

AMWA BOARD OF DIRECTORS (BOD) MANUAL – April 2017

INTRODUCTION

A nonprofit 501(c)(3) association, AMWA promotes excellence in medical communication by bringing together communicators in the medical and allied health professions throughout the world by offering an extensive educational program, providing a forum for networking and interactive meetings, maintaining a code of ethics, and publishing the *AMWA Journal*. Membership is diverse and includes writers and editors in medical advertising and marketing, pharmaceutical, biotechnology, and academic settings; journal editors; multimedia producers; public relations and communications specialists; publishers; researchers; scriptwriters; statisticians and translators—anyone involved in any aspect of medical communication.

Governance

AMWA's Constitution and Bylaws are its governing documents. The organization is governed by its officers (president, president-elect, treasurer, secretary, immediate past president, executive director {ex officio}), the Executive Committee (EC), and the Board of Directors (BOD). The roles and responsibilities of these groups is defined within this document. Meetings of the EC and BOD follow *Robert's Rules of Order*.

AMWA Headquarters (HQ) Office

AMWA HQ is staffed by the executive director and other professional employees. Office hours are Monday–Friday, 8:30 am–5:00 pm (Eastern Time). Address: 30 West Gude Drive, Suite 525, Rockville, MD 20850-4347; phone: (240) 238-0940. Staff contact information is available on the AMWA website.

AMWA OFFICERS or ADMINISTRATIVE REVIEW COMMITTEE (ARC)

The Administrative Review Committee (ARC) comprises the elected officers and the executive director (ex officio). The elected officers of AMWA are the president, president-elect, secretary, treasurer, and immediate past president. Officers assume their responsibilities immediately after the election at the annual business meeting in the fall. Each officer serves for a term of 1 year or until a successor has been duly elected. The function of this group is to provide consultative advice to the president and executive director on policy and procedural issues and manage the flow of business and information to AMWA's EC and BOD. The officers meet monthly by conference call, as well as at meetings of the AMWA EC and BOD, to review the plans, resources, challenges, and accomplishments of the organization.

The officers, as representatives of the EC and BOD, review the executive director's performance each year. The officers serve as the Grievance Process Committee for AMWA.

The requirements for each officer are detailed in Article III of the AMWA Bylaws (Article III, Section 1). All officers should be familiar with and adhere to AMWA's policies (see Appendix 3).

EXECUTIVE COMMITTEE (EC)

The EC is composed of the officers and department administrators. Each administrator is an ex officio member of any committee or work group in his or her department. Department administrators report to the president and EC and, through the EC, to the BOD and the membership. The AMWA officers (ARC) may change the number of administrators, their titles, and their responsibilities to meet the current needs of the association. The list of departments, department titles, and department administrators is presented to the BOD for approval.

The EC administers and executes the policies and functions of AMWA and, between BOD meetings, performs functions that are not specifically vested in the BOD. The EC consists of the officers, the department administrators, one member-at-large, and the executive director (ex officio); EC members are members of the BOD.

An EC member's term is for 1 year (renewable), extending from the BOD meeting at the annual conference to the BOD meeting at the next annual conference.

Overall responsibilities of EC members

The responsibilities of EC members include the following.

- Commit adequate time to prepare for and attend four EC meetings annually
- Make decisions based on knowledge and fact, exercising due diligence
- Work with appropriate staff liaison to develop the department/committee goals and work plan for the year
- Write quarterly EC report, including discussion or action items necessary for leadership review, for each EC and BOD meeting; submit to the president and executive director, who will distribute to the EC or BOD
- Share news with other EC members, the *AMWA Journal* editor, members, and HQ, as appropriate, to promote the activities of the EC member's committee or department
- Facilitate diversity of perspective on committees and work groups (when possible) to represent different areas of expertise, years of experience, etc.
- Determine the need for ad hoc work groups or subcommittees and appoint chairs, as appropriate
- Be familiar with and adhere to all AMWA policies (see Appendix 3. Policies)
- Attend leadership orientation and educational opportunities that enhance governance role
- Be attentive to trends, issues, opportunities, and challenges affecting the organization and its members
- Review the Strategic Plan priorities and goals to ensure that the objectives and the organization's activities focus on the needs of members and the profession and fulfill AMWA's mission
- Ensure that future leaders are developed and motivated to govern the organization

