



**AMERICAN ACADEMY OF
OTOLARYNGOLOGY—
HEAD AND NECK SURGERY**

**American Academy of Otolaryngology—
Head and Neck Surgery (AAO-HNS)**



Board of Governors (BOG)

Model Society Handbook

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Section 1: Governance

Introduction

The Board of Governors (BOG) has compiled and presented this book of resources as a guide for local, state, regional, and national otolaryngology societies. Most Board of Governors societies are run by otolaryngologists or their staff, with limited resources and expertise to manage the societies effectively. This book is written as a hands-on, how-to resource and has been revised and broken down into separate components to better assist your society's needs.

This hard copy is a working document that will be placed on the Board of Governors website for easy access and updates.

Please take the time to review this manual and let us know what additional useful information you would like us to include.

Acknowledgements

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What Is a Model Society?

A model society embodies all the elements of success. It is a society that has achieved significant effectiveness and efficiency in its operations, education of its members, and promotion of the specialty.

Here are some guidelines to achieve model society status:

- Has a Board of Directors with active governing officers
- Has its own bylaws by which it is governed
- Is a registered non-profit organization
- Is incorporated
- Has a strategic plan and budget to support its operation
- Has three active Board of Governors representatives
- Attends both the spring and fall meetings each year
- Participates in the Academy's Board of Governors activities and initiatives, such as legislative action and public relations initiatives
- Communicates with its membership, the Board of Governors, and the public
- Completes Board of Governors surveys, as requested
- Responds to calls for action in a timely manner
- Has the ability to mobilize its members, when needed

Why Local Societies Are Important

In general, local societies have a significant advantage over national organizations because issues directly affect the local practitioner and the community. The result is a stronger desire for involvement. The societies tend to be smaller and therefore more agile. Their close proximity and potential for strong and direct relationships with their members, local legislators, regional medical directors, and state medical societies make them an asset to our grassroots network and the Academy. When organized in an efficient manner, they are an important legislative, socioeconomic, and public relations force for the Academy and the specialty at large.

What Is the BOG?

What you should know about the grassroots arm of the AAO-HNS:

- The Board of Governors is the grassroots member network within the American Academy of Otolaryngology—Head and Neck Surgery.
- The BOG is comprised of local, state, regional, and national otolaryngology–head and neck surgery societies from around the United States and Canada. It also includes international corresponding societies.
- Members within this grassroots network are primarily practitioners in the field of otolaryngology–head and neck surgery.

The Board of Governors functions as an advisory body to the Board of Directors (BOD), to:

- Act as an avenue of communication between the Board of Directors and local, state, and regional, national, and international otolaryngology–head and neck surgery organizations and residents;
- Make recommendations regarding the programs and policies of the AAO-HNS;
- Seek out and involve practitioners of otolaryngology-head and neck surgery about academic, social, economic, and political issues relative to otolaryngology–head and neck surgery; and
- Support the general good of patients, the specialty, and the medical profession.

The BOG plays a vital role in the Academy and within the specialty. The primary roles are to:

- Identify issues affecting the specialty, particularly related to state legislation, socioeconomics, and public relations;
- Research, find, and recommend solutions to respond to these issues; and
- Advocate for action and member involvement.

Each society should have three Board of Governors representatives: the Governor, Legislative Representative, and Public Relations Representative.

BOG Governor:

- Is a delegate from the society and the leader of the society’s representatives
- Communicates Academy and Foundation programs and issues
- Mobilizes the society’s grassroots members to act on legislative and public education alerts from the BOG and Academy
- Takes responsibility for reporting socioeconomic and legislative trends in their state or region to Academy staff or at BOG meetings
- Monitors overall trends in ENT environment
- Shares the society’s concerns via the resolution process
- Works with and involve others in Academy and BOG programs
- Attends all BOG meetings
- Becomes familiar with issues concerning their peers
- Networks with fellow Governors
- Learns the structure and responsibilities of the various BOG, Academy, and Foundation committees
- Builds on their leadership qualities
- The Governor has voting privileges at the two BOG meetings (spring and fall).

BOG Legislative Representative:

- Focuses on state and federal issues.
- Participates as part of the State Legislative Network, monitoring legislation locally and sharing this information with the BOG society, other BOG members, and Academy staff
- Works with and involve others in Academy and BOG programs
- Attends all BOG meetings
- Becomes familiar with issues concerning their peers
- Networks with fellow Legislative Representatives

- Learn the structure and responsibilities of the various BOG, Academy and Foundation committees
- Builds on their leadership qualities
- Works closely with the BOG Legislative Representatives Committee, which is charged with defining and coordinating the Legislative Representatives role in AAO-HNS legislative initiatives and planning the Board of Governors Legislative Training Workshop as part of the AAO-HNS instruction course program.

BOG Public Relations Representative Responsibilities:

- Assists the society and the BOG in communicating news about the specialty and the Academy to the community and the media
- Acts as active catalysts for the dissemination of health information that highlights otolaryngology
- Plays a crucial role in implementing public relations programs
 - Coordinates usage of Academy grassroots PR minicampaigns – download and disseminate at least 2-3 kits per year
- Responsible for reporting public relations activities to the BOG and AAO-HNS staff
- When possible, attends Academy PR trainings at BOG Spring Meeting and/or annual meeting
- Participates in annual Academy PR surveys as necessary
- Communicates Academy and Foundation programs and issues
- Mobilizes the society’s grassroots members to act on legislative and public education alerts from the BOG and Academy
- Takes responsibility for reporting socioeconomic and legislative trends in your state or region to Academy staff or at BOG meetings
- Monitors overall trends in ENT environment
- Shares the society’s concerns via resolution process
- Works with and involve others in Academy and BOG programs
- Attends all BOG meetings
- Becomes familiar with issues concerning their peers
- Networks with fellow Public Relations Representatives
- Learns the structure and responsibilities of the various BOG, Academy and Foundation committees
- Builds on their leadership qualities
- Joins Academy social media networks, via Twitter and Facebook, and encourages colleagues to join

Meetings:

- The Board of Governors meets twice a year, once in the spring and once in the fall. These three representatives are encouraged to attend all scheduled meetings of the BOG. At least one of the representatives must attend one of every three BOG meetings. Failure to do so may result in termination of the society’s membership in the BOG.
- The following shall be the order of business at meetings of the Board of Governors:
 - Call to order by the Chair
 - Report of the Secretary on credentials

- Report of the Chair on the remaining order of business
- Presentation, correction, and adoption of the minutes
- Reports of committees (if any)
- Unfinished business
- New business
- At any meeting of the Board of Governors, the order of business may be changed by a majority vote of those Governors present and voting

Voting:

- Only the Governor or the society's designated representative has the power to propose and second resolutions, or to vote during the meeting of the Board of Governors. A quorum is made up of those voting members present. No proxy votes are allowed.

Term of Office:

- The term of office of the Governor, Legislative Representative, and Public Relations Representative is three years. These three representatives may be re-designated to serve additional terms. The length of service of any Governor, Legislative Representative, and Public Relations Representative is at the discretion of the local society and the BOG Executive Committee.

Make sure to update your society's officers at
http://www.entnet.org/Community/public/BOG_SocietyResource.cfm.
You can also contact BOG staff with any updates at BOG@entnet.org.

Board of Governors Rules & Regulations

The BOG Rules & Regulations govern the formation and actions of the BOG. This document can be found at <http://www.entnet.org/Community/public/bogrulesandregs.cfm>

Board Structure

This section seeks to recommend a model structure for your Board and includes the following samples: bylaws, organizational chart, job descriptions for officers, and new president kit. These tools will help ensure effective functioning of your society. Each officer should receive a copy of his or her job description prior to volunteering or running for any office.

Sample Bylaws

The Massachusetts Society of Otolaryngology-Head and Neck Surgery (MSO-HNS), a past winner of the BOG's Model Society Award, provides an excellent example of society bylaws. The society's bylaws can be found here: http://www.entnet.org/Community/public/upload/MSO-HNS-Bylaws_CURRENT-as-of-05-09.doc.

Sample Organizational Chart

Board of Directors

President, President-Elect, Secretary/Treasurer, Coordinators, Directors



BOG Society Representatives

Governor, Legislative Representative, Public Relations Representative



Committees

Examples include: Advocacy, Nominating, Membership, and Scientific Program



Members

Sample Position Descriptions

President

Average time commitment: six hours per month

Objective: The society president keeps the society focused on setting and maintaining its goals. The president oversees officers and committees and encourages teamwork. The president maintains the operations of the society by following the annual business plan.

Responsibilities: Attend and preside at all meetings; monitor progress of society goals and objectives; enforce bylaws; appoint committees; identify and implement services for society members; prepare Board meeting agendas; report to membership; serve as the society's spokesperson; recognize achievements of members, prepare the budget in conjunction with other officers.

Qualifications: Past knowledge of the society; working knowledge of the society bylaws. Should also have served as a member of the Board or an active committee chair, have the ability to delegate, public speaking ability, leadership skills, and ability to communicate effectively.

Measure of Success: Increased revenue, increased exposure of society, increased membership (both new and renewing), active committees, available to other officers and committee members, efficient meetings, new products and services for members, effective communication with members.

President-Elect

Average time commitment: six hours per month

Objective: The president-elect is responsible for assisting the president in coordinating and directing committee activities and the society's operations.

Responsibilities: Attend all meetings; monitor progress of the society's goals and objectives; enforce bylaws. Also manage the activities of committees that report directly to the president-elect, advise and assist the president, assume president's role in his or her absence; keep current with Academy and BOG services, assist in the preparation of the society's budget.

Qualifications: Past knowledge of the society; working knowledge of the society bylaws. Should have served as a member of the Board or an active committee chair, have the ability to delegate, public speaking ability, leadership skills, ability to communicate effectively.

Measure of Success: Available to other officers and committee members, new members are recruited and retained, meetings are held efficiently, good team spirit, increased participation in BOG and Academy initiatives.

Secretary/Treasurer

Average time commitment: eight hours per month

Objective: To develop, monitor, and prepare the society's financial operations.

Responsibilities: Maintain financial records, reconcile discrepancies, prepare annual budget with assistance of the other officers, prepare monthly financial statements, monitor cash flow, prepare and file IRS and other government forms.

Qualifications: Past knowledge of the society; working knowledge of the society bylaws. Should have served as a member of the Board or an active committee chair, ability to delegate, public speaking ability, leadership skills, ability to communicate effectively, basic accounting and money management skills.

Measure of Success: Books are balanced, records are in order, all forms are filed, budget submitted, approved and met, completion of goals, issues are handled in a timely manner, meetings are held efficiently, minutes are accurate and distributed to Board and committee members in a timely fashion.

Coordinators/Directors

Average time commitment: six hours per month

Objective: To identify, develop and promote society's activities and programs.

Responsibilities: Attend all meetings, enhance and improve seminars and meetings. Manage activities of individual task force/committees. Assist in the development of programs for the year.

Qualifications: Knowledge of the Academy and the BOG, ability to delegate, public speaking ability, leadership skills, ability to communicate effectively. Strong interest and knowledge in designated functional area: advocacy, scientific program, membership and marketing, nominating.

Measure of Success: Completion of goals, task force/committee is active and growing, available to other officers and task force/committee members, meetings are held efficiently, increased tangible and intangible products and services for members, increased collaborative activities with BOG, Academy, state medical association, and other allied societies.

Sample New President Kit

Congratulations! You are the newly elected president of your society! Where do you start?

