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Section Leadership Manual

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INTRODUCTION

ACP Mission Statement

The mission of the American College of Prosthodontists (ACP) is to:

- promote the highest standard of patient care
- advance the art and science of prosthodontics,
- promote the specialty of prosthodontics to the public, other dentists, and health care professionals,
- ensure the quality of prosthodontic education, and
- provide professional services to its membership.

The ACP inspires its members to pursue professional advancement and personal fulfillment through education, lifelong learning, research, advocacy, leadership, communication, and service.

Member Value Proposition

As a member of the American College of Prosthodontists, you belong to the organization that represents the specialty of prosthodontics and ensures national recognition of the specialty.

ACP membership gives you a voice in shaping the specialty's future in organized dentistry, in the dental industry, and with the public.

Active engagement in the ACP provides a measurable return on investment through lifelong learning, evidence-based research, and networking opportunities. Your membership is a symbol of your dedication to excellence in patient care.

Origin of Sections in the ACP

Sections have been an integral part of the ACP from earliest days of the organization. The first three Sections of the College were New Jersey, Washington DC, and South Carolina; all established before 1980. Currently there are 38 Sections. Section members shall include all members of the College who are in good standing.

ACP's Commitment to its Sections

The success of the ACP depends largely on the success of its state Sections. It is at the Section level that prospective members can be most effectively recruited, introduced to the organization, and involved in its affairs. This manual is designed to support the development of strong Sections, which will in turn contribute to the future success of the ACP. The College supports and encourages the State Sections to enhance their member recruitment and retention efforts by developing leadership roles and continuing to encourage member engagement.

Sections also provide a forum within the ACP for the involvement of individuals drawn together by common interests in the dental specialty of prosthodontics. Sections are an integral part of the ACP, providing opportunities for members to participate actively in the College both through section activities and in leadership positions.

All ACP members (including ACP Alliance affiliates) of the College may join Sections by paying the appropriate dues. The ACP and the Sections are mutually interdependent and supportive. The College is committed to the furtherance of strong and dynamic Sections and encourages each Section to develop programs and activities to further their stated mission.

This Manual outlines administrative and operational procedures related to the establishment and conduct of ACP's Sections, and describes the relationship of Sections to the College. It is intended to be a living document. Periodic updates are anticipated based on changes in ACP policy and practice and suggestions from Section officers and ACP members. We welcome your feedback on the manual. Please send your suggestions for improvement to Ms. Nathalie Williams, Sections & Governance Director at nwilliams@prosthodontics.org.

CHAPTER I - HOW TO ESTABLISH A SECTION

Current ACP Sections and Section Officers

All Officers are encouraged to contact each other across regions for benchmarking and problem solving. Officer contact information can be found on the ACP member website at prosthodontics.org. All Sections have different activity levels based on member population and geography. Section Officers are a resource for each other throughout the year. If you have questions about processes and how others are doing things you don't have to wait until your conference calls with your Regional Membership Director to speak with other Officers.

How to Establish a New Section

Sections that are organized exclusively for the purposes conforming to the College's defined purposes may apply to the Board of Directors for Section Designation. The College shall have the duty of certifying or revoking any Section. Any member in good standing may submit an application to establish a Section. **[See Exhibit 1]** The ACP Board of Directors will vote to approve the creation of all new Sections. Multiple Sections serving overlapping communities are not permitted. Chapters may be formed under the Section for geographic cohesion for the members of that state particularly in those states with concentrations of ACP members separated by significant distances. Any group of three or more ACP members in good standing may apply for Chapter status by following the procedure outlined in Chapter VIII of this document. Chapter groups may be formed in a number of different geographical areas with the agreement of the responsible ACP Section. Chapter membership is open to all ACP members in good standing. All members of the Chapter must also be members of the Section and of the ACP.

Upon receipt of the Section Bylaws and all application requirements, the ACP Board of Directors will review the application and determine if the Section is to be approved. If the application is rejected, applicants may appeal to the President of the ACP by submitting a written request for reconsideration. (Email is acceptable.)

Purpose and Scope of Sections

Sections provide individuals with a common dedication to the highest standards of care in the restoration and replacement of teeth. They also offer a medium through which prosthodontic experiences may be presented and discussed, and constitute a common ground for private practice, academics, Federal Service and laboratory professionals to communicate with each other.

Sections of the College are geographically organized, incorporated associations of College members who are interested in furthering the aims of the College. They must be chartered by the College to represent its members. The chartering and dissolution of Section shall be accomplished by action of the ACP Board of Directors.

Funding of Sections

Sections are expected to establish their own source of funding. Permitted sources include the following:

- Sections may establish annual section dues and/or charge individuals to participate in activities. The Section dues may be processed and collected through the ACP Central Office.
- Sections may solicit funding or resources from local sponsors to support its activities.

Members

Section membership is open to all members of the College. All individuals falling within the defined scope of the Section shall be eligible for membership without discrimination. All members of the ACP that reside within the Section geographic area may become members of the Section. Sections must have a minimum of 3 members who fulfill the roles of the Section Officers.

Organization

Sections are encouraged, but not required to constitute themselves as not-for-profit corporate entities in the State of Illinois. Sections must have established Bylaws.

Sections must have a defined set of leadership positions for which it conducts regular elections to select individuals from its membership to serve. Such positions may be appointed for at most 3 year terms when the Section first receives its designation from the Board of Directors.

The Section Officers must include the following: President, Vice President, Secretary, and Treasurer or Secretary/Treasurer. The Section Officers may include an Immediate Past President.

Sections must meet any requirements set forth by the ACP Board of Directors, including but not limited to the submission of annual report information by the end of the calendar year and IRS information by April annually.

Activities

Sections may undertake any activity reasonably related to and in furtherance of its mission and the mission of the ACP.

Section Recertification

ACP Bylaws state:

“Section 5.5. Certifications. The College shall review a Section’s qualification for Section designation annually. (a)Recommendation for Re-Certification of Section Designation. The BOD may re-certify a Section’s designation upon a finding that such Section is in full compliance with the Articles of Incorporation, Bylaws and policies of the College, as amended from time to time and as currently in effect. Any Section that is re-certified shall be granted a certificate of designation and continue to be entitled to all rights and obligations of Sections of the College.”

Termination of a Section

ACP Bylaws state:

“Section 5.5. Certifications. The College shall review a Section’s qualification for Section designation annually. (b)Revocation of Section Designation. The BOD may revoke the designation of a Section upon determination by the BOD that the Section is not in compliance with the Articles of Incorporation, Bylaws and policies of the College, as amended from time to time and as currently in effect, or that the Section has misappropriated the College’s funds allocated to the Section, but only after the Section has been given reasonable notice of the intended revocation and has been afforded a hearing and an opportunity to cure its non-compliance in accordance with procedures established by the BOD. Upon revocation of a Section’s designation, the Section shall immediately lose

access to any Section funds and representation of the BOD. Further, the BOD shall vote on whether to dissolve such Section or to re-build it by utilizing new leadership.”

CHAPTER II - SECTION LEADERSHIP ROLES AND RESPONSIBILITIES

Section Nominations and Elections

The Officers of the Section should be elected by the members in good standing of the College and serve the terms outlined in their bylaws.

Section Board of Directors and Officers

The Section's Board of Directors is responsible for carrying out the objectives and purposes as defined by its Bylaws. The Board provides educational activities for its members and oversees the finances of the Section. Section leaders should actively communicate with prosthodontic program directors and/or prosthodontic educators to maximize resident and dental student participation.

