

Advocacy

Membership

Education

Service

The Council of Governors is a leadership body of the American College of Chest Physicians, providing a voice to and for members at the state, province, and regional levels with regard to collegiality, membership, education, business of medicine, and grassroots advocacy.

Council of US and Canadian Governors
Policy and Procedures Manual

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US and Canadian Governors

Since 1938, the Council of US and Canadian Governors (COG) has been a portal to leadership within the American College of Chest Physicians (ACCP). It has also been a traditional vehicle through which College leadership may communicate bidirectionally with ACCP members at the state, province, and regional levels. The COG collaborates closely with committees, NetWorks, organizations, and communities both within and outside of the ACCP in accordance with the College's strategic plan, to further the practice, research, and education objectives of both chest physician and nonphysician health-care providers working in fields directly related to chest medicine.

Service as a Governor provides individuals with a foundation for professional and personal growth. A Fellow of the ACCP can develop expertise and build unique skills in areas that are important to their profession, as well as to serving their patients, their institution, and their place of practice. Furthermore, active engagement as a Governor provides individuals with opportunities to network with thought leaders; establish a foothold into leadership and other College participatory positions; develop leadership skills of their own; gain knowledge of political and patient-care-related advocacy pertaining to legislative and regulatory affairs affecting the profession or ensuring reimbursement; give lectures at the annual meeting; interact closely with other members from their region; and understand more about the business side of medical practice, research, and education.

I. Charge to the Council of US and Canadian Governors

The charges of the COG are to:

- (1) Serve as the communication conduit between members, working committees, and the ACCP leadership. In this regard, Governors shall provide a voice to and for members at the local level with regard to their professional needs, including collegiality, membership, education, regulatory issues, and reimbursement.

- (2) Serve to help organize ACCP members to advocate at the local level to impact

regulatory and policy change.

These charges will provide members of the COG with opportunities to participate in one or more of the following FOUR capacities (AMES) depending on individual interests identified at the start of each *year* of service:

- **Advocacy**- through identification of local issues, engagement in grassroots advocacy, meeting with local political figures, and/or service on the Chest Medicine Affairs (CMA) Committee.
- **Membership**- through active retention of members, identification of members' needs, service on ACCP committees, NetWork steering committees or task forces, or being a Governor mentor.
- **Education**- through promotion of ACCP resources and identification of needed resources, learning about advocacy, business of medicine, and leadership during targeted programs designed specifically for Governors, and/or providing lectures or roundtable discussion forums for members at regional and national venues, including the annual CHEST meeting (CHEST).
- **Service**- through representation of their region and service on ACCP Work Groups and committees, including Contractor Carrier Advisory Committee (CAC), Membership Committee, CMA, and Governor/region awards programs.

II. Composition of the Council of US and Canadian Governors

II.1. The COG, when fully constituted, shall have up to 62 members, including:

- One member from each of the 50 United States, with the exception of Colorado and Wyoming, which will have one representative, and California, which will have two representatives (Southern and Northern) (50 seats);
 - One member from Washington, DC (one seat);
 - One member from New York City (one seat);
 - One member from each of the Armed Service Branches (three seats);
- and

- One member from each of the following Canadian Provinces: Quebec, Ontario, Atlantic Provinces, Saskatchewan, British Columbia, Alberta, and Manitoba (seven seats).

II.2. The Executive Council of the COG will consist of¹:

- One member who will serve as Chair,;
- One member who will serve as Vice-Chair,;
- One member who will serve as Vice-Chair-Elect; and
- One member who will serve as Immediate Past Chair.

III. Term of the Council of US and Canadian Governors

Each Governor shall serve a *2-year term* with eligibility for automatic reappointment for an additional 2-year term. Member terms will be staggered if possible to ensure greater continuity.

Each Governor shall have the opportunity to serve consecutively for more than two terms, if, and only if, no other eligible candidates are nominated to represent their respective state, province, or region (after three calls for nominations). Governors may choose to run for reelection after having vacated the Governor seat for a minimum of one (2-year) term. Nomination procedures for seats on the COG are set forth in the COG Nominations Procedure section of this manual.

IV. Accountability of the Council of US and Canadian Governors

The COG is accountable to the ACCP Board of Regents (BOR) representing the ACCP and its membership. Individual Governors are accountable to the Executive Council of the COG. Please see section VII of this manual for the Governor Activity Checklist and the COG Accountability Checklist that will be used in making accountability assessments. The ACCP BOR has the right and responsibility to dissolve the COG if the Council is no longer serving in its capacity to further the strategic goals of the College. The Executive Council of the COG has the right and responsibility to request

¹ While Chairmanship of the COG will usually occur during one's 4th year as Governor, one could also serve as Chair after having completed 4 years as a Governor, in which case, the Chair may continue to serve as Governor for that state if, and only if, no other candidate for that state is nominated to the position (after three calls for nominations).

the resignation of individual Governors who have consistently refused to contribute to the AMES tasks of the COG. The Chair of COG has the right and responsibility to request the resignation of the Vice-Chair or Vice-Chair-Elect if that person has consistently been unable to fulfill their duties as part of the strategic continuum of the COG².

