determine how your knowledge, skills and expertise may contribute to the fulfillment and advancement of ACRP's mission and the degree to which an elected office would fit with your plans, professional goals and experiences. Specific requirements, duties, and responsibilities for each office are listed in the section of this handbook referencing that particular position.

Each year the Nominating Committee compiles a slate of candidates for ACRP elected positions. Candidates are assessed on a combination of professional accomplishments and expertise as well as leadership skills and potential. The ACRP slate must be approved by the current Board of Trustees before being presented to the membership for election. An evaluation and scoring process is used for initial ranking of potential candidates.

If, after review of this handbook, you have additional questions, or would like to learn more about serving in an elected position, we encourage you to contact the liaison to the Nominating Committee, Deborah Timmons, at debbie@acrpnet.org or by calling 703.254.8108.

ACRP LEADERSHIP

This section provides a glimpse of the culture of the Association and shows what ACRP needs and seeks in its leadership. We need leaders that embrace a leadership code of conduct, knowledge-based decision making, and share ACRP's core values:

- **Integrity**
We value integrity as the foundation of all our business practices.
We value honesty, fairness and doing the right thing without compromise. We are committed to building trusted and lasting relationships.
- **Dedication**
We value unwavering dedication to the clinical research profession.
We strive for caring and passionate leadership in the delivery of effective and ethical programs.
- **Courage**
We value having the courage to imagine what can be possible.
We value the courage to speak what we believe is the truth, to be different, make difficult decisions, pioneer innovative solutions and adapt quickly to changing dynamics.
- **Communication**
We value communicating openly, honestly and knowledgeably.
We promote active dialogue with all our stakeholders, fostering a learning environment and recognizing excellence.
- **Service**
We value serving the clinical research community with commitment and compassion.
We serve by listening to our staff and our members, understanding their needs and leading with passion and humility.

Leadership Code of Conduct

Board Members, Volunteer Leaders, and Senior Staff Shall:

- Always be guided by the core ideology, envisioned future and three to five year plan when making decisions for the good of the whole association.
- Delegate with clear direction using outcomes and allocation of resources to complete the task in accordance with the direction given.
- Demonstrate good faith, prudent judgment, honesty, transparency and openness in our activities on behalf of the association.
- Commit ourselves to ethical, business like, and lawful conduct, including proper use of authority and appropriate decorum.
- Demonstrate uncompromising integrity, which means staying true to what we believe. We adhere to honesty, fairness and “doing the right thing” without compromise, even when circumstances make it difficult.
- Conduct ourselves in a professional, courteous and respectful manner.
- Demonstrate constant respect for every individual we interact with, which means we treat others with dignity, as we would like to be treated ourselves.

- Arrive on time and stay until the end of the meeting.
- Prepare for the meeting by reading the materials and gathering information that will encourage full participation.
- Respect principles of fair play and procedural fairness.
- Work with practical consensus: all members of the group have been heard fully, frankly, and respectfully; all members have been honest in the views and feelings; all views have been considered without prejudice; all relevant information has been shared equally among the group; group members are willing to sacrifice their personal position for the sake of the group and those it is accountable to; members act as if the decision were their own, publicly supporting the decision of the board as a whole when they leave the board table.
- Talk about issues, not people.
- Raise any concerns IN the Board room, not OUTSIDE before or after the meeting.
- Refrain from making judgmental statements, criticizing those who are absent, monopolizing the conversation, and conducting side conversations.
- Promise to ask and answer. Ask until you understand the other person's viewpoint and the other person promises to give an honest answer.
- Respect and give fair consideration to diverse and opposing viewpoints.
- Be mindful that not knowing is no longer an excuse for not acting or making a decision – realize that 50% of decisions will be incorrect and 50 % of decisions will experience a change in environment by the time the outcome is executed.

ELIGIBILITY OF CANDIDATES

GENERAL QUALIFICATIONS

The ACRP Bylaws list the following general requirements for candidates for ACRP office:

1. Shall be active members in good standing with ACRP.
2. Only active members in good standing shall be eligible to serve as officers.
3. Must be at least twenty-one (21) years of age.
4. No elected trustee may serve more than two (2) consecutive terms in the same office.
5. No officer trustee may hold an elected trustee seat at the same time as such individual holds an officer trustee seat.
6. Terms of office shall begin at the first Board of Trustees meeting of the calendar year immediately following election.