BOARD OF DIRECTORS (BOD)

The BOD formulates the policies and programs of AMWA in accordance with the objectives stated in Article II of the Constitution. The BOD approves appointment of members to the Board administrative standing committees, approves the budget, approves the slate of nominees for elected office, approves proposed amendments to the Constitution before submitting them to the membership, approves amendments to the Bylaws, approves nominations for fellowships, and fulfills such other duties as are specifically mentioned in the Constitution and Bylaws. The BOD delegates to the EC the execution of AMWA policies and functions when the BOD is not in session.

The BOD consists of the officers, the EC, the chapter delegates, and the executive director (ex officio). Each member of the BOD except the executive director is a voting member.

The BOD convenes at least 2 times a year: at the annual conference each fall and in the spring.

Roles of the EC, BOD, and Staff

AMWA members have a right to expect that their organization conducts its affairs in an efficient, competent, ethical, and innovative fashion, while being responsive to members and stakeholders. Effective governance and management requires maximum commitment and performance by both the EC and the executive director. Such an effort requires that the EC, BOD, and executive director recognize and focus on their distinct duties.

The EC, BOD, and staff work as a team to achieve the organization's mission and goals. The EC and BOD's responsibility is that of governance and leadership, setting policy and direction while advancing the mission. The executive director participates as an ex officio, non-voting member of the governing bodies and is responsible for managing the staff and the administrative efforts of the organization.

The executive director serves as AMWA's chief staff executive, manages staff, and directs the operations of AMWA HQ. The executive director is responsible for supervising and evaluating AMWA employees, as well as establishing and maintaining all personnel policies. The executive director has the full authority to hire, establish compensation levels, and, if necessary, terminate AMWA HQ employees. In the case of a major personnel matter, the executive director informs and consults with the AMWA officers. Otherwise, the volunteer leaders of AMWA are not involved in staff management. The executive director reports to AMWA's president or the ARC, when in session.

BOD Role

Direction —guards the mission of the organization and, through guidelines, steers it in the right direction
Oversight —monitors the activities, the health, and the ethical behavior in the organization
Resources —ensures that the organization is well-equipped to fulfill its mission (ie has adequate finances, capable staff, and an esteemed reputation)

BOD Members

- Govern strategically by focusing on the future, allocating a majority of time to issues with the potential to have a long-term impact on the organization and the communities it serves
- Respect the authority and responsibility entrusted to the executive director committees, staff, and committees
- Determine how AMWA carries out its mission through the strategic plan and short-range planning
- Adopt an annual budget and provide fiscal oversight
- Recruit, orient, and develop volunteer leaders
- Evaluate the overall performance of the organization in achieving its mission
- Establish policies for the effective governance and management of the organization

The Executive Director and HQ Staff

- Report on the status of goals, programs, and operations to the EC and BOD in a clear concise manner
- Ensure that all duties are carried out in a manner consistent with local, state, and federal laws; governing documents; and the budget, guided by the interests and needs of members
- Protect the intellectual and tangible property of the organization and maintain documented systems of management operations for training, consistency, and perpetuity
- Respect and respond to members and inquiries in a timely and professional manner
- Promote excellence, professionalism, and dedication to the organization

All personnel or human resources issues related to AMWA staff are handled confidentially by the executive director. If a staff human resources or personnel concern is sent to a BOD member, he or she will acknowledge receipt and forward the concern to the executive director.

COMMITTEES AND WORK GROUPS

Committees, task forces, advisory groups, and other work groups provide vital services to the organization, especially when the members are passionate about AMWA and have a good understanding of their role and responsibilities. Each AMWA committee is unique; a different total number and mix of individuals may be needed to meet that committee's goals and produce its deliverables.

The current AMWA Bylaws state that committees may be established as deemed necessary by the president, with the approval of the EC. Each committee has a chairperson, who is appointed by the president with the approval of the EC. Terms of appointment may range from 1 to 3 years, and appointees may be reappointed. Each committee chairperson reports to the president and the EC through the appropriate department administrator. The executive director or another member of the AMWA staff serves as ex officio on every committee and task force.