The New President

In your role as the leader of your society, you are responsible for shaping the direction of your society and guiding the activities and programs to ensure that you represent your members' interests. By reviewing the basic documents and structures of your society, setting specific goals and objectives, assigning deadlines, and delegating to Board members, committees and staff, your term of office will be full of accomplishments and satisfaction. First, ensure that you have received the following documents to facilitate a smooth transition.

Items to be transferred to the Incoming President:

- Copies of all official correspondence held by the outgoing President.
- Copies of all official documents (e.g., bylaws, articles of incorporation, FIN number, bank information, mission and vision statement, strategic plan), which ideally are collected in an official procedures manual.
- Time line of major events: annual meeting, Board meetings, and educational seminars.
- Copies of budgets and year-end financial statements from treasurer.
- Minutes of recent Board meeting.
- Committee roster(s).

See position description above for President

To Do List—Now that you know what is expected of you, here are some immediate things to accomplish:

- Ensure that the roster of Board of Directors is updated and distributed to Board, membership, and the Academy's BOG staff.
- Meet with the Treasurer to understand the society's finances.
- Sign new financial account signature cards, if applicable.
- Schedule a Board meeting to meet and greet new and existing Board members and share your goals for the year.
- If you are not incorporated, do so now.
- Evaluate the health of your society and its programs.
- Ensure three Board of Governors representatives are selected: Governor, Legislative Representative, and Public Relations Representative.
- Ensure you have an active email account for communication with the BOG and your members.
- Forward a schedule of events (educational and Board meetings) to the Academy's BOG department.

Some insightful tips for the new president:

The success of your leadership and your society will be influenced by how well you plan. Your term as President will be more successful if you create a plan of action. A well-written plan will

encourage other volunteers to join your team and your written plan will serve as a “contract” requiring accountability from your team. Suggestions for your plan while in office include:

- Have a plan and vision, and share it.
- A successful society brings value to its members. Position your Board so that it is an honor to serve—the higher the caliber of members, the more value given to the society.
- If you don’t have a strategic plan, hold a relaxed Board retreat to develop a three-year strategic plan full of growth and value.
- Ensure top quality educational meetings by using knowledgeable, energetic, and qualified speakers.
- Make membership recruitment, retention, and participation a priority.
- Survey your members to find out what their needs are and act on them.
- Communicate effectively and encourage a free flow of communication (top-down and bottom-up).
- Have a primary communication vehicle suitable for most (email, newsletter, or broadcast fax).
- Fiscal responsibility is a must. Develop a realistic budget and stick to it.
- Raise corporate funds to support programs. Encourage Board member giving.
- Collaborate with other national and local societies.
- Encourage a healthy participation in legislative activities.
- Recognize hardworking volunteers.

Local, State, Regional, and National BOG Society Rosters

Local/State/Regional Society Information and Leadership Listing:

<http://www.entnet.org/Community/BOGSocieties.cfm?View=State>

Local/State/Regional Society Meetings Information and Website Information:

<http://www.entnet.org/Community/societiesState.cfm>

National Society Information and Leadership Listing:

<http://www.entnet.org/Community/BOGSocieties.cfm?View=National>

National Society Meetings Information and Website Information:

<http://www.entnet.org/Community/societiesSoc.cfm>

International Corresponding Societies:

<http://www.entnet.org/Community/societiesSoc.cfm#ICS>

Section Information and Leadership Listing:

<http://www.entnet.org/Community/BOGSocieties.cfm?View=Sections>

BOG Staff Contact Information

AAO-HNS
Attn: BOG
1650 Diagonal Rd
Alexandria, VA 22314-2857

Email: BOG@entnet.org
Phone: 1-703-535-3726

Section II: Society Management

How to Become a Non-profit Organization

Non-Profit vs. Tax-exempt Status

The terminology used to describe professional societies often generates much confusion. It is therefore useful to clarify these two terms. Professional societies are generally organized and operated as both non-profit and tax-exempt entities. Non-profit status refers to incorporation status under state law; tax-exempt status refers to federal income tax exemption under the Internal Revenue Code (the "Code").

Checklist for Forming a Non-profit Society

Every non-profit society must have a carefully developed structure and operating procedures in order to be effective at fulfilling its purpose. Good governance starts with helping the society begin on a sound legal and financial footing in compliance with the numerous federal, state, and local requirements affecting non-profits.

Determine the purpose of the society. Every society should have a written statement that expresses its reason for being. Resources: Board members, potential members, and constituents.

Form a Board of Directors. The initial Board will help translate the ideas behind the organization into reality through planning and fundraising. As the society matures, the nature and composition of its Board will also change.

File articles of incorporation. Not all non-profits are incorporated. For those that do wish to incorporate, the requirements for forming and operating a non-profit corporation are governed by state law. Resources: your secretary of state or state attorney general's office.

Draft bylaws. Bylaws, the operating rules of the organization, should be drafted and approved by the Board early in the organization's development. Resources: an attorney experienced in non-profit law or sample from another society.

Develop a strategic plan. The strategic planning process helps you express a vision of the society's potential. Outline the steps necessary to work toward that potential, and determine the staffing needed to implement the plan. Establish program and operational priorities for at least one year. Resources: Board members, planning and management consultant.

Develop a budget and resource development plan. Financial oversight and resource development (e.g., fundraising, earned income, and membership) are critical Board responsibilities. The resources needed to carry out the strategic plan must be described in a budget and financial plan. Resources: financial consultant or accountant.

Establish a record-keeping system for the society's official records. Corporate documents, Board meeting minutes, financial reports, and other official records must be preserved for the life of the organization. Resources: your secretary of state or state attorney general's office.

Establish an accounting system. Responsible stewardship of the society's finances requires the establishment of an accounting system that meets both current and anticipated needs. Resources: certified public accountant (CPA) experienced in non-profit accounting.

File for an Internal Revenue Service determination of federal tax-exempt status. Non-profit corporations with charitable, educational, scientific, religious, or cultural purposes have tax exempt status under section 501(c) (3)—or sometimes section 501(c) (4)—of the Internal Revenue Code. To apply for recognition of tax-exempt status, obtain form 1023 (application) and publication 557 (detailed instructions) from your local Internal Revenue Service office, or from www.irs.gov/pub/irs-pdf/f1023.pdf. The application is an important legal document, so it is advisable to seek the assistance of an experienced attorney when preparing it. Resources: your local IRS office, an attorney.

File for state and local tax exemptions. In accordance with state, county, and municipal law, apply for exemption from income, sales, and property taxes. Resources: state, county, or municipal department of revenue.

Meet the requirements of state, county, and municipal charitable solicitation laws. Many states and local jurisdictions regulate organizations that solicit funds within that state, county, or city. Usually compliance involves obtaining a permit or license and then filing an annual report and financial statement. Resources: state attorney general's office, state department of commerce, state or local department of revenue, or county or municipal clerk's office.

Other Steps:

- Obtain an employer identification number from the IRS.
- Register with the state unemployment insurance bureau if you have staff.
- Apply for a non-profit mailing permit from the U.S. Postal Service.
- Obtain directors' and officers' liability insurance.

Advantages and Disadvantages of Incorporating Your Society

Source: American Society of Association Executives: Chapter Newsletter, April 1990.

Incorporating is the process of creating a legal and separate entity under authority granted by a state, with continuing existence independent of its officers, directors, and members.

The primary advantage of incorporating your society is liability. Incorporation protects officers and members from personal liability when conducting activities on behalf of the society. If your society is unincorporated, officers and members may be personally liable to personal injury, property damage, or contractual liability. This means that the exposed individual assets of the officers, directors, and members could be seized to pay for damages associated with society activities, and to satisfy debts and other contractual obligations.

Whether or not a society is incorporated, it may purchase insurance. However, it is very difficult to obtain insurance for societies that are not incorporated. Incorporated societies have better opportunities for obtaining desired insurance at more competitive rates.

An incorporated society's liability for federal and state income tax is usually limited to corporate assets. In contrast, members of an unincorporated society could be personally responsible for income taxes if the society has no assets.

An incorporated society can sue and be sued in its own name, while an unincorporated society must appear in court in the name of the participating individuals (members). Should the society wish to bring legal action against someone, an unincorporated society would have to have members file a joint lawsuit in their names. This is usually cumbersome and time-consuming.

A corporation has an existence of its own, independent from its officers, directors, or members. An unincorporated society has no separate legal existence. Its actions are only the joint actions of its members. Each time a member enters or leaves, the society changes. For this reason, landlords and vendors are sometimes reluctant to enter into contracts with unincorporated societies because the entity they are dealing with is always in flux.

Guidelines for Incorporating Your Society

1. Prior to applying for incorporation, there must be a governing body with directors and bylaws.
2. The society must apply for a federal tax ID number.
3. The society must complete an "Articles of Incorporation" document provided by your Secretary of State. Fees for filing articles of incorporation range from \$50 – \$200, according to the state.
4. The purpose of the organization must be clear (may need an attorney to help you determine what your purpose is, usually professional/scientific/educational). To ensure non-profit status, your society must be organized and operated as a charitable, literary, scientific, religious, or educational purpose or in furtherance of amateur athletics.
5. All forms must be completed and sent to Recorder of Deeds, which also charges a small fee, depending on the state (\$20 – \$50).
6. Most states require that a corporation have a registered agent who maintains office within the state of incorporation. This address may not be a PO Box. The registered agent ensures a location where tax notices and other official documents are usually forwarded and/or renewal notices.
7. If the above is too rigorous for you, there are companies/attorneys who specialize in these types of services. Fees vary based on the type of service you have ordered and the location.

Note: These are only guidelines. You may wish to hire an attorney (tax or legal) to determine how to proceed. For more detailed information on how to apply for non-profit status, visit www.irs.gov.

Important Information from the Internal Revenue Service

For more information, log on to www.irs.gov

Are there limitations on the activities in which my tax-exempt organization can engage?

Depending upon the nature of its exemption, your tax-exempt society may jeopardize its tax-exempt status if it engages in certain activities. For example, section 501(c) (3) charitable organizations may not intervene in political campaigns or substantial lobbying activities. Visit

www.irs.gov and search for Publication 557 (<http://www.irs.gov/pub/irs-pdf/p557.pdf>) for more information.

Can my tax-exempt organization endorse candidates for public office?

The type of tax-exemption determines whether an organization may endorse candidates for public office. For example, section 501(c) (3) organizations may not engage in political activity, including endorsing candidates. Other organizations, such as section 501(c) (4) organizations, may engage in political activity so long as that is not their primary activity. In addition, section 501(c) organizations that make expenditures for political activity may be subject to tax under section 527(f).

What is the difference between a private foundation and a public charity?

If your society is recognized as exempt under section 501(c) (3), it will be classified as a private foundation unless it requests a ruling as a public charity. Generally, this is done as part of the Form 1023 application process. An organization may be a public charity based on its activities (churches, schools, and hospitals, for example). An organization may also be a public charity because it is “publicly supported,” i.e., it receives a specified portion of its total support from specified “public” sources.

Is my tax-exempt organization required to file a form 990?

You are required to file a form 990, Return of Organization Exempt from Income Tax, only if your gross receipts each year are normally more than \$25,000. There is a new requirement that organizations with gross receipts of \$25,000 or less must file a 990-N (e-postcard) if they do not file a Form 990. In either case, the filing must be made by the 15th day of the fifth month after the close of the tax year. However, if you receive a Form 990 package in the mail, please file the return even if you do not exceed the gross receipts test.