The **President** is the acting executive officer of the Section and the presiding Officer at meetings of the Section Board.

- The President will assure that committees are properly appointed and instructed.
- The President will act as the representative of the Section whenever necessary and perform such other duties as usually pertain to the office of President
- The President has an important public relations role, both within and outside of the Section that may include welcoming new members and representing the Section to other associations, both dental and non-dental.
- The President will participate in the Section President Conference Calls with their Regional Director (three calls per year).

The **Vice President** assumes the duties of the President when the President is unavailable or otherwise unable to act.

- The Vice President is responsible for all membership activities and advancement
- The Vice President may have additional duties as assigned by the President and/or the Board or specified in the Section's Bylaws.

The **Secretary** receives and reserves all Section records and documents.

- The Secretary shall call the roll and determine if a quorum is present at all BOD meetings and will conduct all official votes.

- The Secretary will assist the presiding Officer in preparing the agenda for meetings and carry on office correspondence as directed.

The **Treasurer** shall serve as the office custodian of all funds and securities of the Section and represent the Section in all financial matters.

- The Treasurer shall be responsible for the payment of all invoices and deposits of Section dues and any other deposits.
- The Treasurer shall submit annual report information to the ACP Central Office by the end of the calendar year including IRS information in April of each year.

The **Immediate Past President** may serve in an advisory capacity to the President regarding the progress and accomplishment of established goals of the Section.

- The Immediate Past President ensures that structures and procedures are in place for effective recruitment and training of Board members and for other talent for whatever volunteer assignments are needed.
- The Immediate Past President plays a leadership role in local ACPEF fundraising campaigns.

Standing Committees

The importance of a strong committee structure cannot be overstated. Committees serve a number of functions and can:

- complete specific goals and tasks assigned by the BOD;
- bring together interested people with a variety of ideas and approaches to accomplishing the tasks of the committee; and
- provide an avenue for members to become involved in the Section.

Standing committees may be specified in the Section's Bylaws. Ad hoc committees can be appointed by the Board of Directors and/or the President. Committees may include:

- A membership committee, which focuses on attracting and retaining Section members, and promoting the involvement of members in Section affairs.
- An education committee, focusing on educational activities. This committee may plan and implement Section-sponsored educational conferences, web-based learning activities,

cooperative ventures with dental schools and residency programs, and other educational programs.

- A finance committee which oversees Section budget development and expenditure processes.

CHAPTER III - MEMBERSHIP RETENTION AND RECRUITMENT

Membership Retention

The retention of Section members is an important function of Section leadership and the College relies heavily on Section leaders to create and maintain peer connections.

Current Members

The key to retaining members is to provide the services they want and/or need. A periodic satisfaction survey may be useful to assess the section's success in this regard. This could be administered via email or an on-line survey instrument. Another key to retention is to involve members in the activities of the section.

New Members

Retention efforts should begin when an individual first joins the ACP and the Section. The President, membership chair, or other designated leader should call the new member and welcome him / her to ACP and to the section. The Section leaders should attempt to learn something about the new member – what he or she is doing professionally, why he or she joined ACP, and what he or she hopes to get out of the organization. Finally, the Section leader should inform the new member of upcoming Section and ACP activities. It may be useful to follow-up this conversation with a letter or email including information on locating resources and/or contacting other Section Members.

New members may be identified using the current Section membership list, which is sent from the ACP to the Section Officers after every Board of Directors meeting where they are approved and upon request.

Non-renewing Members

ACP staff sends a list of non-renewing members several times to the Section Officers between January 1 and May 1. This list should be reviewed by the Section membership committee and all non-renewing

members should be contacted. Each member that has not renewed their membership should be contacted personally by the Section.

In contacting a non-renewing member, assume that the non-renewal is due to an oversight, recent move, failure of the member's employer to make a timely payment of dues, etc. These situations are in fact the most common reasons for non-renewal and generally an email or call will facilitate renewal. In cases where a conscious decision not to renew has to do with dissatisfaction with ACP or the section, a misconception, or some similar cause, the section Officer should attempt to remedy the problem. If dissatisfaction is the issue, listen carefully to what is being said, reading between the lines when necessary. Offer to mediate the situation with the proper ACP department or Section leader. Become an advocate for the member and work to correct the problem if one truly exists. If a misconception is the issue, supply the correct information in a gentle manner or request assistance from the ACP Vice President.

Bring the member up to date as to current aims and activities of the Section and ACP. After providing the necessary information and/or correcting a problem, suggest reconsideration of membership renewal. Always remember to notify the ACP Membership Department with a summary of your conversation and resulting actions. If additional contact or materials are needed, please notify the ACP staff.

If non-renewal is due to unemployment or other financial or personal issues, special arrangements may be made to keep the individual a member of ACP and the Section until the situation is resolved. The member should contact ACP's membership department for assistance with submitting a dues waiver request to the Board of Directors.

Recruitment

There are a number of reasons to attempt to engage in active Section membership recruitment efforts:

- Recruitment is needed to ensure the survival of the specialty. The ACP is the only organization that represents the specialty of prosthodontics and must represent a critical mass of prosthodontist members to retain the specialty.
- New members bring new ideas, perspectives, and enthusiasm which can energize a Section.
- Recruitment is essentially an invitation to qualified dental professionals and students to join the ACP and experience its benefits.

How to Recruit

There are several approaches to recruiting, and the specific situation will often determine the preferred approach. For example, the approach to a prosthodontic resident will differ from the approach to a private practitioner. The following principles and approaches should be kept in mind and tailored to the situation:

- A personal invitation to join a group is more effective than an anonymous appeal, particularly when the invitation is offered by a person known to the prospective member.
- The individual carrying out the recruiting efforts should be prepared to explain the benefits of ACP membership. This Membership Benefits [page](#) can be printed and left with the prospective member. In addition, the benefits of section membership should be explained. These may include local and regional educational events, networking events, outreach activities, etc. A Section may wish to design its own informational sheet which describes the benefits of Section membership. Additional documentation and invitations to join the College will be sent by the Membership Department once they receive the prospects contact information from the Section.
- The recruiter's personal story can be especially compelling. It can be useful for this individual to describe why he or she joined ACP, and what personal and professional benefits s/he has derived from ACP and the section.
- Invite prospective members to Section events and/or offer to drive them to the event.
- In communicating with prospective members, be sure to refer them to ACP's Membership Department who can highlight member benefits and outline the financial obligations of membership.

Where to Recruit

Prospective members may be found in a number of settings including:

- Non-member friends, acquaintances, and colleagues who are prosthodontists or meet the requirements of one of the Alliance membership categories.
- Dental technicians with the skills to meet the requirements of a prosthodontist.
- ACP referrals. ACP maintains a database that includes dropped members and prospects. This information is sent regularly to the Sections from the ACP Sections & Governance Director.
- Send all prospective members' contact information to the ACP Membership Department for continued communication and notifications of events and membership opportunities.

Role of the Membership Committee

It is necessary that a Section to have an active membership committee. This approach has several advantages:

- The workload can be divided among several people and provides the opportunity for a cohesive team approach to recruitment and retention efforts.
- The committee benefits from the pooled experience of its members. A committee with several members is more likely to generate innovative approaches to membership recruitment and retention, as well as specific leads for recruitment efforts.
- Participation on the membership committee (and other committees) can be an effective way to involve Section members in the activities of the Section.
- The membership committee can be appointed by the President and/or Section Board, or it can be assembled from interested Board members who then invite participation from the general membership.