Task forces are appointed by the president with the approval of the EC. Task forces are small groups of members brought together to accomplish a specific objective, with the expectation that the group will disband when the objective has been completed. Task forces are created on an "as needed" basis, comprising members with expertise in specified areas of knowledge or practice.

The proposed new AMWA Bylaws allow the President to establish committees (or task forces or councils) as deemed necessary, subject to approval by the BOD. Each such committee shall be given a specific charge and term of 1 year with the option of being reappointed. The President shall appoint persons to chair these groups. All such appointments must either be approved by the BOD before the appointment or be ratified at the next Board meeting. The members of the committees will be appointed by the chairs.

Ad Hoc Work Groups

From time to time, AMWA calls on volunteers to serve as subject matter experts and help staff with special projects.

Standing Committees of the BOD

Board standing committees are groups of members selected to perform a function on behalf of the BOD. In a sense, the larger body entrusts a smaller subset of members to do something for them.

Budget and Finance Committee

The Budget and Finance Committee reviews and makes recommendations concerning AMWA's fiscal policies, budget, and reserve and endowment funds of AMWA. The treasurer serves as chair of this committee and selects 6 other members, of whom no more than 2 are delegates to the BOD (in the current or immediately preceding year) and no more than 1 is a member of the EC (in the current or immediately preceding year). The president, president-elect, and executive director serve as ex officio members of the committee.

Constitution and Bylaws Committee

The purpose of this committee is to consider requests for changes to chapter bylaws made by chapter officers and to review the proposed changes for consistency with other chapters' bylaws and with AMWA's constitution and bylaws. This committee also occasionally considers changes to the AMWA constitution and bylaws. All recommendations are submitted to AMWA's EC and BOD for consideration and approval. The secretary serves as chair of this committee and selects at least 4 other members—at least 1 of whom is another member of the EC. The secretary may appoint additional voting members at his or her discretion. The president, president-elect, and executive director serve as ex officio members of the committee.

Nominating Committee

The purpose of the Nominating Committee is to select nominees for each elective office in accordance with the policies and procedures outlined in Article III of the Bylaws. The president-elect serves as chair of this committee and selects 6 members who are not members of the EC. Because the Nominating Committee must be knowledgeable about the governance of AMWA and about the potential candidates for office, at least 2 of its members should have served as EC members during the past 5 years. Members of the Nominating Committee should not be potential candidates for office; any member of the committee who is nominated and agrees to run for office must be replaced on the committee. The executive director serves as an ex officio member of the committee.

Special Committees (Departments)

Annual Conference

The role of the Annual Conference Program Planning Committee is to support the development, promotion, and evaluation of educational annual conference programming to ensure a valuable learning experience for attendees.

Certification Commission

The Medical Writing Certification Commission was established to initiate, evaluate, maintain, and oversee the credentialing program for medical writers. The commission is responsible for developing the examination through item development and an exam-assembly committee.

Chapter Relations

The purpose of the Chapter Relations Department is to help chapter leaders foster member connection and engagement at the regional level, and to ensure that chapter activities are aligned with the mission, priorities, and strategic goals of AMWA.

Communications and Marketing Committee

The purpose of the Communications and Marketing Committee is to work with AMWA staff to generate interest and engagement in AMWA's revenue-generating programs and member benefits.

Education

The role of the Education Committee is to guide the development, evaluation, and improvement of AMWA's educational offerings.

Member Resources

The purpose of the Member Resources Department is to work in partnership with staff to ensure a valuable member experience for AMWA members. Activities include reviewing, creating, or recommending content and/or programs to enhance the value of AMWA membership and meet the needs of AMWA members.

Publications

The purpose of the Publications Department is to provide support for the *AMWA Journal* leadership team to ensure that it meets the needs of and provides value to the medical writing community. The AMWA Executive Committee is responsible for the Journal and oversight of the Journal editor. The Publications Department Administrator serves as a liaison to ensure that this oversight is fulfilled and also serves as an ex officio member of the Journal Editorial Board.