What is Unrelated Business Income Tax (UBIT)?

All 501(c) (3) organizations, with the exception of federal agencies, are subject to a tax on unrelated business income. Unrelated business income is income generated by a trade or business activity not substantially related to the exempt purpose of your society and regularly carried on by your society. Taxes paid by a non-profit on unrelated business income are paid at corporate rates. It should be noted that if unrelated business gross income (income before related expenses have been subtracted) is less than \$1,000, it is not necessary to file an unrelated business tax return (Federal Form 990T). You should consult your accountant if you think there is a possibility that some of the activities your society performs would qualify as unrelated business income and therefore make your society liable for taxation.

When is my tax-exempt organization required to file Unrelated Business Income Tax (UBIT)?

Some types of income generated by your society may be taxable. If your society has raised \$1,000 or more of unrelated business income within your fiscal year, you must file a Form 990-T, Exempt Organization Business Income Tax Return. Unrelated business income could be tee-shirt sales, mailing list sales, or publication advertising sales revenue. Your major sources of society revenue, such as membership dues, program registration, industry grants, and contributions and interest on bank accounts, are not unrelated.

For additional information on the above, contact the Internal Revenue Service toll-free at 1-877-829-5500 or at www.irs.gov. Have your EIN number ready if you have specific questions about your organization.

Organizational Work Plan: Finance and Budgeting

In managing your society's finances, there should at least be a strategic plan, an annual operating plan, a budget, a plan for investment, and cash reserves. In this section, both a sample operating plan and a sample budget are included as guidelines.

Strategic Planning

Strategic planning is an absolute necessity and a tool used to help your society do a better job of allocating its resources, focus its energy, ensure members are working toward the same goals, and assess and adjust the society's direction in response to a changing environment.

Strategic planning involves intentionally setting goals and developing an approach to achieving those goals for a longer period of time, usually about two to three years. Strategic management is adaptive and keeps your society relevant.

A successful strategic plan:

- Leads to action
- Builds a shared vision that is values-based
- Is an inclusive, participatory process in which Board and staff share ownership
- Accepts accountability
- Is externally focused and sensitive to the organization's environment
- Is based on quality data
- Requires openness to questioning the status quo
- Is a key part of effective management

Basic steps in strategic planning:

- Getting ready
- Articulating your mission and vision
- Assessing the situation: SWOT (strengths, weaknesses, opportunities, and threats)
- Developing strategies, goals, and objectives
- Completing the written plan.

A frequent complaint about the strategic planning process is that it produces a document that ends up collecting dust on a shelf—the society ignores the precious information depicted in the document. The following should ensure that your plan is implemented:

1. When conducting the planning process, involve people who will be responsible for implementing the plan.
2. Ensure that the plan is realistic.
3. Organize overall plan into smaller action plans, including action plans for each committee, staff, or Board.
4. Identify who does what and by when.
5. Build in regular reviews of the plan.

It is recommended that you hire a professional strategic planning facilitator to chair and direct this process. If this is financially unfeasible for your society, select someone from among you who is good at running meetings, and staying on course with agenda and time limits.

Annual Operating Plan

On the other hand, an operating plan is a detailed action plan designed to accomplish the strategic goals laid out in the strategic plan. Each society should have an operating plan for each major organizational unit and it should correspond to your society's fiscal year. In special circumstances, some operating plans will differ from the fiscal year, as in grant cycles.

How does one develop an annual operating plan?

Upon completion of the strategic plan, an operating plan for the upcoming year must be prepared. An operating plan is a schedule of events and responsibilities that details the actions to be taken in order to accomplish the goals and objectives laid out in the strategic plan. The plan ensures that everyone knows what needs to be done, coordinates their efforts when getting it done, and can keep close track of whether and how it got done.

There are three important attributes to a good operating plan:

- An appropriate level of detail—enough to guide the work, but not confusing or overwhelming.
- A format that allows for periodic reports on progress toward specific goals and objectives.
- A structure that coincides with the strategic plan.

Operating plans compares the budgeted work in terms of goals and objectives for each program area and the management function, and reports the actual progress on a monthly or quarterly basis.

Sample Operating Plan for One Organizational Unit

Scientific Program:

- Ensure that the program site is both accessible to surrounding states and offers the opportunity for recreation (golfing and fishing).
- Ensure two scientific programs held this year: in spring and fall.
- Select program topics of interest to general otolaryngologists.
- Promote program to local otolaryngologists, residents, and family practitioners as well as our two border states.
- Ensure 95% program evaluation from attendees.
- Ensure 15% increase in registration at both meetings.
- Promote membership with registration to meetings.
- Select high-level speakers for both events.

Budgeting

Your budget should be prepared based on your operating plan. Budgets should be prepared at least three to four months before the beginning of your fiscal year. Your budget should correspond with your fiscal year, which should be selected to reflect your organization's operating cycle.

An annual budget will assist you in planning your income and expenditure. Financial requirements for projects must be estimated in order to establish a realistic budget based on anticipated income. The first step in the budget review process is a review of program and management achievements and fiscal performance over the year just ending. This includes comparing budget to actual figures and reviewing objectives achieved.

You must budget for income and expenses. **Income** refers to revenue generated by sale of service, products or activities, or from corporate donations, grants, or gifts. Err on the conservative side when budgeting revenues. Use the lowest amount in your range. Do not anticipate revenue based on the "hope" system; that is, "hoping" to sell more manuals than past history has suggested. **Expenses** refer to costs associated with services, products, or activities provided. Err on the liberal side when estimating costs. Use higher end of range for anticipated costs. To estimate costs of some items, obtain an estimate from a vendor.

Finally, compare revenue and expense projections. At different times, societies will choose to incur a deficit, realize a surplus, or simply break even. Large deficits could lead to bankruptcies and large surpluses could mean that the society is not investing enough of its revenues in serving the members' interests. However, for any given budget period, revenue and expenses should be in the relationship that your society chooses, rather than mechanically balanced.

If revenue and expenses are not in desired relationship, then programs must be reevaluated and adjustments made. Once a final agreeable budget has been prepared, the full Board of Directors of your society, in its governance role, must approve the operating plan and budget for the year. From that point on, staff and committees begin to implement the operating plan and prepare monthly reports to compare actual income and expenses in the budget.

How to Create a Budget

To create the budget, get estimates or bids on all aspects (copywriting, design, printing, postage, etc.) of the various activities (renewal notices, recruitment promotions, new member kits, database upgrades, etc.) projected for the upcoming year. In addition, consider if you will need to add or expand staff, or if there are new services to be offered. Take the time to review the actual expenses from the previous budget cycle and use them as a guide to ensure that the proposed budget activities are in line with actual expenses.

This also is the time to consider adding, dropping, or modifying activities. For example, if a project was unsuccessful, do not include it in the budget. It is not advisable to take the previous year's budget and increase it by an inflation percentage. Developing realistic expenses for each activity may take time, but it will provide a more accurate picture of what your society will spend on projects.

Each society should develop its budget format and process. Line items, account numbers, spreadsheets, and activities will vary. What should not vary is the desire to provide an accurate, realistic, and actionable set of numbers for the society's budget.

Sample Budget

		2010/11 Budget	2010/11 Actual	2011/12 Approved Budget
Account #	Budget Item			
REVENUE				
1110	Corporate Support	\$25,000	\$28,000	\$30,000
1111	Membership Dues	\$50,000	\$48,000	\$52,800
1112	Registration	\$75,000	\$75,100	\$80,000
	Total Revenue	\$150,000	\$151,100	\$162,800
DIRECT EXPENSES				
2110	Print & Graphics	\$5,000	\$3,000	\$3,500
2111	Postage	\$3,800	\$4,500	\$5,000
2112	Telecommunications	\$500	\$395	\$450
2113	General Supplies & Stationery	\$650	\$250	\$350
2114	Awards & Prizes	\$600	\$625	\$700
2115	Travel	\$2,500	\$2,350	\$2,500
2116	Audio Visual	\$350	\$350	\$370
2117	Food and Beverage	\$1,000	\$1,200	\$1,500
2118	Speakers Fees	\$2,500	\$2,500	\$3,000
2119	Film Processing	\$80	\$100	\$120
Total Direct	Controllable Expenses	\$16,980	\$15,270	\$17,490
INDIRECT EXPENSES				
	Salaries	\$10,000	\$11,000	\$15,000
	General Overhead	\$800	\$800	\$800
Total Indirectly	Controllable Expenses	\$10,800	\$11,800	\$15,800
Total Overall	Expenses	\$27,780	\$27,070	\$33,290
	Profit (loss)	\$122,220	\$124,030	\$129,510

Investments

What is the responsibility of the Board of Directors in investment?

The Board of Directors of a non-profit society has a responsibility to safeguard the society's assets and to ensure that funds are used to further the society's goals. In addition, the Board must ensure that donor designations are honored, and that cash and other investments are managed wisely.

Key decisions the Board should make with regards to investments:

- Should we hire a portfolio manager or investment advisor, or make our own investment decisions?
- Should we create an investment/finance committee?
- What guidelines should we establish for the investment/finance committee or for the portfolio manager?
- Is our primary objective short-term earnings or long-term equity growth?
- What level of risk is acceptable to our organization?
- Should we establish any non-financial guidelines for investments? Socially responsible investing is an example of utilizing non-financial guidelines.
- How quickly must our investments be convertible to cash?
- How much money can we afford to invest?

These guidelines only touch on some of the important and often complex questions that Boards must address in effectively managing your society's investments. The finance committee usually takes the lead in developing guidelines and brings major policy decisions to the Board for approval.

How should the Board invest the society's short-term cash balance?

Careful management of short-term cash balances can add to your society's current income and provide the basis for an investment program, which will benefit the society in the future. Even small balances can be invested to earn some interest.

Generally speaking, the longer that funds can be committed to an investment, the higher the percentage return will be (assuming the same amount of risk). Therefore, it is to your advantage to identify cash that may be invested for a longer time, once you have determined your cash needs and are confident that they are covered.

Some options to consider:

- Checking and savings options with immediate cash availability
- Certificate of Deposit and U.S. Treasury savings options
- U.S. Savings Bonds
- U.S. Treasury Bills and U.S. Treasury Notes

For additional information on these and other government investment options, contact your banker, financial advisor, or a knowledgeable Board member.

How much cash should the Board hold in reserve?

Reserves are maintained to help protect your society against hard times, prepare for expansion, or to fund special projects. For the sake of long-term organizational and operating stability, it is often desirable to build a reserve of cash to accommodate the following situations:

- Cash flow shortages due to timing of expenses.
- Cash flow shortages caused by unpredictability of delivering services, which are part of the society's basic mission.
- Cash flow shortages due to unexpected emergencies.

The more thought you give to anticipating these kinds of emergencies, the easier it will be to cope with them. Each of these areas should be considered by your Board and/or senior staff to determine how much of a cash reserve is desirable for your particular society. There is no one answer to how much of a reserve is right, because of the uniqueness of each society. The general minimum suggested is six to twelve months of your operating costs.

Fundraising

Your Board's Role

How do I get my Board involved in fundraising and how much should a Board member give?

First and foremost, Board members must be engaged in the planning process to determine with staff what the society wants and what it will do. Involvement in planning builds ownership of the plans, which essentially become the society's agenda for the future and the foundation for all subsequent fundraising. After goals, objectives, programs, and services have been determined, planning turns to translating these aspirations into real financial needs, often reflected in budgets. It is essential that the Board participate in determining the financial needs if they are to be involved in serious fundraising in the future.