CHAPTER IV - LEADERSHIP DEVELOPMENT

As noted in Chapter 3, membership retention/recruitment is an important element of Section growth and development. It is perhaps even more important to consciously involve members in the activities of the Section. The most common reason why members do not become involved is that they are not asked to participate. Therefore, to encourage members to participate in Section activities, leaders should:

- Personally contact them.
- Let them know that they, personally, are needed to help.
- Provide the details of how and why they are needed and exactly what they can do to help.

This chapter describes approaches to engaging the members of a Section and developing Section leadership.

Prosthodontic Residents

This group is deserving of special attention, as they are the future leaders in the field of prosthodontics. Their time may be limited in the Section, but they should be offered an opportunity to participate in Section activities to the extent that their time and interest permit. For example, residents can be asked to introduce speakers at Section meetings, or to give brief presentations of their research. Residents who participate in Section affairs are more likely to regard ACP as “their” organization and remain active throughout their careers. Sections may consider sponsoring a resident’s registration fees to the Annual Session.

New Members

New members should be a focus of membership involvement efforts. These efforts begin with the initial contact of a new member as described in Chapter 6. The new member should be welcomed into the Section and informed of current opportunities to serve on committees and special projects. Let the new member know that active participation is an excellent way to get to know others in the Section, that he/she can select from a range of opportunities according to his/her interests, and that a contribution of even a few hours a month is appreciated. When new members express an interest in a particular activity, their contact information should be forwarded to the appropriate committee chair or other

responsible party who should diligently follow up on all such leads. ACP identifies new members on the membership lists sent to Sections monthly.

Inactive Members

The membership committee reach out to all new and/or inactive members during the course of a year to express appreciation for the individual's ongoing membership, to inform the member of Section meetings and other events of possible interest, and to invite the member to participate on a committee or other activity of his/her choice.

Promoting Leadership

An important part of Section leadership is simply to show up. While books and workshops on leadership development are useful, the process of becoming Section leaders primarily involves on-the-job training. Members who are involved in a Section's work will quickly get to know and become familiar with the organizational mechanics of the Section, and over time serve in a variety of capacities. Section leaders can facilitate this process by inviting members to participate in specific tasks/projects and on committees as outlined above. Additional steps include recognition of contributions, transitioning active members to formal leadership roles, and encouraging qualified members to pursue positions on ACP committees.

Recognition

It is important to recognize the contributions of Section's active members. Appropriate recognition is genuinely owed to those who contribute; in addition, recognition of a member's contributions can be tremendously encouraging and motivating some examples include:

- Informal verbal expressions of thanks and appreciation. These are the easiest and most common forms of recognition.
- Letter or certificate of appreciation from an officer or committee chair.
- Mention in the Regional eNewsletter.
- Section may establish awards to recognize members who have made significant contributions over time. These awards are given annually and are often for a member's Distinguished Service.

An announcement of the award should be submitted to the ACP Communications Department for publication in the community section of the Messenger.

Board of Director and Officer Nominations

Sections will need to decide on a mechanism for nominating their Board of Directors and Officer. The Section bylaws should be clear on the process. Elections may be:

- Open nominations from the section membership submitted to the BOD.
- A slate of candidates proposed by a nominating committee. Nominating committees may be composed of current board members and/or others familiar with the needs of the Section.
- The nominating committee may ensure a slate of candidates which represents a variety of viewpoints, professional activities (clinical, academic, administrative, etc.), and geographic locations.

CHAPTER V - SECTION ORGANIZATION, TAX STATUS, AND DUES

Bylaws

Bylaws govern the organizational structure and standard procedures of the Section. New Section leaders will inherit the existing bylaws. Section Officers should review the ACP Bylaws Article V. Sections and Regions, which outlines designation, membership, certifications, chapters, structure, and the relationship to the College; Article III Membership, which outlines categories, qualifications, dues, privileges, loss of status and reinstatements; and Article XI Alliances, which outlines qualifications, privileges, dues, loss of status and reinstatements. In reviewing the two sets of Bylaws, leaders should note any conflicts or inconsistencies between ACP and Section Bylaws, and take steps to amend the Section Bylaws as necessary. Unincorporated Sections that wish to incorporate may also need to amend existing Bylaws in order to comply with state incorporation requirements.

Sections should ensure that they follow the ACP Section membership requirements. As noted in ACP bylaws, Article V, Section 5.4, Section members who are eligible for ACP membership must join ACP; otherwise, membership in the Section will be terminated.

Incorporation and Tax-Exempt Status and Tax Filings

The following information is of a general nature and is not to be construed as tax or legal advice. Section leaders who have specific questions regarding this material as it applies to their Section should consult U.S. Internal Revenue Service (IRS) publications, a qualified tax advisor, and/or legal counsel.

Section Officers should be aware of their Section's corporate and tax-exempt status, as these factors affect certain benefits as well as constraints. Leaders of unincorporated Sections should determine if it is advisable to incorporate. In order to protect Section members from liability and to assist Sections in dealing with the federal government, the ACP provides Sections with documents to assist it in incorporating in the state of Illinois and obtaining tax-exempt status.

Filing for a group exemption through the ACP is the easiest way for each Section to obtain tax-exempt status from the federal government. To file for a group exemption, each participating Section must incorporate and affiliate with the ACP. To initiate this process, officers of each Section need to review and sign the specified forms, as explained below.

- Articles of Incorporation. This form will be used to incorporate your Section.
- Section By-Laws. The IRS requires that every Section adopt Bylaws. The College has bylaws templates for Sections that currently do not have bylaws.
- Section Agreement. This document outlines your Section's relationship with the ACP and the Section's right to use the ACP name and logo.
- Form SS-4, Application for Employer Identification Number. This form should only be completed and signed if the Section does not have its own federal employer identification number.
- Consent to be Included in Group Exemption Letter. Once received, the Section Federal Employer Identification Number must be inserted into the form along with a Section Officer's signature. All Sections must have the same fiscal year as the ACP to be included in the Group Exemption.

The ACP Central Office will file the completed and signed forms with the Internal Revenue Service for each Section. The Section will receive a letter after the group exemption procedures have been completed.

Sections, which are recognized as 503(c) (3) tax-exempt organizations, are generally required to file a tax return in the 990 series. Sections with less than \$50,000 in gross revenue are required to complete a single form 990-N on the IRS website each year. The ACP Sections and Governance Director will file this paperwork for the Sections. Sections that have receipts of \$50,000 or more for the year are required to file a Form 990 with the Internal Revenue Service each year. The Central Office will split the cost of this filing with the Section with the College's accounting firm. These requirements apply whether or not the Section participates in the group exemption process.

Federal and State Reporting Requirements

The most severe penalty that may be assessed a tax-exempt organization is the revocation of its tax exempt status. As this is a serious possibility, care must be taken to insure all filings are made accurately and timely. It is important to remember that not only is the organization subject to penalties for late filing and/or failure to file returns, but the individuals responsible for the filing may be subject to penalties. Be sure to check the Section Bylaws, job description, and Section financial policies to determine who the "responsible" individual is. The important dates to remember are: Federal 990s and 990-N epostcards must be filed by May 15 annually and Illinois Secretary of State Annual Reports are filled annually depending on your incorporation date. The Sections & Governance Director files these reports for the Sections and the Section Presidents are held responsible for providing the information requested to file these reports.