AMWA Volunteer Recruitment, Requirements, and Appointments

All AMWA members are invited to submit a Volunteer Interest Form to express interest in serving on an AMWA committee or work group. Committee volunteers must be current members of AMWA. Time commitments vary widely depending on the committee or group, but volunteers can expect to correspond with other committee members regularly via email and to participate in one or two conference calls per month.

Criteria for AMWA Committee, Work Group, and Task Force Participation

- AMWA member in good standing
- Commitment to participate in all scheduled conference calls and review of materials
- Interest in working with AMWA staff, members, and chapters in gathering and disseminating information
- Ability to work in a team environment
- Experience in subject matter relevant to the committee (preferred)

Volunteer Appointments

Volunteer appointments are made by the department administrators and committee chairs. Most terms officially begin after the annual conference and end during the annual conference of the next year. The term of the Annual Conference Program Committee starts at the annual conference preceding the one that they are planning. Volunteer appointments are made according to indicated interests, skills, and strengths, as well as the needs of AMWA. Every effort will be made to make use of volunteer time and talents in a way that will be meaningful to the member and beneficial to AMWA.

AMWA CHAPTERS: SERVICES AND RESPONSIBILITIES

The current bylaws state that "Chapters retain their charters at the discretion of the Board of Directors and shall conduct their affairs in accordance with the Constitution and Bylaws of AMWA." There are no separate fees for chapter membership; rather, chapter membership is included as a member benefit with payment of AMWA membership dues. New members select a chapter during the AMWA membership application process.

The AMWA BOD approved implementation of the AMWA Chapter License and Affiliation Agreement in October 2016. The agreement was developed with the advice of legal counsel and includes standard essential provisions found in many association agreements with chapter or regional affiliates. The agreement does not change the current relationship between chapters and AMWA; rather, it formalizes expectations and requirements.

AMWA Chapter Responsibilities to the National Organization

- Provide contact information for current chapter officers as soon as they are appointed.
- Submit an annual financial report and chapter budget, due on August 1 of each year.
- Submit semiannual reports (detailing chapter activities) March 1 and August 1 of each year.

Responsibilities of an AMWA Chapter as an Independent Organization

- Maintain and adhere to chapter and AMWA bylaws
- Ensure chapter officer positions are filled
- Maintain bank account and Tax Identification Number
- Meet and maintain all requirements for incorporation status

- Meet and maintain all requirements for 501(c)(3) or 501(c)(6) status, if approved by the IRS for such status
- File required tax and legal documents as appropriate

AMWA Chapter Responsibilities to Chapter Members

- Maintain a chapter website
- Provide contact information for chapter leaders to chapter members
- Send regular communications to chapter members about chapter activities
- Answer questions from chapter members and potential members
- Host activities and events to support chapter networking, engagement, and resource-sharing
- Host local events to deliver educational content

Services and Support Provided by AMWA National Organization for Chapters

- Provides financial support for education and networking events if the chapter is in good standing
- Maintains HQ membership database and tracks chapter affiliation in member records
- Sends full member list (with membership expiration dates, new members, and recently dropped members) to chapter leaders
- Maintains AMWA website and updates chapter leadership and chapter conference information webpage
- Offers chapter leadership events and resource materials
- Hosts monthly chapter leader teleconference to support leader networking and information-sharing
- Makes arrangements, gathers reports, and sends communications for BOD meetings
- Coordinates a chapter fund for chapters needing assistance to send delegates to the BOD meetings
- Provides support for and promotion of chapter conferences

If a chapter decides that it is not feasible to maintain the formal chapter structure, members in the chapter's geographic area can still coordinate networking events as part of an informal network of regional groups. Such a network still enhances the member experience at the local level, but the burden of governance and administrative tasks is eliminated. If this happens, members in the former chapter's geographic region retain all their AMWA member benefits and AMWA will engage members in that area to form volunteer positions and groups to plan and implement regional education and networking events in that area.

APPENDIX 1. AMWA Strategic Planning Elements

Approved by the AMWA Board of Directors, September 30, 2015

Mission Statement: AMWA's mission is to promote excellence in medical communication and to provide educational resources in support of that goal.