After this process has been completed, Board and staff need to form a partnership to develop and implement a plan to secure the necessary funds required to go forward with the plan. The actual fundraising task is immeasurably strengthened when a true partnership between Board and staff is in place. As with other management functions, staff manages the fundraising program, while Board members get involved in those elements that are suited to their interests, skills, and capabilities. A good fundraising plan is explicit about both Board and staff responsibilities. The following breakout of tasks is an example:

Board

- Have input into fundraising plan
- Organize and participate on fundraising committee
- Identify and cultivate new prospects/donors
- Ask peers for donations
- Always be an advocate for your organization
- Make introductions for staff to follow up
- Accompany staff on key visits to funders
- Help with expressions of thanks when appropriate.

Staff

- Help with expressions of thanks when appropriate
- Research new and existing donors
- Write case materials
- Write proposals
- Accompany Board members on solicitation visits
- Ask for money when appropriate
- Take care of all logistics related to fundraising activities
- Assist Board in any way possible.

Most people do not gravitate to fundraising naturally or easily. It can be helpful to get Board members involved in a process to explore their personal feelings about giving and asking. Fundraising requires commitment from people. The first place to look for this commitment is within the Board, as the Board is the vital link between your society and the public. Board

membership in itself represents a significant level of commitment. The fundraising process demands a deepening of this commitment. Once in place, your society will have a powerful asset for reaching out into the larger community for gift support.

Corporate Support

Financial support from corporations can help enhance the quality of your program and reduce costs. Local/state/regional societies can maximize the amount of support received by soliciting their regional or local representatives who are more willing to support local initiatives. Be aware that if you are soliciting funds for an educational program, that they comply with the American Council of Continuing Medical Education (ACCME) requirements. Following are some of these requirements, but make sure to check with your accrediting sponsor for a complete list:

- Appropriate acknowledgement must be given to supporters in your printed program.
- Your society, not the sponsoring company, must control all activities.
- The sponsoring company must be excluded from participation in the development of the program content.
- Disclose any conflict of interest to attendees.

While corporate support is a major source of revenue for organizations, your members could also be an alternate source as well. Do not hesitate to ask each member to make donations towards a specific project or to raise funds to contribute to a project.

PhRMA Code on Interactions with Healthcare Professionals

To ensure that you employ the right strategy for soliciting and accepting funds from the pharmaceutical industry, make sure that you are familiar with the Pharmaceutical Research and Manufacturers of America (PhRMA) Code on Interactions with Healthcare Professionals. View the complete PhRMA Code at

http://www.phrma.org/code_on_interactions_with_healthcare_professionals/.

Advocacy

State Advocacy

The BOG State Legislative Issue List can be found online at <http://www.entnet.org/Practice/members/loader.cfm?url=/commonspot/security/getfile.cfm&PageID=61700>. This document identifies the advocacy issues determined by the BOG Legislative Representatives Committee to be of specific concern to otolaryngology, and includes several healthcare issues that affect all physicians.

Strategy for State Legislative Action

This model will guide us as we work with our local, state, and regional otolaryngology-head and neck surgery societies to promote the specialty and respond to relevant legislation. Four related components are emphasized: rapid response, information sharing, collaboration, and effective grassroots mobilization (e.g., phone calls, letters, and personal visits).

1. Maintenance of open line of communication between Academy staff and membership.
2. Members' initial role:
 - Information Sharing: Members with information regarding state legislation should contact the Academy's state legislative affairs division with that information, as well as contacting their state medical society to express their support/opposition, if known.
 - Volunteering: Members can contact the Academy to find out what is happening in their state and become more involved. They may also sign up for the ENT Advocacy Network, which will ensure that they receive timely updates on both state and federal legislation of importance to the AAO-HNS.
3. Academy's initial role:
 - Identification: The Academy will identify and track state legislation using an online state legislative tracking service hosted by an outside vendor. In addition to our tracking service, other sources of information include membership, state societies, state medical societies, other professional organizations, personal contacts, and news articles.
 - Updates: The Academy will issue updates to members of the ENT Advocacy Network, which includes BOG representatives, on legislation that is of interest to members in the states. These updates will be sent electronically every two weeks in the form of *The ENT Advocate*. Additional updates may be sent as appropriate and necessary.
 - Alerts: The Academy will issue immediate state legislative alerts to state otolaryngology-head and neck surgery society leaders, particularly the Legislative Representative, using email and phone calls. These alerts will encourage the society leaders to take action on a bill.
4. Academy's efforts to encourage membership activity:

- **Contact Legislative Leadership:** The Academy will talk to sponsors and committee leadership to garner information about proponents, opponents, and future hearings, and to express support, concern, or opposition for the bill.
- **Letter Writing Campaign:** The Academy will draft letters for members to use to express their view on the bill to their local legislators. A lawmaker's first concern is for the people who live and work in his or her electoral district. Legislators will be more inclined to support our message when championed by our members who are their constituents. Phone calls are also helpful.
- **Letter on Behalf of the Academy:** The Academy will also draft letters to the sponsor(s) and relevant committee leaders that expresses its view on the legislation. The Academy may offer its assistance in working with the legislators on the issue by offering testimony by our membership or help in redrafting.
- **State Society Involvement:** Each member's involvement increases our political strength. Moreover, involvement by members who are active in their state societies is also invaluable since they can encourage involvement by their society and increase visibility in the state as a large constituency.
- **Coalition Building:** The Academy will seek to build helpful relationships with other groups who may share similar interests on legislation, including the relevant state medical association or other interest groups. In addition, the Academy will encourage members who are active in their state medical association to seek assistance from their association as well. Coalition activities will help define the appropriate strategy and timing for legislative grassroots and advocacy efforts.

5. Membership activism:

- **Member Participation in Grassroots Campaign:** Increased political strength will be achieved through letters, emails, and phone calls by members to their legislators. Willing members may be asked to testify before a committee.
- **Ongoing Relationship Building:** Members' contacts with their legislators may help establish personal relationships with their legislators over time. Members should try to foster this relationship by getting to know their legislator through phone calls, face-to-face meetings, committee hearings, an invitation to visit a member's practice, or volunteering for or donating to political campaign. Any positive relationship that develops provides an opportunity to influence a legislator on a bill of interest. Inform Academy staff of these relationships for inclusion in the AAO-HNS Key Contacts Network, a database of member relationships with public officials that can be utilized when legislators need to be contacted on key issues.

6. Academy and membership working together in the legislative process:

- **Continued Information Sharing:** The Academy and membership will keep each other informed of any developments related to the legislation.
- **Increased Political Strength for a Successful State Grassroots Campaign:** The Academy and membership have worked collaboratively to launch a cohesive and formal legislative effort.

Maximizing Legislative Success through Coalition Building

With more and more bills being introduced at the state and federal levels that could affect the practice of medicine, and otolaryngology specifically, relationship building has never been more important. Working alongside groups who share a common purpose, we can use coalitions to work in partnership to support our cause and also share resources of people, funding, expertise, and information. Coalition building assists your society in achieving your goals. By working with your local specialty society and the Academy, and seeking collaboration with other groups, such as your state medical association, national medical societies, and other specialty societies, your patients, and other contact points, you can increase your political strength and maximize your potential for legislative success.

Why Is This Type of Collaboration So Important?

Coalitions provide a structure through which groups can work together to promote a shared interest and support state advocacy efforts.

Coalitions can help your society in the following ways:

- **Numbers:** Legislators are more likely to be interested in what you have to say when a broad group of people, especially constituents, hold similar views on an issue.
- **Increased Perception:** Your message increases in strength, reach, and appeal when supported by a broad team of represented professionals and perhaps the patients who they care for. By presenting a unified front, a coalition simply makes the goal more attainable.
- **Shared Resources:** When several groups work toward a common goal, there is no unnecessary duplication of efforts and the groups unilaterally benefit from combining resources. Some groups may offer funding, staff, or professional expertise while others may assist with political access, influence, or geographic representation. Ultimately, time is a precious commodity, and better efficiency is achieved when resources are shared.
- **Motivation:** Group dynamics stimulate interaction and collaboration, and help maintain productivity. Being a part of a group that is working together on an issue can be very energizing and therefore motivating. Legislative battles are often long and arduous and coalitions offer support and the collective tools to maintain a constant presence.
- **Long-lasting Relationships/Alliances:** Once these collaborative relationships are developed, they have the potential to be used over and over. Of course, it is dependent on your commitment to maintain contact with these groups. You might even create new allies!

Who Should You Include in Your Coalition?

When you are looking for collaborative partners, you should seek out those with similar interests. For state issues, your efforts may depend on the environment within your state and the particular issue at stake. Think outside the box. You may share interests on one issue with a group despite the fact that you hold different views on another issue.

Here are some general pointers for targeting members for collaboration:

- Give priority to those who will be most important to your success.

- Contact key organizations and individuals first to recruit support, such as those with whom your group has current or past working relationships, or those with helpful contact networks or local roots in the community.
- Seek assistance from other groups once your primary targets are on board. This could include public or patient interest groups and other organizations.
- Look for individuals who will serve as important leaders for the entire group.

What Steps Should You Take?

Maintain communication with your Academy. The AAO-HNS state legislative affairs team wants to hear about what is going on in your state. Since you are in the trenches, you may hear about a bill prior to its introduction (before it is even reported through our legislative tracking service). A rapid response ensures a better start in working together to craft solutions. If you have a relationship with your federal legislators and learn of an upcoming issue or attain feedback on a pending issue, let the Academy's Government Affairs staff know. It may be relevant to their lobbying efforts in Washington, D.C.

Recruit members of your society to volunteer in advocacy efforts. If you have legislative information that may be helpful to your state or local society, spread the word! Informing your peers about an issue is the crucial first step of an advocacy campaign at any level. Oftentimes, casual conversations can spark a strong legislative effort. Not only might you motivate your colleagues to take interest in legislative matters, but you may encourage them to build those vital relationships crucial to legislative success. In addition, you could discover some new leaders in the group who will guide your society on future matters.

Better acquaint yourself with your state medical association. If you have not already been involved with your state medical association, begin to build that relationship. Find out who comprises the government relations staff and/or lobbyist, invite them to your society's meeting, tell them about your issues, remember that they are working for you, let them know about your concerns, and ask them about their current agenda.

Although your state medical association may not always decide to participate in a specific advocacy effort, building that relationship will assist your society in the long term. For instance, if you demonstrate interest in being informed about state legislation to a medical association's lobbyist, he or she may contact you if there is an issue that may be of interest to otolaryngology. Moreover, the lobbyist may be more likely to collaborate with your society in the future. But remember that lobbying alone does not win battles—it is the grassroots efforts that make it happen.

Build and maintain relationships with other groups with similar interests. Always look for opportunities to network with other health professionals, whether it is other specialty groups, health organizations, or other groups. Those relationships could prove to be very helpful when you desire partnership or support from others on an issue that arises. And don't forget patients who are in your care and who you are often fighting for!