Section Dues

The ACP offers each Section the opportunity to include its yearly Section Dues collection with the College dues invoicing process. If a Section would like to have the ACP include its dues on its annual dues billing, they must notify the Membership Services Director, Adam Reshan, by August 1 with the amount to be charged and the correct address for the check to be sent. The College sends a check of all collected Section dues in early March and then forwards additionally collected Section dues after up until the end of dues collection on May 1st of each year.

CHAPTER VI - SECTION FINANCES

Section finances – cash flow, budgeting, dues, and non-dues revenue – are among the chief responsibilities of a Section and its officers. Section members entrust their leaders with the management and administration of their dues. They want to see a return on their investment in the form of Section activity and to know that Section funds are managed wisely. This chapter contains basic financial guidelines for ACP Sections, but does not cover all the legal requirements a Section may need to meet. To ensure Section compliance with all federal and state regulations, consult an attorney and/or accountant knowledgeable in such areas.

ACP Sections/ACPEF Records and Destruction Policy

All Sections should follow the ACP Sections/ACPEF Records and Destruction Policy **[Exhibit 2]**

Financial Accountability and Controls

Section officers have both fiduciary and custodial roles. There are a number of safeguards that can assist Section leaders in these roles. Sections must establish acceptable financial policies and procedures.

Cash Accountability

There are a number of things a Section can do to create a proper check and balance system on the spending and accounting of Section funds. A simple way to monitor expenses is to require two signatures on checks over a predetermined set amount that the Section has established. The amount must be kept reasonable so smaller bills (which would require only one signature for payment) may be paid in a timely fashion to avoid interest charges or late fees. Also, there should be a third authorized signature for emergency situations (e.g., extended travel, illness, or death of a member). The bank will need current signature authorization cards indicating who can sign checks on the Section account. This authorization process varies from bank to bank so it may be wise to select a bank that is “customer friendly and hassle free.” The Section may also consider bonding its officers who handle or have access to Section funds.

Bookkeeping and Financial Reporting

It is essential that the assigned Section officer keep track of each year's Section expenditures. If finances are complex, a formalized accounting system is helpful. Smaller Sections may only need to maintain an accurate checkbook. Whatever bookkeeping method is chosen, records should be kept permanently and transferred appropriately when a new treasurer is elected.

Financial Statements

Section financial statements indicate how much money the Section received and spent during the reporting period. The statements should include enough detail to allow accurate review. Accurate, timely, and understandable financial statements are an important tool to safeguard the Section's financial stability and integrity. Annual financial statements must be submitted to the ACP Central Office annually by May 1.

Audits

Organizations that receive substantial contributions, employ a paid fundraiser, or receive a significant amount of federal funds may be required by law to have an audit of their finances on a routine basis. It is unlikely that Sections will face this requirement, due to the nature of their activities. Sections who question whether an audit is required should consult the Attorney General or the Secretary of State in the state in which the Section is incorporated.

Budgeting

The Section budget can be a planning and control tool that helps measure actual results against projections. Whether the Section chooses to budget according to types of revenue and expense or by project, it is best to keep it simple!

Begin the budgeting process with a realistic assessment of Section income. For most Sections, there are two major sources of revenues: dues, and revenues from educational meetings. Determine the expected expenses and review the annual dues income and then budget according for each educational activity planned for the year. Consider securing corporate support for planned activities.

Fiscal Year Determination

Parameters for a fiscal year may vary from Section to Section, but there may be some advantage to adopting the calendar year parameter as the ACP headquarters uses to make Section planning, budgeting, and reporting easier.

D & O Liability Insurance

Directors and officers liability insurance (D&O) is liability insurance covering directors and officers for claims made against them while serving on a board of directors and/or as an officer.

The Section may purchase and maintain insurance on behalf of any individual who is or was a Director or Officer, employee, committee member, or agent of the Section, or who is or was serving at the request of the Section as a Director, Officer, employee, committee member, or agent of another corporation, partnership, joint venture, trust, or other enterprise, against any liability asserted against such party and incurred by such party in any such capacity, or arising out of the party's status as such, whether or not the Section would have the power to indemnify such party against such liability.

Conclusion

Effective financial management is one of the biggest challenges for a Section leader or officer.

Remember that what is provided here are only guidelines and do not constitute legal or accounting advice. This information should not be used exclusively to avoid the services of a competent tax lawyer or certified public accountant. Please contact the ACP's Sections & Governance Director if you have any questions.

CHAPTER VII - SECTION MEETINGS, CONTINUING EDUCATION & SPECIAL EVENTS

Meetings and continuing education programs are vital Section offerings. They provide opportunities for members to acquire knowledge and continuing education (CE), exchange ideas and information, and establish professional and personal connections. There is a wide variety of meeting types among Sections, ranging from occasional lunch meetings to multi-day conferences. All Sections are encouraged to have meetings regularly.

Elements of a Successful Meeting

Three elements of a successful meeting include:

1. Educational content. Content, with or without CE credit, regarding the field of prosthodontics, practice management, latest technology, etc.
2. Networking opportunities. Another important aspect is the opportunity for participants to network with other members. Effective meetings provide ample time for networking.
3. Social activities. Closely related to networking is simply having fun. More than one Section has experienced a transformation of its meetings when it focused on providing enjoyable social activities for meeting participants in conjunction with Section business.

Types of Meetings

Lunch or Dinner Meetings – These usually include a meeting, informal discussion, meal, and speaker, in a restaurant with a banquet room or other meeting space. These meetings have the advantage of being relatively easy to arrange and are particularly well suited to Sections that are just beginning to set up meetings, and those whose membership is concentrated in a small geographic area.

Half- to One-Day Meetings – This length of time is common for Section meetings. It allows for more interaction and networking time than lunch or dinner meetings. These meetings are often held in a hotel meeting room. An alternative would be to hold the meeting at the local prosthodontic program/dental school to encourage resident/dental student participation. Such meetings usually take place on a Friday or Saturday, thereby minimizing out of office time for participants.

Multi-Day Meetings – These offer the greatest opportunity for education, networking, and social activities, but benefits must be weighed against costs as such meetings tend to be more expensive for the Section and/or participants, and require more time to plan and implement. Hotel and meeting space and room rates are often negotiated with the hotel as a package. The hotel charges a penalty for unfilled rooms. Meeting organizers need to be aware of this and exercise appropriate caution in estimating the number of rooms that will be required.

Timing of Meetings

While Sections have considerable latitude in scheduling meetings, a few times should be avoided:

- Meetings should not be scheduled around the time of Annual Session dates.
- Conflicts with ACP Continuing Education offerings in a Section's geographic area should also be avoided. It is advisable to contact the ACP office for information regarding future plans for such meetings.
- Conflicts with geographically adjacent Section meetings.

Joint Meetings

Sections may wish to explore alliances with nearby Sections in order to jointly present a meeting. Other potential partners include state dental societies and other local prosthodontic or specialty organizations. Such alliances may create useful synergies. The format of joint meetings may include combinations of:

- Plenary sessions, with both groups meeting together to hear presentations of mutual interest.
- Concurrent sessions, with presentations of primary interest to members of one of the sponsoring organizations.
- Consecutive meetings. The Section may hold its activities the day immediately before or after a meeting of, for example, a state dental association. If you can plan further in advance with the state dental society your meeting could be a part of the larger state meeting.