A mission statement explains the organization's reason for existence. The mission statement supports the vision and serves to communicate purpose to stakeholders. The mission can change to reflect priorities and methods to accomplish its vision.

Vision Statement: Creating clear medical communications that lead to better health and well-being

An effective vision statement is inspirational and aspirational. The statement should create a mental image of the future state that the organization wishes to achieve.

Core Values:

- **Professionalism**
- **Expertise**
- **Continuous learning**
- **Connection**

AMWA's core values are guiding principles that define the organization's strengths and how we work together to achieve our mission and advance toward our vision.

Strategic Goals

Goal 1: Enhance resources and educational opportunities for medical communicators across settings and career levels

Goal 2: Connect and engage with more medical communicators

Goal 3: Increase awareness of AMWA as a valuable resource for medical communicators

Strategic goals are broad overarching aspirations that should be consistent with the mission statement and vision statement. The goals identify the areas of priority for the organization.

2016-2018 Priorities

1. Rebalance the allocation of AMWA resources to improve organizational efficiency and effectiveness
2. Deliver more relevant and accessible education and resources for medical communicators

APPENDIX 2. AMWA Awards

President's Award

The recipient must have been an AMWA member for 10 years or more, must have been active during those 10 years, must have made distinctive contributions to AMWA (chapter or national), and cannot have served on the EC.

McGovern Medal

The president oversees the selection process for the McGovern Medal recipient (someone known for his or her preeminent contributions to medical communication) in consultation with the EC and the Annual Conference administrator; AMWA membership is not required. The medalist must be selected the year before presentation; earlier selection is encouraged. The medalist must agree to speak at the AC, at which the McGovern medal and a \$2,000 honorarium will be presented. AMWA may offer a higher honorarium, upon approval of the ARC. HQ will arrange 1-2 nights' complimentary hotel stay through the host hotel. Coach travel (or mileage) is also reimbursed; a maximum of \$1,000 will be reimbursed for all travel expenses.

Alvarez Award

The Annual Conference Administrator selects the Alvarez Award winner/speaker in consultation with the ARC and Annual Conference Program Planning Committee. The award winner must be someone known for his or her excellence in communicating health care developments and concepts to the public; AMWA membership is not required. He or she must agree to speak at the AC, at which a plaque and a \$2,000 honorarium will be presented. HQ will arrange 1 night's complimentary hotel stay through the host hotel. Coach travel (or mileage) is also reimbursed; a maximum of \$1,000 will be reimbursed for all travel expenses.

Harold Swanberg Distinguished Service Award

Named in honor of one of the founders of AMWA, this is awarded to an active member who has made distinguished contributions to medical communication or rendered unusual and distinguished services to the medical profession.

Golden Apple Award

The Golden Apple Award is presented to a member of AMWA to honor consistently outstanding workshop leadership. The Administrator of Education oversees the Education Committee's selection of the winner of the Golden Apple Award. Only 1 Golden Apple Award can be given each year and the award does not need to be presented if the committee does not believe a qualified candidate exists for that year.

APPENDIX 3. AMWA Board Policies

Conflict-of-Interest Policy

AMWA is a nonprofit, tax-exempt 501(c)(3) organization. Maintenance of its tax-exempt status is important for its continued financial stability. The purpose of this conflict of interest policy is to protect the Association's interests and prevent transactions that result in private benefit. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest in nonprofit organizations.

A fiduciary duty exists between AMWA and its board, officers, and employees, which carries with it a broad and unbending duty of loyalty, fidelity, and integrity. The board, officers, and employees have the responsibility of administering their duties honestly and prudently, and of exercising their best care, skill, and judgment for the sole benefit of AMWA. Those persons shall exercise the utmost good faith in all transactions involved in their duties, and they shall not use their positions or knowledge gained for their personal or professional benefit. The interests of the organization must be the first priority in all decisions and actions. It shall be the continuing responsibility of those persons to scrutinize their transactions, decisions, and outside business interests and relationships for potential conflicts and to immediately make such disclosures. The legislation covering conflict of interest prohibits fiduciaries from using their position to obtain personal gain for themselves, their business, or their family. A conflict of interest may occur when personal interests prevent an individual from making an impartial decision.