A final word on teamwork for success: Working as a coalition can be highly beneficial to your specialty. Individually, as members, each of you can advance and protect your profession

through participating in advocacy efforts. Collectively, your societies and the Academy can work together to promote the interest of otolaryngology-head and neck surgery and the general practice of medicine. Moreover, we can build lasting relationships with other groups, such as our state medical associations, other specialties, and others who may hold similar interests on an issue, whether it is a single matter or multiple legislative efforts. Remember that grassroots advocacy, through letters, emails, and personal contact with your legislators, is the vital core of any state or federal legislative effort. So continue building those relationships and keep in mind how collaboration might be able to assist your society's efforts.

BOG Legislative Representatives Conference Call Series

The semi-annual BOG Legislative Representatives conference call series was created to support otolaryngology—head and neck surgery's advocacy efforts, harnessing the grassroots membership of the BOG. The calls serve as a useful forum for BOG Legislative Representatives, BOG Governors, and BOG Public Relations Representatives to discuss legislative issues in their respective states and be briefed by Academy staff on state and federal legislation. The conference call series is held on three evenings in the fall and spring, and each society is asked to have at least one representative participate on one of the calls.

The program serves the membership by directly supporting the following goals:

- Encouraging a proactive stance by state and local societies on issues that affect otolaryngology and medicine in general.
- Invigorating members to monitor state and federal issues and increase member participation in advocacy.
- Discussing strategies to combat state legislative measures, including those related to the issues identified on the BOG State Legislative Issues List.
- Improving information-sharing among the Legislative Representatives, Public Relations Representatives, and Governors through an easily accessible forum.
- Better monitoring the relative successes and failures of the state and local societies in their advocacy efforts.
- Identifying further opportunities for the Academy to assist the state and local societies in their state legislative activities.
- Facilitating rapid legislative response on issues in the fast-paced state legislative arena and on the federal level by highlighting current calls to action.
- Increasing opportunity for leadership development at the state level in legislative and political initiatives.
- Stimulating the further grassroots development of the ENT Advocacy Network and the Key Contact Network, which are crucial for our legislative success.
- Providing Academy staff updates on federal and state legislation, the ENT PAC, and on the Academy's grassroots efforts.

Lobbying

State otolaryngology societies wishing to engage a lobbyist should check with their state ethics department for more information, including filing requirements, gift restrictions, and what constitutes lobbying within their states. They are strongly encouraged to work with their state medical societies in selecting a lobbyist/lobbying firm for input in order to minimize potential conflicts of interest. Based on the state, session length, and society's needs, the cost for a lobbyist/lobbying firm can be anywhere from a couple thousand to tens of thousands of dollars. In order to best coordinate state legislative activity, societies are also encouraged to inform the AAO-HNS when a lobbyist/lobbying firm is hired. For a compiled list of state ethics and lobbying law links, go to www.ncsl.org/ethics.

Federal Advocacy

Communicating with Elected Officials

Tips on Writing Congress

The letter is the most popular choice of communication with a congressional office. If you decide to write a letter, this list of helpful suggestions will improve the effectiveness of the letter:

1. The purpose of your letter should be clearly stated in the first paragraph. If your letter pertains to a specific piece of legislation, identify it accordingly, e.g., House bill: H.R.____, Senate bill: S._____.
2. Be courteous, to the point, and include key information, using examples to support your position.
3. Address only one issue in each letter; and, if possible, keep the letter to one page.

Addressing Correspondence:

To a Senator:

The Honorable (full name)
__(Rm.#)__(name of)Senate Office Building
United States Senate
Washington, DC 20510

Dear Senator...(last name).....:

To a Representative:

The Honorable (full name)
__(Rm.#)__(name of)House Office Building
United States House of Representatives
Washington, DC 20515

Dear Representative.....(last name)...:

Note: When writing to the Chair of a Committee or the Speaker of the House, it is proper to address them as:

Dear Mr. Chairman or Madam Chairwoman:

-or-

Dear Mr. or Madam Speaker:

Tips on Emailing Congress

Generally, the same guidelines apply as with writing letters to Congress. You may find and e-mail your representatives via the Academy's website at www.entnet.org.

Tips on Telephoning Your Representatives

To find your representative's phone number, you may use the Academy's online searchable congressional directory at <http://www.entnet.org/Practice/members/Advocacy.cfm>. You can also call the U.S. Capitol Switchboard at (202) 224-3121 and ask for your Senator's and/or Representative's office.

Remember that a staff member, not the member of Congress, often takes telephone calls. Ask to speak with the aide who handles the issue to which you wish to comment. After identifying yourself, tell the aide you would like to leave a brief message, such as: "Please tell Senator/Representative (Name) that I support/oppose (S.____/H.R. ____)." You will also want to state reasons for your support or opposition to the bill. Ask for your Senator's or Representative's position on the bill. You may also request a written response to your telephone call.

ENT Political Action Committee (PAC)

ENT PAC, established in 1997, is the political action committee for the AAO-HNS. Approximately 10,000 members of AAO-HNS are eligible to support ENT PAC. PACs are a legal and ethical way to participate in the election process. They were created in the mid-1970s as a remedy to unlimited, unregulated, and undisclosed contributions to lawmakers. The 1972 Federal Election Campaign Act authorized the formation of political action committees as a way to regulate contributions to lawmakers and to disclose these contributions to the public.

ENT PAC allows members of AAO-HNS to pool their financial contributions to speak as one voice. In turn, ENT PAC supports federal candidates for elected office who will champion and protect the interests of otolaryngologist-head and neck surgeons and their patients. The main objectives of ENT PAC are:

- Contribute to elected Congressional incumbents and/or challengers who support the legislative goals of the AAO-HNS.

- Gain better access to high-profile legislators, especially Committee Chairs and leadership.
- To assist otolaryngologist-head and neck surgeons in organizing themselves for more effective political action, and to build grassroots and fundraising potential to impact elections favorable to our legislative goals.

Why should you contribute to ENT PAC?

At a time of rapid healthcare reform, the AAO-HNS must actively participate in the legislative process. ENT PAC allows the specialty to play a key role in developing healthcare policy. It is imperative that our specialty has a seat at the decision-making table on issues such as scope of practice, physician payment, NIH funding, Health Information Technology, and quality initiatives—now, and in the future. Each society should encourage its members to donate to the ENT PAC.

What does ENT PAC do?

ENT PAC makes political contributions to legislators that will help advance its mission: *Working to Pass Good Laws, Fighting to Stop Bad Bills*. The contributions are made on a non-partisan basis to those lawmakers who have demonstrated understanding of, interest in, and support for the ideas and principles of the AAO-HNS and the physician community. At the same time, ENT PAC publicly opposes those incumbents and candidates who actively speak against our legislative priorities.

Where will your money go?

AAO-HNS is prohibited from making direct contributions to candidates. However, as allowed by law, the organization pays the administrative expenses associated with operating the PAC. All (100 percent) of member contributions (non-corporate) are used to support candidates for federal elected office.

How much can I contribute to ENT PAC?

Every dollar counts! Although there is no “set” or required contribution amount to join ENT PAC, members often seek guidance for suggested amounts. ENT PAC recommends that Fellows contribute at least \$365 (a dollar a day) and resident members contribute at least \$25. By law, no member can donate more than \$5,000 a year to the PAC.

How will my contribution be recognized?

Individuals financially committed to preserving the future of otolaryngology-head and neck surgery should be rewarded and easily identifiable at Academy events. Contributors will be given "gold stars" based on contribution amounts, that can be displayed on name badges at all applicable AAO-HNS events and/or meetings.

- \$100 - \$249 = ★
- \$250 - \$499 = ★ ★
- \$500 - \$999 = ★ ★ ★
- \$1000 or more = ★ ★ ★ ★

How do I support ENT PAC?

Contributions can be made via check, credit card, or online (cash is not accepted). Join the fight and help send a strong message to Congress by becoming an ENT PAC member now! Visit www.entnet.org/practice/entpac.cfm to make your donation online. Send checks payable to “ENT PAC” to AAO-HNS Headquarters at:

AAO-HNS
Attn: ENT PAC
1650 Diagonal Road
Alexandria, VA 22314-2857

For more information on ENT PAC, contact entpac@entnet.org.

Visiting Capitol Hill

Meeting with a member of Congress or congressional staff is a very effective way to convey a message about a specific legislative issue. Below are some suggestions to consider when planning a visit to a congressional office.

Plan Your Visit Carefully

Be clear about what it is you want to achieve. Determine in advance which member or committee staff you need to meet with to achieve your purpose.

Make an Appointment

When attempting to meet with a member, contact the Appointment Secretary/Scheduler. Explain your purpose and who you represent. It is easier for congressional staff to arrange a meeting if they know what you wish to discuss and your relationship to the area or interests represented by the member.

Be Prompt and Patient

When it is time to meet with a member, be punctual and be patient. It is not uncommon for a Congressman or Congresswoman to be late, or to have a meeting interrupted, due to the member's crowded schedule. If interruptions do occur, be flexible. When the opportunity presents itself, continue your meeting with a member's staff.

Be Prepared

Contact the Academy's Government Affairs Business Unit at govtaffairs@entnet.org for talking points. Whenever possible, bring to the meeting information and materials supporting your position. Members are required to take positions on many different issues. In some instances, a member may lack important details about the pros and cons of a particular matter. Therefore, it is helpful to share information and examples that clearly demonstrate the impact or benefits associated with a particular issue or piece of legislation.

Be Political

Members of Congress want to represent the best interests of their district or state. Wherever possible, demonstrate the connection between what you are requesting and the interests of the

member's constituency. If possible, describe for the member how you or your society can be of assistance to him/her. Where it is appropriate, remember to ask for a commitment.

Be Responsive

Be prepared to answer questions or provide additional information, in the event the member expresses interest or asks questions. Follow up the meeting with a thank-you letter that outlines the different points covered during the meeting, and send along any additional information and materials requested.

The Legislative Process 101

Anyone may draft a bill. However, only members of Congress can introduce legislation, and by doing so become the sponsor(s). There are four basic types of legislation: bills, joint resolutions, concurrent resolutions, and simple resolutions. The official legislative process begins when a bill or resolution is numbered (H.R. signifies a House bill and S. a Senate bill), referred to a committee, and printed by the Government Printing Office.

Step 1: Referral to Committee

With few exceptions, bills are referred to standing committees in the House or Senate, according to carefully delineated rules of procedure.

Step 2: Committee Action

When a bill reaches a committee, it is placed on the committee's calendar. A bill can be referred to a subcommittee or considered by the committee as a whole. It is at this point that a bill is examined carefully and its chances for passage are determined. If the committee does not act on a bill, it is the equivalent of killing it.

Step 3: Subcommittee Review

Often, bills are referred to a subcommittee for study and hearings. Hearings provide the opportunity to put on the record the views of the Executive Branch, experts, other public officials, supporters and opponents of the legislation. Testimony can be given in person or submitted as a written statement.

Step 4: Mark-Up

When the hearings are completed, the subcommittee may meet to "mark up" the bill, that is, make changes and amendments prior to recommending the bill to the full committee. If a subcommittee votes not to report legislation to the full committee, the bill dies.

Step 5: Committee Action to Report a Bill

After receiving a subcommittee's report on a bill, the full committee can conduct further study and hearings, or it can vote on the subcommittee's recommendations and any proposed amendments. The full committee then votes on its recommendation to the House or Senate. This procedure is called "ordering a bill reported."

Step 6: Publication of a Written Report

After a committee votes to have a bill reported, the committee chairman instructs staff to prepare

a written report on the bill. This report describes the intent and scope of the legislation, impact on existing laws and programs, position of the executive branch, and views of dissenting members of the committee.