Joint meetings may be of particular interest to Sections that wish to expand offerings from a partial or full-day format to a multi-date format. When affiliating with a group that has an existing multi-day format, the responsibilities of each organization with respect to meeting planning, organization, and administration, including hotel arrangements, publicity, and CE, should be clearly delineated in advance via a written agreement.

Section Meetings' and Events during ACP Annual Session

Sections are encouraged to hold outreach and social activities during the College's Annual Session. If Sections are interested in planning an event they should first contact the central office to get approval on the date and obtain space at the hotel if needed. Space may be limited depending on the ACP's contract and hotel layout. The central office will do whatever they can to accommodate section events. Please contact the Central Office at least 90 days prior to the meeting.

Continuing Education Hours

CE hours may be awarded through a joint sponsorship arrangement between ACP and the Section or with another accredited provider such as a university, or other accredited organization. Sections interested in joint sponsorship through the ACP are urged to review the joint sponsorship agreement at the outset of the planning process. This document is available by contacting the ACP Sections & Governance Director.

After the application has been received and reviewed, ACP staff will work with the Section contact person to insure all CE requirements are met. It will be necessary for the Section to identify at least one individual who is prepared to be fully responsible for providing documentation and information to ACP as required and on time.

Administering Educational Programs

Speaker(s) – Usually, the education planner will not also serve as a speaker. Speaker selection is dependent on the program objectives. Thus, this administrative task will most likely be addressed after the basic learning objectives have been written and before the educational design has been selected. At times it is appropriate to draw on the resources of the group, while at other times an outside speaker or facilitator can be utilized. Overall, a balance is probably best for the program.

While the selection of a speaker will depend upon the program objectives, there are also other practical considerations, including availability and budgetary concerns. Deciding on a speaker is a great committee decision, as consensus here helps to alleviate problems elsewhere later.

After a speaker is identified and invited to speak, an invitation packet is sent that includes:

- A letter of invitation recapping and confirming the invitation to speak.
- An agreement form detailing the specific speaker duties and the financial reimbursement.
- A request for audiovisual and/or other special equipment needs.
- Forms and information required by ACP (or another CE provider) for joint sponsorship.

Approximately two weeks before the meeting, all details should be reconfirmed with the speaker. A contact person and a telephone number for any last minute emergencies should be provided. The on-site meeting coordinator should make the speaker feel welcome and provide basic information (point out washroom locations, etc.), as well as specific technical information (how to operate AV equipment, etc.).

On-Site Help – Depending on the size of the activity, there may be only one on-site volunteer working the meeting. However, if the activity is large, volunteers may be recruited from the membership and/or hired from the hotel. If paid hotel staff is utilized, a meeting with them should be planned prior to the start of the activity in order to brief them on what type of a meeting it is, who will be attending, and what they need to do.

Financial Resources – Setting up a budget and making it work can be a tedious procedure. It is most important to decide first of all if the educational program is to make money or if it is to operate on a break-even basis. Even if a Section chooses the latter, it should plan for some margin of profit in order to avoid an unexpected shortfall. Almost all Section programs are sponsored on a tuition fee basis, and setting the tuition correctly is of utmost necessity.

Below is a list of expenses that may be encountered when planning an educational activity. Use this list to determine your break-even point.

ACTIVITY	COSTS
Room rental	
Audiovisual	
Projected speaker expenses	
Brochure development, printing, and postage	
Promotions and Marketing Expenses	
Handouts and attendee materials	
F&B Provided including breakfast, lunch and breaks	

When considering food and beverage costs at a hotel keep in mind hotels charge a service fee which can be as high as 25% in addition to local taxes can be as high as 12%.

Here are some average prices including services fees per person for different types of Food and Beverage within a hotel, these are based on 2015 average prices across the country so New York may be higher and Indianapolis lower.

Average Food and Beverage Costs	2015
Average cost per person (includes fee and tax) increase 5% each year	
Continental Breakfast	\$42
Lunch Boxed	\$55
Lunch Plated	\$65
Lunch Buffet per person	\$75
Coffee break	\$15
Soft drink break	\$12
Snack break (includes soft drinks, substantial snack such as ice cream, soft pretzels)	\$35
Dinner Buffet	\$125
Dinner Plated	\$115

The next step is to project a tuition cost based on comparable programs and an estimate of what the market would bear. Then, use the following formula to determine how many participants will be needed to “break even” with the program.

Fixed Cost ÷ (Average Tuition Cost - Variable Cost per Person) = Break-Even Number of Registrants

Profits can be put into the Section’s treasury for other purposes or used for the following:

- Use more or more costly speakers.
- Upgrade the meal functions **(not recommended)**.
- Provide a more extensive syllabus and/or handouts.

Facilities Resources – Keep this simple and not talking down to them. Make a short summary of what to consider: room size, AV, location. Once a facility has been selected, the room lay-out (or room lay-outs in the case of a multi-room meeting) should be considered, based on the learning objectives and educational design. The most commonly used seating arrangements are the auditorium style and the classroom style, but depending upon the learning objectives and educational methods, other set-ups may be far more beneficial. Generally, seating patterns are governed by the amount of interaction that is planned between the faculty and the participants, and among the participants themselves. As active

learners generally learn and retain more than passive ones, fostering interaction at all levels is most often a positive thing to do.

Program Agendas – Mapping out the activities for a given time period isn't hard, but don't forget the little details such as break and restroom times, time to move from one meeting room to a break-out session, etc. These times must be built into the schedule for things to run smoothly. As a general rule, a 15-minute break should be planned every two hours or so. But remember, CE is only granted for time spent in the educational activity; networking doesn't count even though it is very valuable.

Program Marketing – Marketing the educational program is crucial. Many of the communications tools described in Chapter 3 will be useful in publicizing the program. In addition, it may be beneficial to market the meeting to allied organizations (i.e., local chapters or nearby Sections).

Post-Meeting Activities – It is useful to have a debriefing immediately following the program, when impressions are still fresh. The organizing committee should attend, of course, and interested program attendees can also be invited. The purpose of this meeting is to identify the aspects of the program that went well (and why), the aspects of the meeting that did not go well (and why), and what improvements can be made in future activities. Ideas for the following year's program can also be discussed in a very preliminary fashion. It is important to have a designated note-taker at this meeting, otherwise these fresh thoughts and impressions will be forgotten. A copy of the notes should be provided to the organizers of the following year's meeting.

Post-meeting paperwork will also need to be completed, particularly if there is joint sponsorship of CE through an accredited provider such as ACP. This will also serve an evaluative purpose, and in addition will provide part of the needs assessment for future activities.

CHAPTER VIII - HOW TO ESTABLISH A CHAPTER

Summary

In order to encourage and facilitate local activity for ACP members, Chapters may be identified and formed to create a geographic cohesion of the members of the state, it is not the intent of the ACP to strictly govern Chapter groups that may be formed. A Chapter group falls under the guidance of the responsible ACP Section. This policy is to serve as a guideline in assisting a Chapter group to operate.

Formation of Chapters per ACP Bylaws:

“ARTICLE V. SECTIONS AND REGIONS Section 5.3. Section Chapters. Sections may form chapters as they see fit to facilitate meetings between members in different geographic regions of a state, or country; however, the boundaries and regulation of these chapters shall be determined by each Section’s Bylaws, and the College shall recognize only one Section and its officers for purposes of communication with the College.”