Any person who has a known or potential conflict of interest, either personally or through employment, should make a statement to that effect before discussion of the item. The person can be asked to leave the room (or the conversation in the event of a conference call) at the discretion of the president or chair of the meeting or call. Any person with a known or potential conflict of interest is excluded from the approval of transactions or items in which they would benefit personally or professionally.

Confidentiality Policy

All discussions about individual AMWA members, including database records, personal information or discussions about proprietary information or financial data to which the Association holds rights, must not be disclosed for purposes that are adverse to the Association's interests.

To maintain the confidentiality of AMWA members, all requests for information about individual AMWA members (not available through the member directory) or current or former AMWA staff members must be directed to the executive director.

Employees or volunteers who have access to records and other personal information about members, customers, and other employees, or to proprietary information or financial data to which AMWA holds rights, must not disclose the information for purposes that are adverse to AMWA's interests.

Nondiscrimination Policy

AMWA's policy is to provide membership and volunteer service opportunities to all eligible persons without regard to race, religious creed, ancestry, age, sex, sexual orientation, national origin, or mental or physical challenges.

Open Communication Policy

AMWA believes in an open communication policy under which an employee or volunteer leader who has a complaint or disagreement with another individual is encouraged to attempt resolution by a frank discussion with the individual involved. Both parties are responsible for attempting to resolve the problem and are encouraged to do so at the earliest possible stage.

Whistle-blower Policy

AMWA adheres to high standards of ethical, moral, and legal business conduct. In line with this commitment and AMWA's open communication policy, the whistle-blower policy aims to provide an avenue for employees, EC, or BOD members to raise concerns and reassurance that they will be protected from reprisals or victimization for whistle-blowing. This policy is intended to protect employees if they raise concerns regarding staff or volunteer leaders and

- incorrect financial reporting
- unlawful activity
- activities that are not in line with AMWA policy, including the Standards of Conduct and Code of Ethics
- activities that otherwise amount to serious improper conduct

Individuals may report questionable or improper actions without being subject to retaliation or adverse employment consequences. Moreover, an employee or volunteer who retaliates against someone who has reported a concern in good faith will be subject to discipline up to and including dismissal from the volunteer position or termination of employment

Employees should first discuss their concern with the executive director. If the executive director has reasonable grounds to believe the concern is valid, she or he will work with the reporting individual to submit the concern in writing to the AMWA ARC. If the individual is uncomfortable speaking with the executive director, or if the executive director is a subject of the concern, the individual should report his or her concern in writing directly to the current AMWA president, who will bring the concern to the ARC at its next scheduled meeting. The ARC will acknowledge to the employee that the matter has been discussed. The results of the discussion or corrective action may be communicated to the employee at the discretion of the ARC. Each employee is entitled to express his or her concerns and file complaints without fear of reprisal or prejudice. Retaliatory action may not be taken against the employee raising the complaint as a direct result of the complaint. If the employee is dismissed at a later date and believes the dismissal is in retaliation for a previous complaint, he or she can again file a complaint with the current president and the ARC, but the decision of the ARC will be final.

Grievance Policy and Process

AMWA has a standardized process intended to ensure that grievances are handled fairly and impartially, regardless of the topic of the grievance or the identity of the petitioner, respondent, or

other named parties. The AMWA grievance process covers issues or actions associated with individuals or groups related to AMWA; grievances cannot be directed toward outside individuals, groups, or organizations. A grievance may be associated with professional conduct on the part of an AMWA member or the handling of an issue by a member of the AMWA staff, national or chapter officers, or others acting on behalf of AMWA.

Grievances may be brought by a petitioner to challenge or seek redress of possible wrong done by an AMWA policy, process, or procedure. Grievances also may be brought against an individual or group concerning professional misconduct in an area of medical communication. Grievances should not be frivolous or trivial and, therefore, should not include ordinary complaints that are easily or routinely handled by existing AMWA policies or procedures.