Step 7: Scheduling Floor Action

After a bill is reported back to the chamber where it originated, it is placed in chronological order on the calendar. In the House there are several different legislative calendars, and the Speaker and majority leader largely determine if, when, and in what order bills come up. In the Senate there is only one legislative calendar.

Step 8: Debate

When a bill reaches the floor of the House or Senate, there are rules or procedures governing the debate on legislation. These rules determine the conditions and amount of time allocated for general debate.

Step 9: Voting

After the debate and the approval of any amendments, the bill is passed or defeated by the members voting.

Step 10: Referral to Other Chamber

When a bill is passed by the House or the Senate, it is referred to the other chamber, where it usually follows the same route through committee and floor action. This chamber may approve the bill as received, reject it, ignore it, or change it.

Step 11: Conference Committee Action

If only minor changes are made to a bill by the other chamber, it is common for the legislation to go back to the first chamber for concurrence. However, when the actions of the other chamber significantly alter the bill, a conference committee is formed to reconcile the differences between the House and Senate versions. If the conferees are unable to reach agreement, the legislation dies. If agreement is reached, a conference report is prepared describing the committee members' recommendations for changes. Both the House and the Senate must approve of the conference report.

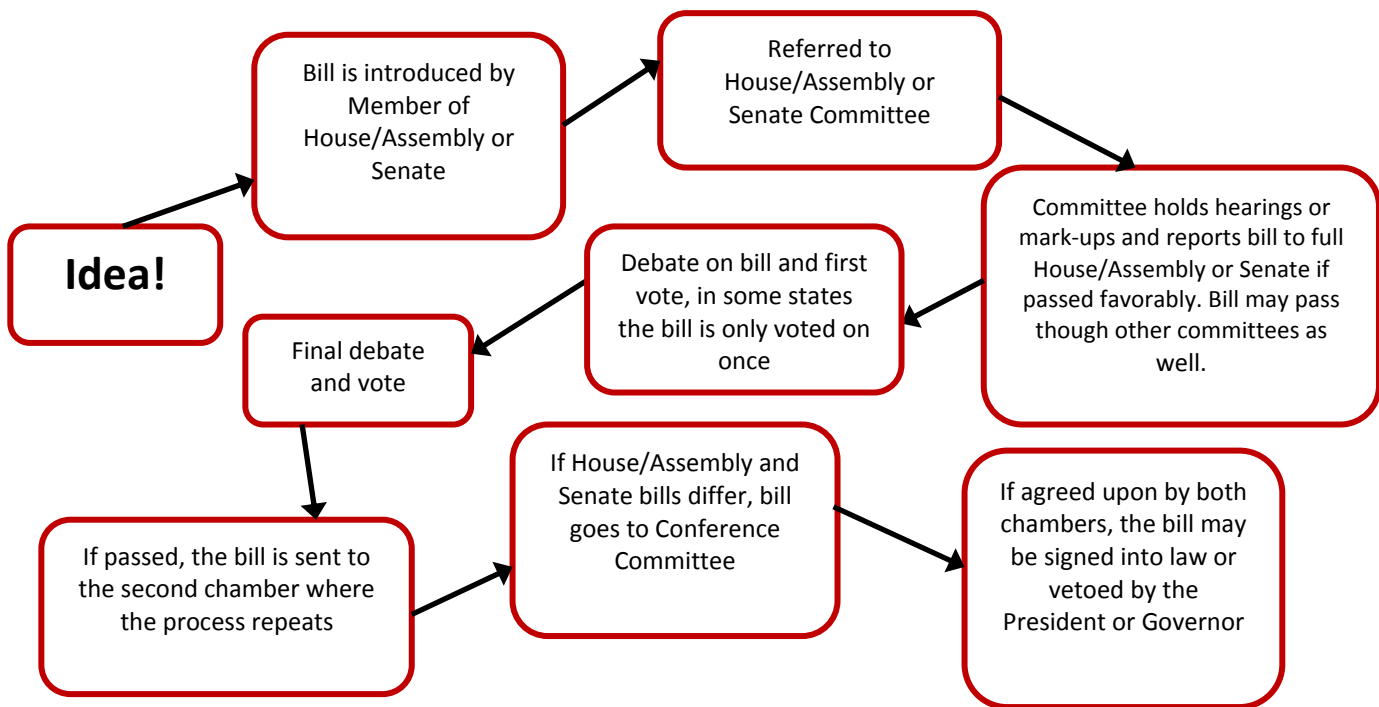
Step 12: Final Actions

After a bill has been approved by both the House and Senate in identical form, it is sent to the President. If the President approves of the legislation, he signs it and it becomes law. The President may also take no action for ten days while Congress is in session, and the bill automatically becomes law. If the President opposes the bill, he can veto it; or, if he takes no action after the Congress has adjourned its second session, it is a "pocket veto" and the legislation dies.

Step 13: Overriding a Veto

If the President vetoes a bill, Congress may attempt to "override the veto." This requires a two-thirds roll call vote of the members who are present in sufficient numbers for a quorum.

Legislative Process Flow Chart



Payer Advocacy

It is important for members to take a proactive role towards payer coverage for ENT procedures in their locales. They should keep their local/state societies and the Academy abreast of any issues they encounter with public and private insurers. These issues may involve, but are not limited to, insurers inappropriately bundling separate procedures performed on the same date of service, aberrantly denying clinically efficacious ENT procedures, not following generally accepted Current Procedural Terminology, etc. Similar to the strategy for state legislative action, we encourage rapid response, information sharing, and collaboration.

Strategy for Payer Advocacy

1. Maintenance of an open line of communication between Academy staff and membership.
2. Members' initial role:
 - Information Sharing (Private Payers): Members who experience coverage issues on a national level should contact the Academy's Health Policy department to report the problem. Members will need to submit redacted copies of denial letters, medical records, explanation of benefits, and any relevant insurer coverage policies. We encourage members to contact their state specialty societies if the coverage issue is limited to their state.
 - Information Sharing (Medicare): Members can contact the Academy to find out about their ENT Medicare Carrier Advisory Committee (CAC) member to address and share any specific coverage issues with their Medicare contractors. The Research, Quality Improvement, and Health Policy staff will work with the ENT CAC member to resolve the issue. Members should be prepared to submit redacted medical documentation and other supporting materials.
 - Contacting Insurer's Medical Directors: Members should contact the medical directors of their contracted health plans to try to resolve the issue, as well as to provide clinical justification and documentation for coding and billing for the procedures in question.
3. Academy's initial role:
 - Identification: The Academy will identify and track regulations and coverage policies. We encourage members, state and regional societies to report any national coverage problems that they encounter.
 - Updates: The Academy will disseminate information on our national payer advocacy initiatives through our weekly e-newsletter (*The News*), our monthly publication (the *Bulletin*) and our website.
 - Alerts: The Academy will issue immediate regulatory and payer advocacy alerts to membership using email and social media. These alerts will inform members and encourage them to report any similar problems they are experiencing with other payers.
4. Academy's advocacy efforts:

- Advocacy Letters from the Academy: The Academy (in conjunction with one of the Academy's committees) will draft a letter to the payers, including supporting scientific literature to bolster our argument against the insurer's negative coverage, if warranted.
- Reviewing Medical Policies from National Insurers: The Academy will coordinate medical policy reviews submitted from national private and public payers to ensure that insurers receive timely and pertinent information as they make coverage decisions for ENT procedures.

Available Health Policy Resources

The Academy's website has many resources that members can use as supporting information when submitting claims or appealing denials from private and public health insurers. If you submitted a claim to the insurer that was wrongly denied, we urge you to appeal the case and take advantage of the coding and appeals resources we have available (listed below).

CPT for ENT articles:

<http://www.entnet.org/Practice/cptENT.cfm>

Policy Statements:

<http://www.entnet.org/Practice/policystatements.cfm>

Clinical Practice Guidelines:

<http://www.entnet.org/Practice/clinicalPracticeguidelines.cfm>

Business of Medicine Resources (includes links to the Academy's Socioeconomic Surveys, information on Medicare's initiatives, etc):

<http://www.entnet.org/Practice/practiceResources.cfm#advocacy>

Coding and practice management conferences and webinars:

<http://www.entnet.org/conferencesandevents/codingworkshops.cfm>

The Academy also has a coding hotline available as a benefit to members. The coding hotline can be reached at 1-800-584-7773. Members will need to provide their Academy member identification numbers.

Communication

Communicating with Members

Societies are based on the need for people with similar interests to acquire and share information that is usually not readily available elsewhere. As a result, communications are critical to the success of an organization hoping to improve, enhance, and strengthen its relationship internally and externally. Several internal (society-wide) communications vehicles can be used to enhance communication:

- Society newsletter (monthly, quarterly, or semi-annually)
- Electronic newsletter or bulletin boards
- Web page
- Email alerts
- Surveys
- Board reports
- Minutes
- Fax broadcasts
- Toll-free telephone numbers
- Focus groups
- Twitter
- Facebook

Effective communication has five characteristics: it is timely, uses appropriate format, has an appropriate frequency, reaches the right audience, and is implemented properly. Whatever your communication vehicle, ensure that it is clear, concise, and timely. If you are expecting feedback from members, give ample turnaround time for feedback and clearly indicate deadlines for responses and appropriate contacts.

Communicating with the BOG and Academy Staff

The BOG and its staff serve as a resource for local societies. Email and telephone communication is preferred. Communications from the BOG should be shared with the membership of your society. The BOG has monthly articles in the *Bulletin*. In addition, the BOG has updated its website with many new resources for BOG societies.

Here are some important opportunities for enhanced communication with the BOG:

- Share information received from the BOG Spring Meeting and the Joint Surgical Advocacy Conference (JSAC) and BOG meetings in the fall with your member during your annual meeting.
- Complete the biannual BOG society report form.
- Respond to calls for resolutions.
- Respond and follow up with legislative alerts.
- Respond and follow up with public relations alerts and initiatives.

- Report socioeconomic and legislative trends in your state to BOG staff.
- Attend committee meetings and participate, particularly if you are a committee member.
- Send your meeting dates to BOG staff for promotion on the BOG portion of the Academy website.
- Contribute an article for the BOG page in the *Bulletin*.
- Periodically visit the BOG website at <http://www.entnet.org/community/governors.cfm>.

If you are unsure of whom to contact at the BOG, simply send an email to bog@entnet.org. This email reaches the department director and staff.

Communicating with the Public

The public, especially patients, is a critical audience in a managed care system. Your local society should establish a Communications/Public Relations Committee to:

- Educate the public about the skills and training of ENT specialists;
- Advise the public of disorders treated and the procedures performed by ENT specialists;
- Describe the typical responsibilities and rights of patients;
- Introduce the public to local specialists; and
- Disseminate Academy-wide messages and platforms.

When the public is acquainted with the skills and training of otolaryngologists, they are more likely to request their services than if they cannot differentiate ENTs from primary care physicians.

Use the Academy's monthly mini-campaigns and other resources, like patient information brochures, that help educate the public. In addition, download and review the Academy's Grassroots Media and Public Relations handbook, available online at <http://www.entnet.org/Community/outreach.cfm>.

Your Public Relations Committee can reach out to local community organizations and offer to speak at their meetings. By educating community members about the ENT specialty, they will be more likely to know who otolaryngologists are, and when they need the care of an ENT specialist.