Application Process

Any group of three or more ACP members in good standing may apply for Chapter status by following the procedure listed below. Chapter groups may be formed in a number of different geographical areas with the agreement of the responsible ACP Section. Chapter membership is open to all ACP members in good standing. All members of the Chapter must also be members of the Section and of the ACP.

Procedure

- A group wishing to form a Chapter should notify in writing the Section President of their intention to form a Chapter. This notification must include a description of planned meetings, activities, reason for the request and what they see as a benefit to their members and to the ACP at large.
- Following the approval by the Section regarding the intent to form a Chapter, the Chapter may elect officers or select a representative (Chair).

- Once Chapter status is achieved, it will remain until dissolved by the Chapter, or Section. Parties must give thirty (30) days' notice of dissolution in writing.
- All Chapters should function on a calendar year.

Operating Procedures/Organization of Chapters

- A Chapter should have officers or a representative as outlined above and hold an election as outlined in the Section bylaws.
- The Chapter President, Chair or other designee of the Chapter will serve as the representative of the Chapter to the Section. This individual is strongly encouraged to attend a Section meeting annually.
- The President, Chair or other designee of the Chapter shall report directly to the Section President.
- The Section must receive any and all published materials pertaining to Chapter activities as well as reports following those activities.
- Chapters must hold at least one formal meeting per year.
- Finances: Section dues are elective and members of the Chapter may elect to pay the dues to the Section. The Section shall determine a distribution method of these funds to the chapter.

Marketing and Promotions/Use of the College Logo

Chapters may use the ACP Section Logo to indicate their affiliation with the organization. As it is the College's responsibility to maintain the ACP brand, Chapters should adhere to the guidelines in the Agreement for Licensing of the ACP Logos to Members and Chapter Presidents or representatives are to sign and return the agreement. The agreement will be retained in the Section files. The chapter logo will consist of the ACP Section logo with the Chapter name directly to its right.

 THE FLORIDA SECTION OF THE AMERICAN COLLEGE OF PROSTHODONTISTS — Miami Chapter

 AMERICAN COLLEGE OF PROSTHODONTISTS ILLINOIS SECTION — UIC Chapter

CHAPTER IX - SECTION SUPPORT

A Section will have regular contact with the national organization. Interactions will actually occur with two parts of the organization – the paid staff at ACP Headquarters and Central Office which supports the organization, and the elected leadership. The Central Office has day-to-day responsibility for the operations of the College and the implementation of the policies of the College and ACP Board of Directors. The Central Office maintains communications across all parts of the College. Section officers are encouraged to contact the Central Office with any questions regarding Section activities.

Services Provided by ACP Staff

A Section's interactions with the staff will generally pertain to established programs and procedures. The following typical interactions and transactions with ACP staff are described in more detail elsewhere in this manual:

- Submission of the annual Section report by the date required by the IL Secretary of State to ACP staff.
- Section dues may be collected by the ACP in conjunction with annual national dues collection by notifying the Membership Department of your intent by August. Section dues collected is remitted to the Section Treasurer or President.
- Conference calls with the Sections' Regional Membership Director, ACP Vice President and ACP staff.
- Applications for joint sponsorship of continuing education (CE). (See Chapter VII- Meetings and Conferences)
- Submission of articles and announcements in Our Community section of the Messenger.
- Submit request for an ACP Board member to attend Section Meetings annually. Submit these requests at least 3 months in advance of the meeting.
- Nominations for ACP annual awards (Distinguished Service, Dan Gordon (Lifetime achievement), Prosthodontist Private Practice Award and Dental Technician Leadership.) should be submitted to the ACP Nominating Committee by the date specified in the Call for Nominations each year.
- Updated Section membership lists sent to Sections, after Board Meetings and upon request.
- Plan NPAW events and NPAW materials and events to all Section members and ACP staff.
- Submit activity information from members in the Section for National Prosthodontics Awareness Week to the Regional Membership Director.

ACP Staff Contacts

The primary contact person for Sections is the ACP Sections & Governance Director. For membership issues, Sections may call the Membership Department at 312-573-8799.

Central Office Phone: (312) 573-1260

Central Office Fax: (312) 573-1257

Deal Chandler, Executive Director: ext. 1285

Carolyn Barth, Director, Public & Media Relations: ext. 8791

Alethea Gerding, Managing Editor, Journal of Prosthodontics: ext. 1284

Mark Heiden, Associate Executive Director, Communications & Marketing: ext. 8792

Melissa Kabadian, Associate Executive Director, Education & Development: ext. 8796

Jack Kanich, Manager of Finance & Administration: ext. 8797

Justinn McDaniel, Membership Services Manager: ext. 8790

Olivia Moukayed, Administrative Coordinator: ext. 1260

Adam Reshan, Membership Services Director: ext. 8799

Holly Schambach, Corporate and Member Relations: ext. 8798

Lauren Swanson, Communications & Marketing Manager: ext. 8794

Nathalie Williams, Sections & Governance Director: ext. 8793

Education/Meetings Intern: ext. 8795

The College website: www.prosthodontics.org

The ACP Education Foundation website: www.acpef.org

ACP Consumer website: www.GoToAPro.org

The College email address: acp@prosthodontics.org

The Foundation email address: acpef@prosthodontics.org

ACP Social Media: [Facebook](#), [LinkedIn](#), [YouTube](#) and [Twitter](#) – Follow us!

Telephone Calls

Phone calls are more personal than many other forms of communication and are appropriate and useful in a number of situations, including welcoming new members, following up with non-renewing members, or inviting members to participate on a committee or project.

Mail

Mail has been largely supplanted by email, but it is a better option when a more personal form of communication is desired. A personal letter of appreciation from a Section president or committee chair will be more favorably received than an email. Similarly, expressions of gratitude to outside parties are better communicated via a personally signed note.

Large-volume mailings are typically used to advertise Section educational meetings and other events. Postcards are relatively inexpensive and can be used to provide advance notice of a meeting ("save the date") for purposes of receiving mail, it is suggested that a Section post office box be established at a local post office or private mail box service

Email

Email is one of the most common communication methods used due to its negligible cost and its ability to reach virtually an entire Section membership. Section email lists are provided quarterly and on an as requested basis from the ACP Central Office.

Section Website

A Section website is a great way to communicate to the membership and can serve as the "public face" of a section. Sections that wish to establish a website need to: 1) secure a domain name; 2) construct a website; and 3) arrange a web-hosting service. A fourth element, the ability to receive email through the website, is also recommended. These four services are offered as a bundle by a number of providers. It

is advisable to shop among providers to compare services, prices, and on-line reviews and ratings. The College will provide a Section logo image for the website header.

Suggested elements of a Section website:

- A description of the geographic area covered by the Section and the mission of the Section.
- Contact information for all Section Officers.
- Calendar of upcoming events.
- Brochures and registration information for upcoming conferences, ideally downloadable PDF documents.
- Information regarding membership, including eligibility criteria and a downloadable application form, and/or a link to the membership section of the ACP web site.

A Section may choose to include additional information on its web site including:

- Section bylaws.
- News and photographs from recent Section events.