If reapplying for a position, it is expected that you will update and resubmit your application so that all of your experiences and qualifications are current. We recommend that you keep a copy of your application in your files, should you decide to reapply for a position at a future date.

SERVING ON THE ASSOCIATION BOARD OF TRUSTEES

The Association Board of Trustees (ABoT) meets by webinar approximately two (2) times per year and face-to-face three (3) times per year. Typically face-to-face meetings take place in January in conjunction with the ACRP Leadership Orientation, in July and in the fall (between September–November). Face-to-face Board meetings are typically held on a Friday-Sunday pattern. Webinars take place during the work week and last up to two (2) hours.

ACRP Board members may also serve on committees of the Board and/or task forces that require additional commitments of time. ACRP Board members may also serve as liaisons to Chapters, Committees, or Task Forces.

On the following pages, you will find an overview of the duties and qualifications for each elected position including an indication of the time commitment and the support needed to comfortably meet the requirements of the position. While most organizations value your leadership contribution in a professional association, it is recommended that you discuss your plans with your employer prior to applying for a position.

ROLES AND RESPONSIBILITIES OF TRUSTEES

The term of office for a trustee is two (2) years. A maximum of two consecutive terms may be served. At least three trustee positions are open each year. The Board of Trustees:

- a. Provides governance and establishes policy.
- b. Assumes legal and fiduciary responsibility for the Association.
- c. Assures that activities of the Association are consistent with the mission, vision and strategic plan.
- d. Measures accomplishments against strategic goals.
- e. May act as liaison to assigned chapters, committees, and focus groups.
- f. Acts as liaison to other organizations, as assigned.
- g. Chairs or serves as a member of committees/task forces, projects as assigned.
- h. Represents ACRP at official functions.
- i. Actively identifies, develops and recruits new leaders.

- j. Must disclose conflict of interest by completing and maintaining an annual conflict of interest disclosure form (see page 14 for ACRP Conflict of Interest and Annual Disclosure Form).

QUALIFICATIONS AND RESPONSIBILITIES OF TRUSTEES

Qualifications vary, and expertise in a variety of settings is an asset. Those seeking election to the ABoT should have prior leadership experience. Leadership attributes such as strategic thinking, ability to delegate, active listening, facilitation skills, and the ability to develop consensus are essential to the success of any governing body.

While adequate preparation by staff and leaders is essential to the success of the governance process, trustees are expected to engage in self-directed study, as needed, in order to fully understand issues and assignments.

Strong communication skills are essential. Since trustees oversee a public non-profit corporation, a foundation in management and basic understanding of finance are helpful skill sets.

Trustees must attend Board meetings and participate in webinars.

The time commitment of trustees varies by assignments from as little as one to two hours per month to approximately two days per month. Trustees must be willing to assume additional duties/responsibilities, if necessary, and be able to independently follow through on tasks.

QUALIFICATIONS AND RESPONSIBILITIES OF OFFICERS

VICE-CHAIR

The Vice-Chair is elected on an annual basis by the trustees currently in office. The Vice-Chair serves a one-year term. At the end of that term the Vice-Chair automatically assumes the office of Chair for one year and when that term is completed, remains an additional year on the Board as the Immediate Past Chair. This three year commitment is essential to provide continuity in ACRP's leadership.

The Vice-Chair:

- a. Serves as a voting ex-officio member of the Board of Trustees.
- b. Assists Chair in the performance of duties.
- c. Serves in an advisory capacity.
- d. Prepares to assume the office of Chair.

- e. Presides at meetings of the Board of Trustees in the absence of the Chair.
- f. Assumes the office of Chair should that office become vacant and subsequently fill the office of Chair for a regular term.