Community Outreach Ideas:

- Teach an adult education class in your local school district.
- Request a local media list from the Academy's national media and public relations staff at newsroom@entnet.org. Email local reporters to let them know you are an expert available for interviews.
- Co-sponsor community events.
- Host a local access cable television show or serve as a medical expert for local talk radio programs.
- Participate in community health fairs.
- Teach local school children about what an otolaryngologist does. Prepare colorful informative flyers they can take home to their parents.

- Participate in Academy-wide public education initiatives.
- Nominate a reporter that you have worked with for the Academy's national Excellence in Otolaryngology Journalism Award.
- Send account of activities to bog@entnet.org.

Communicating with the Media

Through the Academy's media relations program, BOG Public Relations Representatives can work to:

- Link individual societies to respective media markets (for example, the Long Island Society would be affiliated to Long Island media, e.g. *Newsday*, but not to metropolitan New York City media). Targeted local media lists are available upon request by emailing newsroom@entnet.org. Such media may be combined for dissemination to state and regional societies.
- Act as the society's conduit for dissemination of Academy public relations tools and coordinate the society's participation when an alert is sent or campaign launched.

Board of Governors Public Relations Representatives are required to:

- Report awards either granted or received by individual societies or by the Board of Governors. The Academy will disseminate news releases to local media.
- Have members enroll in the media relations database.
- Submit a report on local society activities.
- Read the *Bulletin* for monthly public relations calendar and related activities.
- Alert colleagues when new public outreach campaign materials are made available and report to the Academy when these resources have been used at the grassroots level.

The Academy has provided the detailed Grassroots Media and Public Relations handbook available to members at <http://www.entnet.org/Community/outreach.cfm>. This one-stop resource gives an A-to-Z explanation of what goes into effective media and public relations activities and how the Academy is working to promote the field of otolaryngology.

Serving as a Media Resource

To be effective in getting your message out, members of your society will need to position themselves as an information resource for reporters—someone they can turn to for background information and quick facts. You will find that the more visible your members and the specialty become, the more the media may call you for reference materials, facts, comments, appearances, guidance on coverage, and general insight. Contact the Academy Media Relations staff to give you support and help at newsroom@entnet.org.

You should view the informational responsibility as a mutually beneficial part of your job. While the reporter is gaining information and story ideas from you, you are gaining exposure to the community and an opportunity to educate the public about otolaryngology.

Serving as a media resource takes an initial time commitment and basic follow-up. However, once you establish a positive reputation with the media (responding quickly to requests,

providing solid and useful information), they will return to you when they need additional information or a spokesperson for new stories. Building relationships with the media is one of the most important activities you can undertake.

In addition, once you become visible within the media, a snowball effect will occur. For example, if a new study is released in your morning newspaper and you contribute a quote to a story, a local television or radio news producer may see your quote and invite you to appear or speak about the study on an evening news program. Remember to report back your experience to the Academy to get even more coverage as we disseminate your activity.

Make Initial Contact

To make initial contact with a reporter or editor, you should send a packet of information introducing yourself. This packet should include the following:

- Information about your practice (any promotional material you may have, a list of your specialties, the conditions you treat, and the location);
- The leaflet “What Is an Otolaryngologist;”
- Information about your local or regional society—information on specific projects, services, and membership demographics;
- Information about the specialty—any promotional or educational material you may have, including patient education leaflets and statistics about certain conditions and treatments;
- Information about the healthcare climate—data on the cost and health benefits of referrals to specialists (otolaryngologists in particular), information on the percentage of managed care penetration in your area;
- Your website address;
- A business card with all relevant contact information; and
- A cover letter introducing yourself, the role you play in the community, the types of information you are able to provide and discuss, and possible stories in which you might play a role.

After sending this packet of information, follow up about a week later to make sure the reporter received your material and encourage him or her to keep it on file if he or she ever needs a spokesperson, a quote, or background information for a medical story.

While making calls to the media, you should remember the following tips:

- Never call when you know a reporter is on deadline. The best time to call is between 10 AM and 2 PM.
- Ask if a reporter is busy. If the answer is yes, ask when you can call back.
- Keep a log of media responses. Keep close track of each reporter’s response, particularly if you need to call back.
- Reinforce how and why your story will appeal to the reporter’s readers, listeners, or viewers.
- Bend over backwards to respond to reporters’ requests—they will remember your helpfulness and reward it with future placements. If you cannot respond in their time frame, recommend a colleague.

Communicating with Healthcare Partners

Encourage your society's members to communicate with their local healthcare partners like primary care physicians (PCPs), physician assistants (PAs), nurse practitioners (NPs), and medical students. Many of these healthcare providers may not have been required to complete an otolaryngology rotation during their medical training. Provide them with objective information to help them treat their patients and demonstrate how appropriate referrals will increase the quality of care, reduce costs, and improve patient satisfaction. If you do not have time to create your own presentation, check out the Academy's peer-reviewed lectures designed specifically for this purpose at <http://www.entnet.org/mktplace/sls.cfm>.

Make sure to promote the Academy's free resources designed to educate PCPs, NPs, PAs, medical students, and any health professional who encounters patients with otolaryngologic symptoms. Clinical Otolaryngology OnLine (COOL) consists of interactive patient scenarios that make use of the latest e-learning technology to prepare the learner for a variety of common otolaryngologic problems: <http://www.entnet.org/cool>. Primary Care Otolaryngology Online is a concise and informative handbook on otolaryngology written for medical students and allied health professionals: <http://www.entnet.org/mktplace/primaryCare.cfm>. For more information regarding the Academy's educational products, contact us at ce@entnet.org.

Get Them while They're Young

Your society can make a concerted effort to reach out to primary care physicians by having members invite medical students, not just residents, to rotate through their practices. They are younger, more impressionable, and have not necessarily made up their minds yet about where they are going. More importantly, your members will be taking an important step to educate them about otolaryngology.

Go on the Lecture Circuit

Encourage your members to offer lectures about your specialty to primary care physicians, medical students, and allied health professionals in hospitals or other settings.

Speaking to the Medical Community

Speaking to the medical community about otolaryngology or the importance of access to specialty care can help you gain visibility with decision-makers, while conveying important educational information about your specialty. Take advantage of the numerous opportunities to speak with your colleagues. For example, encourage members of your society to forge relationships with the president of your state or regional medical society and schedule time to speak with members of your society to discuss new treatments, patient safety, and quality guidelines in otolaryngology, or new contract negotiation techniques at your hospital's Grand Rounds.

Your society must build and nurture collaborative relationships with your state medical society. They can be a useful source of information and help with lobbying your state legislators on key legislation affecting otolaryngologists.

Meetings Management

Getting organized is essential when planning successful Board and local/state society meetings. Planning for your society's event should be a well-thought-out process. Meetings are the most obvious membership benefit. If programs are effectively presented, the chances are that your membership will increase. Following are guidelines for planning and executing your next meeting or event.

Planning for Your Society's Meeting

BOG Meetings

- The Board of Governors meets twice each year, once in the spring, and in the fall prior to the AAO-HNSF Annual Meeting & OTO EXPO. The BOG provides an opportunity for members to discuss socioeconomic, legislative, public relations, and legal issues of importance to members. Further, members are encouraged to visit their legislators on the Hill to discuss legislative issues of concern for otolaryngologists.
- These meetings offer an opportunity for members to become intricately involved in BOG activities, including serving as an officer of the BOG or a committee member. Your society's meeting can be planned in conjunction with these meetings and additional meetings can be scheduled throughout the year as needed.

Promoting Your Meeting

Meeting planning should address the "five W's:"

- **Why** are we planning this event? Set educational and financial objectives. Continuing education accreditors require that educational objectives be written using behavioral terms, which are measurable.
- **Who** is the target audience? How many people will come?
- **What** do we want this meeting to communicate? Broad or narrow scope? Basic or advanced? Collect and use needs assessment data from members and audience.
- **When**—Determine duration and select dates of the meeting taking into consideration seasonal factors, national and religious holidays, and other events scheduled on or near the selected dates.
- **Where**—Select a city taking into consideration target population, facilities available, accessibility, cost, and appeal. Determine a facility setting, a hotel or an academic/medical facility.

Advertising Your Event

Use the many free advertising opportunities available to you first before considering spending your society's limited resources:

- BOG eNews (bi-monthly)
- BOG website
- Your society's website
- Your society's newsletter
- Neighboring societies newsletters and website

- Flyers
- Hospital bulletin boards
- Email lists to colleagues

Meeting/Event Notice

Your notice should be clear and concise with all relevant information, including:

- Who is the speaker? Provide a brief speaker biography.
- What is the topic?
- What is the meeting date? Time? Place?
- What is the cost?

Meeting Expenses to Consider

Meeting room charge: If you decide to use a hotel, make sure to compare prices, as almost everything is negotiable with a hotel. If you use an academic institution or hospital as a site, you are less likely to be able to negotiate charges, although sometimes there is no charge if individuals on the program are affiliated with the institution. If only one meeting room is necessary and a meal function is scheduled, the charges for the space may be negotiable.

Audio visual (A/V): Charges for equipment are very competitive. Service is an important factor in choosing a vendor. Academic institutions often have A/V equipment available at little or no charge, and students are available to work as projectionists at reasonable hourly rates. To control costs, try to obtain equipment on loan.

Food and beverage: Costs can be expensive in hotels, although prices are negotiable to some extent. Industry sponsorship can help defray costs of coffee breaks and meal functions. Check the new PhRMA guidelines to ensure that sponsors are allowed to support food and beverage.

Printing: Get bids for graphics and printing. Choose a printer who knows the “tricks of the trade” to save you money and who will work with you within your budget and on tight deadlines.

Speaker expenses: Establish a speaker expense policy and provide it to speakers in writing. Set limits on travel costs, per diem, and hotel stays. Look for local speakers first.

Labor: Hotel employee wages vary greatly and certain costs are not included in the cost of the meeting room. For example, a simple function like setting up a microphone may cost you hourly wages for a “sound man” for a minimum of four hours. This may also be the case when hiring professional A/V projectionists. Another labor expenditure to consider is the hiring of temporary on-site registration personnel.

Miscellaneous: If you are unsure about any costs or fees when booking a meeting at a hotel property, ask the hotel to provide you with an estimate that includes taxes and service charge fees before agreeing to book the meeting.

Meeting supply checklist

- Laptop
- Name tags
- Ribbons (speakers, committee members, Board, staff)
- Cash box & change
- Receipts
- Markers
- Attendee pre-registration report
- Sponsor signs
- Evaluation forms
- Handouts from speakers
- Society banner
- Copies of hotel contracts
- A/V order
- Agenda or program copies

Creating an Agenda for Your Event/Meeting

- Identify and determine the purpose of the meeting/event.
- Identify desired outcomes.
- Make the agenda manageable. Do not include more items than can be handled within the stipulated time frame.
- Allow sufficient time to discuss action items.
- Minimize oral reports of old business by providing written reports.
- Each agenda item should have the responsible party's name attached to it with time allocated if possible.

Giving Reports

- Give a simple background statement of the issue.
- List your findings.
- Explain how the findings affect the society.
- Ask for questions.
- If your report calls for action, propose the action.
- Summarize.
- If appropriate, make a resolution for the action.

Speakers

- Involve society members as both moderators and speakers.
- Draw upon the staff at AAO-HNS/F.
- Consider inviting the Academy Board members and BOG Executive Committee members as speakers.