CHAPTER X - ACP RESOURCES

Regional Membership Director & Section President Communication

ACP's Regional Membership Directors and Vice President host conference calls with Section leaders three times a year. It is important that each Section be represented on these calls by an officer or member of their leadership. The calls are designed to focus on issues of special concern to Sections and their members at the highest leadership levels. Sections are asked to contribute reports in advance of the meeting for all participants to review. Members of the Resident/Fellows Committee and the New Prosthodontists Committee are invited to join these calls. If you wish to have a conference call with all of your Section Members please contact the ACP Sections Director to facilitate the conference call.

Section Presidents are encouraged to copy their Regional Membership Director on their emails among the section. This will give your Regional Membership Director the opportunity to assist you where needed.

Regional Director Visits to Section Meetings

Sections may wish to invite their ACP Regional Membership Director or the ACP Vice President to their annual Section meeting. This affords the opportunity for Section members to hear directly from the ACP leadership, and for the Regional Director to speak with Section members.

Regional eNewsletter

The Regional eNewsletter is a useful means to provide updates of Section activities. Information forwarded to the Sections & Governance Director should include news of recent events, notification of upcoming events, and acknowledgment of specific contributions by members, and opportunities for service. The Regional Newsletter is distributed three times a year. Regular submission of information to the eNewsletter provides a consistent reminder to members that they belong to a Section that is active, and that opportunities for involvement exist.

ACP Website

The Sections and Governance Director posts the following on the ACP Website:

- All known section meetings and activities on the events calendar.
- Current lists of officers and their contact information.

Messenger

The Our Community section of the Messenger is a useful tool for communicating Section news to the wider prosthodontic community. Appropriate items for submission include Section meetings and conferences, Section election results, and Section awards. Items should be submitted to the Marketing and Communications Manager for publication.

Public Relations/National Prosthodontics Awareness Week (NPAW)

The College advocates for the valuable role that prosthodontists play on the dental team. National Prosthodontics Awareness Week focuses on raising public awareness about the critical importance of a healthy mouth. A memorable and effective NPAW begins with a solid plan to inform the public that a healthy mouth and replacing missing teeth are necessary for overall health. Raising awareness as prosthodontists in local press, via social media, traditional news channels, and top tier press can amplify ACP's efforts to raise awareness for the specialty.

Additionally, prosthodontists can provide specialized care and are well prepared to work with assisting patients in considering the most appropriate options for replacing any number of missing teeth. The ACP invites Sections to spearhead local activities and encourage members to join colleagues across the country in celebrating this event in their local community. Your activities will enhance visibility of the specialty and the more than 3000 ACP members. The College offers a [NPAW/PR Toolkit](#) of activity ideas and PR tips . There are many consumer friendly videos on the consumer website GoToAPro.org and the College's YouTube Channel. The College also encourages our International Section Officers to share with us any of the PR/NPAW materials from the toolkit that they translate.

ACP Position Statements and Public Policy Positions

A position statement is an official opinion, point of view, or belief of the ACP. Position statements are issued on scientific, clinical, and other important topics related to oral health, dentistry, and the dental specialty of prosthodontics. They may be authored or un-authored and may be published in the ACP's journal, *Journal of Prosthodontics*, and other ACP publications as appropriate. ACP position statements must be reviewed and approved by the appropriate ACP Division and subsequently by the ACP Board of Directors. ACP position statements are typically based on a technical or other review of published literature. They may also help to focus of ACP's research and education efforts. ACP position statements are reviewed on at least a biannual basis and updated or retired as indicated.

ACP position statements also serve as valuable resources for members and staff in communicating ACP policy on key issues. It is important to note that ACP position statements do not represent the opinions of all individual ACP members. ACP members may download ACP position statements at the [College website](#) and may distribute copies to patients and referring dentists.

Only the ACP Board of Directors can take public policy positions on behalf of the College. Sections are not permitted to take public policy positions independent of the College. Sections are encouraged to make recommendations to ACP or to bring to the attention of the Board through their Regional Membership Director issues for consideration, especially in area relating to the practice, competence, or interests of prosthodontists.

ACP Spokespersons Network

The [ACP Spokespersons Network](#) was launched in 2013 and has over 45 members who are charged to proactively engage consumers, media and other key stakeholders in educating the public about when to seek the care of a prosthodontist. The goal of ACP Spokespersons Network is to develop private practice prosthodontists in the next three to five years who are mobilized to raise awareness about prosthodontics in their communities. ACP members can apply to attend this PR course held during the College's Annual Scientific Session. The Spokesperson Training registration fee includes professional media training, professional headshots, and filming an individual hot topic video.

Social Media

The use of social media has expanded greatly over the past few years, and many organizations now have a presence on such media as Facebook, Twitter, and LinkedIn. The ACP has developed a [Social Media](#)

[Toolkit](#). It is designed to provide guidance on how to get started using social media. Using this toolkit you will learn about popular channels that can be used to engage members in activity.

Important Considerations for Web-based Communication Tools

It is important for one or two responsible people to monitor these sites and keep the content up to date. In addition, discussion groups/forums and Facebook and other postings should be frequently monitored for inaccurate, inappropriate, or derogatory comments, as well as for valid criticisms which are deserving of a thoughtful response.

EXHIBIT 1

American College of Prosthodontists Policy for Establishing New Sections

Approved by the Board of Directors June 2008; Revised October 2015

I. Summary of Sections per ACP Bylaws:

“ARTICLE V. SECTIONS AND REGIONS. Section 5.1. Sections. Sections of the College are geographically organized incorporated associations of college members who are interested in furthering the aims of the College and are chartered by the College to represent its members. The chartering and dissolution of Sections shall be accomplished by action of the BOD.”

II. Purpose and Scope of Sections

Sections provide for a close association for individuals with the common dedication to the highest standards of patient oral health care. They also offer a medium through which prosthodontic experiences may be presented and discussed, and constitute a common ground for private practice, academics, Federal Service, Resident/Graduate Students and laboratory professionals to communicate with each other. Sections provide a forum through which established prosthodontists can share their thoughts and experiences with young prosthodontists, who are just starting in the profession.

Multiple Sections serving overlapping communities are not permitted. Chapters should be formed under the Section for geographic cohesion for the members of that state or country.

III. Establishment of Sections

Any ACP member/affiliate in good standing with the exception of Resident/Graduate Student membership and Predoctoral Alliance may submit an application [see Exhibit 1] to form a Section to the ACP Sections Director. Sections must have a minimum of 3 members. Final approval of the application will be made by the Board of Directors.

If the application is approved, the Section will be granted a status of "In Formation". During this time applicants recruit members, incorporate, draft a set of By-laws for the Section, and complete other such requirements as set forth by ACP policies and procedures outlined in the Section Leadership Manual.

Upon receipt of the bylaws and other application requirements, the ACP Board of Directors will review the application and determine if a Section is to be designated. If an application is rejected, applicants may appeal to the President of the ACP by submitting a written request (email is acceptable).

IV. Members

Section members include all members and affiliates of the College who are in good standing. All members/affiliates may join and be considered as a member of only one state or international Section.

V. Organization

Sections will be encouraged but not required to constitute themselves as not-for-profit corporate entities in the State of Illinois. Sections must have a set of bylaws (templates are available). In these bylaws Sections must have a defined set of leadership positions for which it conducts regular elections to select individuals from its membership to serve. Such positions may be appointed for at most 3 years when the Section first receives its designation from the Board of Directors.

The Officers must include at least the following:

President, Vice President, and Secretary/Treasurer.