The full AMWA Grievance Review Process is posted on the AMWA website. In general, grievances are submitted in writing to the AMWA executive director or president. That person will acknowledge receipt of the grievance, coordinate the handling of the grievance, and notify all named parties. Both the executive director and the president will review and screen all grievances; if they cannot resolve the grievance or if expulsion of a member is a potential outcome, they will pass the grievance on to the ARC. The process involves a series of sequential reviews by the executive director and president, the ARC, the EC, and the BOD. Parties to the grievance will be notified of its status at each step. The executive director and president, ARC, or EC may elect to pass the grievance to the next body in the sequence for handling. Either the petitioner or the respondent may appeal a decision, except that all decisions of the BOD are final.

Anyone reporting a staff concern or grievance must act in good faith and have reasonable grounds for believing that the information disclosed indicates an improper practice. The act of making allegations that prove to be unsubstantiated and to have been made maliciously, recklessly, or with the foreknowledge that the allegations are false will be viewed as a serious disciplinary offense and may result in discipline, up to and including dismissal from the volunteer position or termination of employment.

Reports of concerns, and investigations pertaining thereto, shall be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation. Disclosure of reports of concerns to individuals not involved in the investigation will be viewed as a serious disciplinary offense and may result in discipline, up to and including termination of employment. Written records of grievance proceedings by the ARC, EC, and BOD are confidential. If a grievance is sent to the ARC, this fact, without details, is reported to the EC at a regular EC meeting, where it becomes part of the minutes.

AMWA Code of Ethics and Position Statement on the Contribution of Medical Writers to Scientific Publications

The American Medical Writers Association (AMWA) recognizes the valuable contributions of medical communicators to the publication team. Medical communicators who contribute substantially to the writing or editing of a manuscript should be acknowledged with their permission and with disclosure of

any pertinent professional or financial relationships. In all aspects of the publication process, medical communicators should adhere to the AMWA Code of Ethics.

Preamble: The American Medical Writers Association (AMWA) is an educational organization that promotes excellence in medical communication and recommends principles of conduct for its members. These principles take into account the important role of medical communicators in writing, editing, and developing materials in various media and the potential of the products of their efforts to inform, educate, and influence audiences. To uphold the dignity and honor of their profession and of AMWA, medical communicators should accept these ethical principles and engage only in activities that bring credit to their profession, to AMWA, and to themselves.

Principle 1. Medical communicators should recognize and observe statutes and regulations pertaining to the materials they write, edit, or otherwise develop.

Principle 2. Medical communicators should apply objectivity, scientific accuracy and rigor, and fair balance while conveying pertinent information in all media.

Principle 3. Medical communicators should write, edit, or participate in the development of information that meets the highest professional standards, whether or not such materials come under the purview of any regulatory agency. They should attempt to prevent the perpetuation of incorrect information. Medical communicators should accept assignments only when working in collaboration with a qualified specialist in the area, or when they are adequately prepared to undertake the assignments by training, experience, or ongoing study.

Principle 4. Medical communicators should work only under conditions or terms that allow proper application of their judgment and skills. They should refuse to participate in assignments that require unethical or questionable practices.

Principle 5. Medical communicators should expand and perfect their professional knowledge and communications skills.

Principle 6. Medical communicators should respect the confidential nature of materials provided to them. They should not divulge, without permission, any patent, proprietary, patient, or otherwise confidential information.

Principle 7. Medical communicators should expect and accept fair and reasonable remuneration and acknowledgment for their services. They should honor the terms of any contract or agreements into which they enter.

Principle 8. Medical communicators should consider their membership in AMWA an honor and a trust. They should conduct themselves accordingly in their professional interactions.

Endowment Fund Policy

An AMWA Endowment Fund has been established as a permanent fund that uses its earnings to advance the educational mission of the organization. This fund offers the opportunity for members or other stakeholders to contribute financially to the organization and provides an additional source of non-dues income for AMWA to fund programs that benefit the membership.

The AMWA Executive Committee (EC) is responsible for determining the amount that may be spent annually from endowment income and where to allocate those funds. Over the long term, it is generally expected that a perpetual endowment fund should maintain its value, adjusted for inflation, but short-term deviations from this objective may sometimes be justified as “prudent,” depending on the particular circumstances.