Program Evaluation Form

Here are some questions you may want to ask your attendees to help you evaluate your program, to help with future planning:

- How would you rate this meeting? Give them options to choose from—either a numerical rating or “poor to excellent.”
- How would you rate the featured speaker(s)? List the names if there were more than one.
- What topics would you like to see covered in the future? Give them space to answer this question.
- Overall, how would you rate the quality/content/presentation of this seminar/meeting?
- Give suggestions for topics and speakers for future meetings.
- Would you recommend this seminar to your colleagues?
- Give suggestions for future locations?
- Questions about the facility—accessibility, comfort, and service.

Follow-up from the meeting:

- No decision can go forward until a member of the Board has been assigned to carry it out.
- Speak with your Coordinators/Directors and others about any revisions to their specific tasks as a result of the meeting.
- Develop a list for action and for follow-up with others on the Board, with timelines of your own responsibilities.
- Check with members who have not attended meetings.
- Send meeting minutes and any other relevant materials to all members.
- Evaluation of meetings: if you are providing continuing education credit, be aware that certain ACCME requirements for specific questions be asked on evaluation forms. Become familiar with these requirements. You should assign someone on the committee the responsibility for CME requirements.

Membership Development

Membership Recruitment

Members are very important in any professional society. In order to grow and thrive, your society must continue to recruit new members and strive to retain current ones. If your society is a dues-paying organization, you must have valuable benefits to offer potential members to entice them to join your organization. People join organizations for a variety of reasons, including networking, leadership opportunities, discounts on a variety of goods and services, educational products, and professional development opportunities.

In order to recruit effectively:

- You must know in detail what you have to sell/offer and the advantages of membership in your society.
- You must know who the potential targets (prospects) are in your area.

A critical element to the success of any membership recruitment campaign is planning and organization. You must identify a membership committee whose primary duty will be to determine your recruitment strategy. Your membership committee will:

- Determine your recruitment campaign schedule
- Identify prospective members (your targets)
- Promote or market membership benefits to those targets
- Follow up with prospects to “close the sale.”

Your recruitment campaign should be strategically scheduled to attract the targets you are trying to reach. For example, do not schedule a membership recruitment campaign the week before a major holiday. You may want to schedule a campaign two to three months prior to a popular event such as your annual meeting, so that you could offer discounts as incentives to join.

There are a number of sources from which to identify prospects (targets):

- New otolaryngologists who have just moved into your area, Academy members in your state who are not members of your society, and/or recent graduates from local residency and fellowship programs. Contact the Member Services department at memberservices@entnet.org for more information on obtaining these lists.
- Target those who attend your society’s educational events but are not members.
- Target those who write articles for your newsletter or are speakers and live in your area but are not members.
- Target your colleagues who have not taken that important step to join.
- Target current residents and fellows/members-in-training.
- Target diverse groups such as women and minorities.

How to Approach your Prospects

Once you have identified your target, your committee must decide how to approach them and market to them. This can be via a variety of ways:

- Direct mail: Mail a brochure or flyer explaining your membership benefits. A letter must accompany the brochure or flyer from the local society's president or membership committee chair, inviting the prospect to join.
- Telephone: Make telephone calls if a relationship already exists. The member making the telephone call must be able to clearly present the value of the society to the prospects.
- Face-to-face direct contact: Ask someone to join. The member asking the prospect to join must be able to clearly articulate the society's benefits and value to the prospects.
- Combination of the above.

Your promotional material should include the following information:

- Your society's name, address, and contact information
- Your society's profile: history, current number of members, number of meetings
- Membership criteria
- Dues amount
- List membership benefits
- Deadline to return application
- Include any special promotions or offers as necessary.

Some benefits to consider when promoting your society:

- Low-cost, close proximity scientific meetings offering continuing medical education (CME) credits.
- Opportunity to discuss timely topics with quality speakers on issues affecting the specialty at the local/regional level.
- Networking with peers in your region—sharing and gaining valuable experience from colleagues.
- Leadership opportunities at the local and national level—opportunity to serve as BOG representative to the Academy.
- Opportunity to collaborate on important projects with local leaders in the field.
- Opportunities to promote your practice and gain visibility through our public education program.
- Opportunity to actively participate and shape local legislation affecting otolaryngology.
- Problem-solving resource.

Membership benefits are a very important recruitment tool. The more valuable your benefits, the easier it is to promote and sell your society to prospects. Your membership committee may be able to come up with additional benefits your society has to offer.

Sample Recruitment Letter

Dear X:

YOU ARE INVITED TO JOIN [society's name]

You are invited to join the [society name]. As an otolaryngologist who has participated in one or

more of our programs and services, [society name] has numerous other opportunities in store for you!

Membership in [society's name] is for you if you:

- Are a community practitioner, educator, or researcher in the field of otolaryngology
- Have been affected by reduced reimbursement and scope-of-practice issues
- Want to make a difference via the legislative process.

In today's healthcare environment, other medical and healthcare professionals compete with us to treat patients with otolaryngology-related problems. [Society's name] provides an opportunity for you to interact with and learn from its multidisciplinary membership with expertise as practicing clinicians, educators, and researchers. You will be more than equipped to reap the benefits of multidisciplinary skills, which will ensure that you remain on the competitive edge of your profession.

Our membership in the Board of Governors grassroots organization of the American Academy of Otolaryngology—Head and Neck Surgery (AAO-HNS) offers us national recognition, and an opportunity to participate and be informed of local and national socioeconomic, legislative, and public relations issues affecting our specialty.

[Society's name] provides a variety of low-cost programs to help you earn continuing medical education credits with less time away from your patients. Also, in the near future, watch for other convenient and timesaving distance-learning opportunities designed to help you succeed in your career. We offer our members an opportunity to promote their practice and gain visibility through our public education program, and to actively participate and shape local legislation affecting otolaryngology.

Review the enclosed membership brochure [or flyer] to find out about the numerous other benefits and services that [society's name] provides for its members. **Complete your application today and join us.**

[Society's name] is committed to developing and enhancing our members' professional careers, and to helping shape our specialty!

Sincerely,

President
[Society's name]
email address
telephone number

Membership Retention

Membership retention starts the first day a member is recruited. How? Every new member must be treated in such a way that he/she feels comfortable and excited to participate and renew their membership each year. Societies that are the most successful in accomplishing their goals are the ones that make a concerted effort to involve as many of their members as possible in their activities. Remember, your members are constantly being sought out by other organizations for their time and resources. Your job is to convince them that their efforts and involvement with your society are an important part in enriching not only their activities with your society, but their professional career as well.

Retention strategies to consider for new members:

- Send a thank you/welcome letter upon receiving their application to join.
- Ensure clear and concise communication when dealing with new members. Remember that they are not familiar with your society's programs and services.
- Ensure that their contact and professional information is correct in your database so that they are addressed correctly and easily contacted.
- Ensure a smooth and effortless registration process to your events.
- As first-time attendees to your events, ensure that they have a buddy or someone in a leadership position who can show them around and introduce them to other members and leaders.

Retention strategies to consider for existing members:

- Ensure efficient, accurate, and timely membership renewals. Develop a schedule and stick to it.
- Send a renewal notice with a letter from the president or membership committee chair thanking the member for maintaining their membership in the past year, explain recent accomplishments, and share future goals.
- Ask members to renew more than once. Assume that they may not have seen the first notice or were too busy to respond.
- Ensure effective customer service—be responsive and helpful.
- Ensure 90% accuracy of your membership database—it helps to mail or email materials to the correct contact address.
- Promote membership programs, services, and opportunities to your members in your newsletter, website, or via a listserv or bulletin board.
- Send exit surveys to members who have decided not to renew their membership to find out why.
- Develop a member retention and recognition program for 5, 10, 15, and 25 year milestones.
- Contact those members who have dropped their membership for over a year. Let them know things have changed and you want them back.
- Survey your members annually, biannually, or after every event to find out what their needs are, and try to meet those needs.

Sample Renewal Thank You/Acknowledgement Letter

Dear X:

Thank you for renewing your membership this year. Your membership dues continue to support [SOCIETY'S NAME] growth and development as we move into our new fiscal year.

The leadership of our society is constantly striving to implement programs and services to meet the needs of our members. We are always interested in knowing your thoughts. You may use the bottom half of this letter to forward suggestions, comments and thoughts to me. Alternatively, do not hesitate to contact me directly at [email and telephone]

Sincerely,

Membership Committee Chair

PLEASE SHARE YOUR COMMENTS, SUGGESTIONS, OR THOUGHTS WITH US:
YOU MAY FAX TO ATTN: [membership committee chair fax or email]

Name: _____

Tel #: _____

Email: _____

Tell us how we can help you:

Membership Dues

Societies may charge membership dues on an annual basis. However, the value of the society's benefits must be appropriate to the amount of dues charged. While dues are a steady source of income, they are not the only source of revenue that a society must generate. Your dues amounts must be reflected in your membership category. Typically, residents and fellows-in-training, or even young physicians, pay fewer dues than regular fellows/members. However, you must ensure that the cost of meeting registration, books, journals, etc., is cheaper for members than non-members.

Awards and Recognition

Board of Governors Awards

The Model Society and Practitioner Excellence awards are the most prestigious BOG awards. These awards, respectively, provide an opportunity to showcase your society or recognize a colleague for their outstanding contributions to the Academy, community, and specialty. Nominations should be forwarded to BOG staff in February each year. Visit <http://www.entnet.org/Community/boardofGovernorsPrograms.cfm> after each year's annual meeting to download an application for each award.

AAO-HNS Awards

The Honor Award and Distinguished Service Award (DSA) are part of the Academy's system for recognizing meritorious service. Members receive honor points for participation in a variety of activities and leadership roles.

The Honor Award is the first award a member can obtain for participation in certain activities. A member can earn only one Honor Award in a lifetime. To receive an Honor Award, a member must earn ten volunteer service points over a minimum of five years. The Honor Award point system is constructed to promote recognition not only for the quantity of service, but also for the variety and longevity of service. A maximum of two points, each of which must come from a different category of service, can be accrued each year.

The Distinguished Service Award is recognition of volunteer service beyond the level of an Honor Award. Members receive the Distinguished Service Award once they accumulate 50 honor points, including the ten points received for an Honor Award. There is no limit on the number of Distinguished Service Awards a member may receive. All honor points, regardless of quantity earned in each category in a year, are credited toward the DSA.

Members receive honor points for participating in a variety of activities and leadership roles, including:

- Academy and/or Foundation committee membership
- Exceptional service on a committee
- Annual meeting course instructor, paper presenter, or poster presenter
- Joint Surgical Advocacy Conference (JSAC) attendee
- BOG Spring Meeting attendee
- Officers and members of the Board of Directors
- Journal Editorial Board and Associate Editors
- BEST ENT Clinical Research Network
- CORE Study Section

Society Recognition of Volunteers

Members who have made outstanding contributions to the society in the spirit of volunteerism should be recognized and rewarded for outstanding service and dedication to otolaryngology. Create a reward program to recognize these members, thus improving and increasing your members' involvement. See below for a sample Distinguished Service Award form.

Sample Distinguished Service Award Form

Nominee:

(Print or type clearly and enter the nominee's name exactly as you would like it to appear on the award.)

Nominator

Name:

Telephone: _____

Email: _____

[Society name] Distinguished Service Award Instructions:

1. Complete and submit this application. Include additional materials as necessary.
2. Applications must be submitted no later than [DATE].

Question 1: Describe the contributions the nominee has made to the society.

Question 2: Describe the impact the efforts of the nominee have had on the society.