[See Chapter II for Officer Duties and Responsibilities]

Sections must meet any requirements set forth by the ACP Board of Directors, including but not limited to at least an annual submission of a financial report to the Sections Manager.

VI. International Sections

ACP Members, Fellows and Affiliates in good standing outside the United States may apply to establish a Section and follow the guidelines in this document. International members and affiliates have a unique opportunity to work together and promote prosthodontics to their dental colleagues and communities under the auspices of the College. More information about Section activities can be found in the Section Leadership Manual.

VII. Funding of Sections

Sections are expected to establish their own source of funding. Permitted sources include the following:

- Sections may establish a fee-based membership model, charging individuals to participate in its activities. The fees may be structured according to the activities or paid according to a regular dues schedule with the Central Office.
- Sections may solicit funding or resources from local organizations or other sponsors to support its activities.

VIII. Activities

Sections may undertake any activity reasonably related to and in furtherance of its vision and the vision and mission of The American College of Prosthodontists.

SECTION APPLICATION FORM



APPLICATION PROCESS

- 1. **Proposed Name of Section:** The Section name must include both “American College of Prosthodontists” and “Section”.
- 2. **Purpose and Scope of Section:** It is important to indicate how you intend to serve your members and why a Section of the ACP is a good way to do it.
- 3. **Founding Members of the Section:** Please list the full names, emails, and phone numbers of all members (attach separate page if necessary) who will be working to create the Section. There is a minimum of three members required.
- 4. **Your Contact Information:** Please provide your complete contact information.
- 5. **Additional Information:** Please attach any additional information you believe would be helpful for the Board to know.

PROPOSED NAME OF SECTION

PURPOSE AND SCOPE OF SECTION

FOUNDING MEMBERS OF THE SECTION

Full Name:

Email:

Phone:

Address:

Full Name:

Email:

Phone:

Address:

Full Name:

Email:

Phone:

Address:

YOUR CONTACT INFORMATION

Full Name:

Email:

Phone:

Address:

EXHIBIT 2

ACP and ACPEF Records Retention and Destruction Policy

Approved March 2006; Updated January 2010; Revised April 18, 2012

Purpose

It is the policy of the American College of Prosthodontists (ACP) and the ACP Education Foundation (ACPEF) to maintain complete, accurate, and high quality records. In accordance with the Sarbanes-Oxley Act, which makes it a crime to alter, cover up, falsify, or destroy any document with the intent of impeding or obstructing any official proceeding, this policy provides for the systematic review, retention and destruction of documents received or created by the ACP and the ACPEF in connection with the transaction of business. This policy covers all records and documents, regardless of physical form, contains guidelines for how long certain documents should be kept and how records should be destroyed. The policy is designed to ensure compliance with federal and state laws and regulations, to eliminate accidental or innocent destruction of records and to facilitate ACP/ACPEF's operations by promoting efficiency and freeing up valuable storage space.

Document Retention

The ACP/ACPEF follows the document retention procedures outlined below. Documents that are not listed, but are substantially similar to those listed in the schedule will be retained for the appropriate length of time.

Corporate Records

Annual reports to Secretary of State/Attorney General	Permanent
Articles of Incorporation	Permanent
Board Meeting and Board Committee Minutes	Permanent
Board Policies/Resolutions	Permanent
Bylaws	Permanent
Construction Documents	Permanent
Fixed Asset Records	Permanent
IRS Application for Tax-Exempt Status (Form 1023)	Permanent

IRS Determination Letter	Permanent
State Sales Tax Exemption Letter	Permanent
Contracts (after expiration)	7 Years
Correspondence (general)	3 Years
ABP Examiners Election Ballots/Results	1 Year
ACP Board of Directors Election Ballots/Results	1 Year
ACP Membership Votes on Bylaws Revisions	1 Year
ACP Member Application	Permanent
ACP Member Prosthodontic Certificate of Completion	Permanent
ACP Member Letters of Recommendation	Permanent
ACP Annual Member Update Form	1 Year
Contracts (not otherwise specified herein)	5 Years

Accounting, Banking, and Corporate Tax Records

Annual Audits and Financial Statements	Permanent
Depreciation Schedules	Permanent
General Ledgers and Schedules	Permanent
IRS 990 Tax Returns and Worksheets	Permanent
Business Expense Records	7 years
IRS 1099s	7 years
Journal Entries	7 years
Invoices (to customers, from vendors)	7 years
Sales Records (box office, concessions, gift shop)	5 years
Petty Cash Vouchers	3 years
Cash Receipts	3 years
Credit Card Receipts	3 years
Check Registers	Permanent
Bank Deposit Slips	7 years
Bank Statements and Reconciliation	3 years
Electronic Fund Transfer Documents	7 years
Donor Records and Acknowledgement Letters	7 years
Grant Applications and Contracts	5 years after completion
Budget Data	5 years after budget year

Payroll and Employee Records

Payroll and Employment Tax Records	Permanent
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Payroll Registers	Permanent
State Unemployment Tax Records	Permanent
Earnings Records	7 years
Garnishment Records	7 years
Payroll Tax returns	7 years
W-2 Statements	7 years
Employment and Termination Agreements	Permanent
Retirement and Pension Plan Documents	Permanent
Records Relating to Promotion, Demotion or Discharge	7 years after termination
Accident Reports and Worker's Compensation Records	5 years
Salary Schedules	5 years
Employment Applications	3 years
I-9 Forms	3 years after termination
Timesheets	2 years

Legal, Insurance and Safety Records

Appraisals	Permanent
Copyright Registrations	Permanent
Insurance Policies (expired)	3 years
Insurance Records, Accident Reports, Claims	Permanent
Real Estate Documents	Permanent
Stock and Bond Records	Permanent
Trademark and Patent Registrations	Permanent
Leases	6 years after expiration
OSHA Documents	5 years
General Contracts	3 years after termination

Operations

Correspondence (general and with customers/vendors)	2 years
Correspondence (legal and important matters)	Permanent

Electronic Documents and Records

Electronic documents will be retained as if they were paper documents. Therefore, any electronic files, including records of donations made online, that fall into one of the document types on the above schedule will be maintained for the appropriate amount of time. If a user has sufficient reason to keep an email message, the message should be printed in hard copy and kept in the appropriate file or moved to an “archive” computer file folder. Backup and recovery methods will be tested on a regular basis.

Email

Email will be retained for three years, unless other provisions of this policy apply such as payroll and employee records, accounting records, etc.

Emergency Planning

The ACP/ACPEF's records will be stored in a safe, secure and accessible manner. Documents and financial files that are essential to keeping the ACP/ACPEF operating in an emergency will be duplicated or backed up at periodic intervals and maintained off site.

Document Destruction

The ACP/ACPEF's Executive Director is responsible for the ongoing process of identifying its records, which have met the required retention period and overseeing their destruction. Destruction of financial and personnel-related documents will be accomplished by shredding. When an outside vendor is used for shredding, a certificate of destruction will be required.

Document destruction will be suspended immediately, upon any indication of an official investigation or when a lawsuit is filed or appears imminent. Destruction will be reinstated upon conclusion of the investigation.

Compliance

Failure on the part of employees to follow this policy can result in possible civil and criminal sanctions against the ACP/ACPEF and its employees and possible disciplinary action against responsible individuals. The Executive Director and Finance Committees will periodically review these procedures with legal counsel ad/or the organization's certified public accountant to ensure compliance with new or revised regulations.