QUALIFICATIONS AND COMMITMENTS

- a. All those listed for Chair (see below).
- b. This office is a three-year commitment: one year as Vice-Chair, one year as Chair, and one year as Immediate Past Chair.
- c. The Vice-Chair is a member of the Executive Committee, a committee of the Board of Trustees. The Executive Committee meets as needed to conduct business between meetings of the Board of Trustees.
- d. The Vice-Chair is a voting member of the Finance Committee. The Finance Committee meets at least quarterly to review the financial results of the organization, ensure the Association's investment policy is followed, and reviews the operating budget for the following year and submits it to the Association Board of Trustees for approval.
- e. Performs such other duties as may be prescribed by the Board from time to time.

The Vice-Chair typically spends two to four hours per week on ACRP communications and business.

CHAIR

The Chair:

- a. Serves as a voting ex-officio member of the Board of Trustees.
- b. Serves as senior officer of the Association.
- c. Collaborates with the Executive Director to provide optimal leadership for the Association.
- d. Presides at all Board and Executive Committee meetings as well as the Annual Business meeting.
- e. The Chair is a voting member of the Finance Committee. The Finance Committee meets at least quarterly to review the financial results of the organization, ensure the Association's investment policy is followed, and reviews the operating budget for the following year and submits it to the Association Board of Trustees for approval.
- f. Provides leadership for Board and Executive Committee activities.
- g. Acts as an official representative and spokesperson for ACRP for both internal and external activities.
- h. Performs such other duties as may be prescribed by the Board from time to time.

QUALIFICATIONS AND COMMITMENTS

- a. Candidates for Chair (Vice-Chair) must, above all, have a strong desire to serve the membership, the practice and the profession.
- b. Strong leadership, management and communication skills are essential, as well as the ability to delegate, negotiate, manage conflict, and bring groups to consensus.
- c. Historical knowledge of ACRP's functions through committee activities and experience is necessary.
- d. Basic knowledge of parliamentary procedure is recommended.

The time commitment is substantial. The Chair on average spends five to ten hours per week on ACRP governance issues.

IMMEDIATE PAST CHAIR

The Immediate Past Chair:

- a. Serves as a voting ex-officio member of the Board of Trustees.
- b. Assists Chair in the performance of duties.
- c. The Immediate Past Chair is a member of the Executive Committee, a committee of the Board of Trustees. The Executive Committee meets as needed to conduct business between meetings of the Board of Trustees.
- d. The Immediate Past Chair is a voting ex officio member of the Finance Committee and the Nominating Committee.
- e. Performs such other duties as may be prescribed by the Board from time to time.

SECRETARY

The Secretary is appointed by the Board on an annual basis and does not have to be a trustee of the Association.

The Secretary:

- a. Holds responsibility for recordation and keeping of the minutes of meetings of the Board and the membership.
- b. Ensures that all notices are provided in accordance with the bylaws.
- c. Serves as custodian of the corporate records, including all correspondence of the Association.
- d. Is the custodian of the seal of the Association and ensures that the seal is affixed to all documents.
- e. Oversees the maintenance of Board records and ensures their accuracy and safety.
- f. May be a trustee or an employee of the Association.
- g. Serves as a member of the Executive Committee.

QUALIFICATIONS AND COMMITMENTS:

- a. Attends Board meetings, webinars, and the Annual Business Meeting.
- b. Requires attention to detail and good follow-through skills.
- c. Ability to critically review policies, procedures and bylaws.
- d. Ability to facilitate the policy review process.

The Secretary typically spends several hours a month fulfilling the duties of the office. Average time commitment is concentrated primarily around Board meetings and immediately thereafter to review minutes.

TREASURER

The Chair of the Finance Committee is appointed by the Board and serves as Treasurer of the Association.

The Treasurer:

- a. Oversees the finances of the Association.
- b. Chairs the Finance Committee.
- c. Maintains responsibility for preparing and distributing an annual operating budget of the Association to the Board, to be approved by the Board each year prior to commencement of the Association's fiscal year.
- d. Is responsible for preparing and distributing annual financial reports of the Association to the Board.
- e. Works with the Executive Director and Controller to ensure that appropriate financial reports are made available to the Board on a timely basis.
- f. Works with the Executive Director and Controller to ensure review of the annual budget by the Finance Committee, as well as preparation for review and approval by the Board of Trustees.
- g. Reviews the monthly financial statements.
- h. Reviews the annual audit to determine the financial condition of the Association.
- i. Serves as a member of the Executive Committee.