The original investment of the endowment (principal) may be spent with approval by a 2/3 majority vote of the AMWA Board of Directors (BOD). In doing so, the BOD must act reasonably and must take into account the following: the duration and preservation of the endowment fund, the purposes of the fund, AMWA’s current priorities and mission, general economic conditions, the possible effect of inflation or deflation, the expected total return from income and the appreciation of investments, other resources of the organization, and the AMWA investment policy.

Investment Policy

Overview

This investment policy covers all invested assets of the American Medical Writers Association (AMWA), including endowment funds. Endowment funds will generally be included, and separately reported, within the Long-Term Investment Portfolio defined herein. The Budget and Finance Committee is responsible for the oversight of AMWA investments consistent with this policy. The Budget and Finance Committee may make recommendations for changes to this investment policy to the Executive Committee for first approval and to the Board of Directors for final approval.

General Investment Principles

- Investments will be made solely in the interest of AMWA
- Invested funds will be appropriately diversified to minimize overall risk
- AMWA may employ one or more investment managers to execute its investment objectives as provided in this investment policy

Investment Objectives

AMWA seeks to maximize the total return of its investments, including interest income, dividends, and capital appreciation, within its risk tolerance. Investment objectives primarily include:

- Preservation of capital
- Risk aversion—It is acknowledged that some risk is necessary to produce long-term investment results. Risk will be minimized primarily by excluding the following prohibited investments and prohibited transactions.

Prohibited Investments

- Commodities and futures contracts
- Derivative investments
- Private placements
- Options
- Limited partnerships
- Venture-capital investments

Prohibited Transactions

- Short selling
- Margin transactions

Delegation of Authority

The AMWA Budget and Finance Committee is responsible for monitoring the management of invested funds. The Budget and Finance Committee delegates to the Executive Director as supported by an engaged investment manager the discretion to make purchasing and sales decisions to meet the asset allocation guidelines provided in this investment policy.

The responsibilities of the investment manager include:

- Managing the investment portfolio by making recommendations to buy, sell, or hold individual securities and to alter the asset allocation within the guidelines provided in this investment policy.
- Timely reporting of investment performance on a quarterly basis.
- Communicating any major changes in economic outlook, investment strategy, or any other factors that affect the implementation of the objectives of this investment policy.
- Meet or exceed the market index or market indexes that most closely correspond to the investment strategy used to meet the objectives of this investment policy.
- Display an overall level of risk within the portfolio that is consistent with the investment objectives outlined in this investment policy.

Selection of Investment Manager

To secure the services of or to replace the investment manager, the Executive Director will evaluate potential candidates and make a recommendation to the Budget and Finance Committee for review and initial approval. The Budget and Finance Committee will present its recommendation to the Executive Committee for final review and approval.

Investment Goals

AMWA will maintain a Short-Term Investment Portfolio and a Long-Term Investment Portfolio.

Short-Term Investment Portfolio

The Short-Term Investment Portfolio will support operations when necessary and will be maintained at approximately 25% to 33% (i.e., 3 to 4 months) of annual operating expenses. The primary objective of the Short-Term Portfolio is liquidity for ready access to funds as needed.

The asset allocation targets for the Short-Term Investment Portfolio are outlined below.

Asset Class	Minimum	Target	Maximum
Money market funds	5%	10%	15%
Equities	10%	15%	20%
Short-term bonds	85%	75%	65%
Total		100%	

Long-Term Investment Portfolio

The Long-Term Investment Portfolio provides AMWA with long-term financial stability. Over a time horizon of 8 to 10 years, the goal of the Long-Term Investment Portfolio is to generate a real rate of return (i.e., return over inflation) net of fees of 3% or greater.

The asset allocation targets for the Long-Term Investment Portfolio are outlined below.

Asset Class	Minimum	Target	Maximum
Equity			
US large-cap stocks	20%	25%	30%
US mid-cap stocks	8%	10%	12%
US small-cap stocks	8%	10%	12%
International stocks	12%	15%	18%
Total Equity		60%	
Fixed Income			
Intermediate-term US bonds	25%	30%	35%
High-yield corporate bonds	8%	10%	12%
Total Fixed Income		40%	
Total		100%	