QUALIFICATIONS AND COMMITMENTS:

- a. Basic knowledge of budgeting and finance is essential. Candidates must understand basic financial terminology and be able to read financial statements in order to ascertain the financial health of the organization. The treasurer must be able to communicate effectively with the Controller, Executive Director, and Auditor.
- b. The Treasurer attends Board meetings, participates in Board webinars and attends the Annual Business meeting.

- c. As Chair of the Finance Committee, the Treasurer participates in a monthly, hour-long conference call to review financial statements.
- d. Previous committee experience and/or service on the ACRP Board of Trustees is recommended.
- e. Experience as a Treasurer at the local chapter level or as a Finance Committee member is helpful.

Average time commitment for the Treasurer is several hours per month, plus meetings as noted above.

CONFLICT OF INTEREST AND ANNUAL DISCLOSURE

Conflict of Interest for Board of Trustees and Senior Staff

The Board of Trustees and Senior Staff of the Association of Clinical Research Professionals (ACRP) must act at all times in the best interests of ACRP and not for personal or third-party gain or financial enrichment. When encountering potential conflicts of interest, such Board and Senior Staff members shall identify the potential conflict and, as required, remove themselves from all discussion and voting on the matter. Specifically, the Board and Senior Staff shall:

- avoid placing (and avoid the appearance of placing) one's own self-interest or any third-party interest above that of ACRP; while the receipt of incidental personal or third-party benefit may necessarily flow from certain ACRP activities, such benefit must be merely incidental to the primary benefit to ACRP and its purposes;
- not abuse their Board or Senior Staff positions by improperly using their membership or ACRP's staff, services, equipment, materials, resources, or property for their personal or third-party gain or pleasure, and shall not represent to third parties that their authority as a Board or Senior Staff member extends any further than that which it actually extends;
- not engage in any outside business or profession that would directly or indirectly materially adversely affect ACRP;
- not engage in or facilitate any discriminatory or harassing behavior directed toward ACRP staff, members, officers, directors, meeting attendees, exhibitors, advertisers, sponsors, suppliers, contractors, or others in the context of activities relating to ACRP;
- not solicit or accept gifts, gratuities, trips, honoraria, personal property, or any other item of value from any person or entity as a direct or indirect inducement to provide special treatment to such donor with respect to matters pertaining to ACRP without fully disclosing such items to the Board Chair and Executive Director;
- provide goods or services to ACRP as a paid vendor to ACRP only after full disclosure to, and advance approval by, the Board Chair and Executive Director, and pursuant to any related procedures adopted by the Board;
- not persuade or attempt to persuade any employee of ACRP to leave the employ of ACRP or to become employed by any person or entity other than ACRP; and
- not persuade or attempt to persuade any member, exhibitor, advertiser, sponsor, subscriber, supplier, contractor, or any other person or entity with an actual or potential relationship to or with ACRP to terminate, curtail or not enter into its relationship to or with ACRP, or to in any way reduce the monetary or other benefits to ACRP of such relationship.

To help avoid any conflicts of interest, on the accompanying form you are disclosing ownership or other proprietary interests, responsibilities, circumstances, or other reasons why you (or, by extension, any member of your family) might have an actual, apparent or potential conflict of interest with your duty to ACRP, both with respect to the conflicts prohibited above and any others. You invite further review by ACRP of any aspects of these circumstances that might be considered appropriate. In addition, you agree to take other steps, such as avoiding deliberation and resolution of certain issues or even withdrawing from your membership on the Board or staff, if it is determined that such steps are necessary to protect the integrity of ACRP

and avoid the breach of your fiduciary duty to ACRP. During such time as you continue to serve on the Board or as a member of the Senior Staff, you agree to notify the ACRP Executive Director promptly if and when you determine that any additional actual, apparent or potential conflicts of interest with your duty to ACRP arise subsequent to the execution of this form. Finally, you agree to fully comply with any and all other ACRP policies or procedures regarding conflicts of interest.

In accordance with governance requirements, all Trustees and Senior Staff identified by the Executive Director of the Association of Clinical Research Professionals are required to complete an Annual Disclosure Form covering the previous calendar year. Trustees and Senior Staff are also expected to disclose any potential conflicts of interest (as defined above) during the course of the calendar year as they may arise. If you are unsure whether certain conduct may constitute a conflict of interest, please contact the Executive Director.

This questionnaire is designed to provide information about the interests of Trustees and Senior Staff in transactions with ACRP. Please answer all questions. If the answer to any question is "Yes," kindly provide an explanation. For purposes of this questionnaire, the term "immediate family" is defined as your spouse, children, grandchildren, stepchildren, brothers, sisters, grandparents, parents, parents-in-law and grandparents-in-law. The spouse of any person included within the above listing is also considered to be a member of the immediate family.

The Executive Committee shall annually review the Conflict of Interest forms for a potential conflict.

Reporting Period Covered: From: January 1, 2010 To: December 31, 2010

Do you, or a member of your immediate family, serve on the Board of Directors of any organization other than ACRP?

Do you, or a member of your immediate family, have an ownership interest in any company that conducts business with ACRP? For purposes of this question, please exclude any ownership of publicly-traded equity securities.

Have you, or a member of your immediate family, had any financial interest in any sales, purchases, transfers, leasing arrangements or guarantees entered into by ACRP during the reporting period? Please include within your answer any transactions that are currently pending completion.

Have you, or a member of your immediate family, been engaged in any activity, employment, or outside business activities that could result in an appearance of a conflict of interest? Please

include with your answer the scope of any transactions, both during the reporting period and pending.

Have you, or a member of your immediate family, been indebted to ACRP at any time during the reporting period? Please exclude amounts related to ordinary travel and expense advances.

Have you, or a member of your immediate family, received a gift in excess of \$250 during the reporting period, as a result of your ACRP service? Has this gift been reported to the Executive Director on a timely basis?

The answers to the foregoing questions are correct to the best of my knowledge and belief.

Signature

Date

Print Name

APPLICATION FOR OFFICE

INSTRUCTIONS FOR COMPLETING APPLICATION

Please read carefully and follow directions. Incomplete applications will not be considered.

1. Completed application, including references, must be received at ACRP by the deadline indicated on the application. Send:
 - Completed application
 - CV
 - Photograph
 - Conflict of Interest and Annual Disclosure

Start the process early so you have time to submit all required elements by the due date.

2. Please describe your goals, strategies, and values as they relate to ACRP's vision and mission. Questions to consider include: Why am I seeking office? What unique qualities can I bring to the Board? What do I hope to accomplish during my term in office?
3. Submit a professional head to waist photo. Do not send a full body picture.
4. Identify four references. Provide each of your references with the link to the ["ABoT Candidate Reference Form."](#) Allow yourself plenty of time so the form can be completed by your references by the deadline provided. Please identify a reference from four of the following:
 - a. Current ACRP officer, member of board of trustees, committee chair/member
 - b. Current employer or someone from your workplace setting who can describe and affirm your leadership skills
 - c. ACRP chapter officer, member of board of directors, or committee chair/member or equivalent
 - d. Current ACRP staff member who can describe your leadership skills
 - e. Member of another professional volunteer organization who can describe your leadership skills

5. You must submit a copy of your current CV. Your CV should include the following items:
 - Education
 - Faculty or academic appointments
 - Certifications (*include dates*)
 - Work Experience (*describe any leadership positions held*)
 - Publications (*authored by you – include dates*)
 - Presentations (*regional, state, national, international*)
 - Abstracts (*poster and oral at national or international meetings*)
 - Awards (*include dates*)
 - Skills & Interests (*related to your occupation*)
6. Submit the completed ACRP Conflict of Interest and Annual Disclosure Form. (See form on page 14)
7. Before submitting your application with the required attachments, complete the candidate checklist to ensure that your application is complete and signed (electronic signature acceptable).

CANDIDATE CHECKLIST

To be completed by candidate prior to submitting application package. The application packet should contain the following four items. There is no need to include this checklist with your packet.

- Original of signed Candidate Application
- Photograph (professional head to waist shot)
- Current completed CV
- ACRP Conflict of Interest and Annual Disclosure Form

Date submitted: _____