V. Council of US and Canadian Governors (COG) Structure

V. 1. COG Executive Council

The COG Executive Council shall consist of the Chair, the Vice-Chair, the Vice-Chair-Elect, and the Immediate Past Chair, who become members of the Executive Council by virtue of being elected by the members of the COG. Once appointed to the Executive Council, the member need not be actively seated as Governor for their state, province, or region. The term for each of the Executive Council seats shall be 1 year. At each annual meeting of the COG, a new Vice-Chair-Elect shall be elected. After 1 year:

- the Vice-Chair-Elect shall become the Vice-Chair;
- the Vice-Chair shall become the Chair; and
- the Chair shall become the Immediate Past Chair.

In essence, each of the four members of the Executive Council shall serve 4 years on the Executive Council, rotating through the four offices, commencing at Vice-Chair-Elect and ascending to Immediate Past Chair. Nomination procedures for the office of Vice-Chair-Elect are set forth in the COG Nominations Procedure section of this manual.

V. 1. 1. Role of the COG Executive Council

General and strategic oversight of the COG is under the purview of the COG Executive Council. Members of the Executive Council will work closely with well-identified members of ACCP administrative staff to:

- Make recommendations to the ACCP BOR on issues impacting ACCP members in their states, provinces, and regions.

² In case of resignation of the Vice-Chair, the position will be assumed by the Vice-Chair-Elect. A new Vice-Chair-Elect will be chosen, based on results of elections of the previous Vice-Chair-Elect, as the person who had received the second most votes for the position.

- Ensure successful communication between the COG and local constituency.
- Ensure successful communication between the COG and the ACCP BOR and Executive Committee of the BOR.
- Ensure nominations of new Governors, and establishing that a maximum of, and possibly all, open positions are filled each year.
- Design, develop, and approve COG activities.
- Develop policies and procedures that support the operations, roles, and growth of the COG so that it remains a valuable asset to the College.
- Review and revise the COG Policy and Procedures Manual, as needed.
- Review and revise the COG Handbook, PowerPoint presentations, and orientation/informational videos as needed.
- Survey members of the COG in order to ascertain individual interests (AMES) and designate assignments accordingly.
- Develop and implement communication tools using the ACCP Web site.
- Appoint two representatives to serve on the ACCP Nominations Committee, based on nominations submitted by members of the COG.
- Identify four COG members to serve as Governor mentors.
- Appoint Governors to various COG Work Groups, including membership, education, and service Work Groups, based on individual interests.
- Collaborate with COG Work Group chairs to define Work Group tasks and communication efforts with other members of the COG.
- Collaborate with CMA and CAC Committees to help identify new members for open positions on the CMA and, possibly, CAC, based on survey results of individual interests and the policies and procedures of these Committees. (This pertains mainly to those Governors voicing an interest in advocacy.)
- Identify areas for future growth potential and intervention.
- Develop and implement the agenda for the yearly COG meeting held at CHEST. This should include the following as part of a fixed agenda:

- Brief Governor orientation (nominations, roles, and responsibilities)
- Overview of the year's achievements including a summary of the COG Activity Checklists
- Identification of new and outgoing Governors
- Announcement of the next Vice-Chair-Elect of the COG
- Reports from workgroup chairs and CMA and CAC Committees
- Recognize Governor/region award program participants
- Educational program on leadership development and opportunities, specially tailored for the COG
- Educational program on advocacy, tailored for the COG
- Announcement of next COG Vice-Chair-Elect based on ballot results
- Distribution/assignments of AMES responsibilities
- Short breakout session based on AMES assignments
- Discussion of new business and closing ceremony
- Furthermore, the Chair of the COG serves on the ACCP BOR.
- Furthermore, the Chair must attend the winter, spring, and summer BOR meetings, as well as all strategic planning meetings.
- Furthermore, the Vice-Chair of the COG must attend the ACCP spring and summer BOR meetings, as well as the spring strategic planning meeting.
- Liaise on an as-needed basis and according to strategic priorities with:
 - *The Education Committee (EC)* to target development of educational projects and products based on ACCP members needs.
 - *The Practice Management Committee (PMC)* to address reimbursement and practice management issues and provide support at the RVS Update Committee (RUC) and for Current Procedural Terminology (CPT®), so these are communicated to members at the state/regional and province level.

- *The Health and Science Policy Committee (HSP)* to provide information from the membership regarding the implementation of evidence-based clinical practice guidelines.
- *The Quality Improvement Committee (QIC)* to disseminate information on local quality improvement (QI) projects and communicate QI needs of members.
- *The Chest Medicine Affairs Committee (CMA)* to ensure regional representation on the CMA, ensure the CMA is informed of legislative and regulatory issues impacting members, and serve as grassroots advocates.
- *The Contractor Carrier Advisory Committee (CAC)* to ensure appropriate representation on the CAC and to ensure that Medicare reimbursement issues are communicated to the COG and, subsequently, to the local ACCP membership.

V. 1. 1. 1. Role of the Governor Mentors

Each year, the COG will identify four senior Governors to serve as Governor mentors. Governors in this highly visible position will participate in ACCP leadership development programs (as attendees and, ultimately, faculty), develop educational materials for the COG, coach new Governors, and provide helpful advice to new ACCP members or members who wish to learn more about becoming engaged in ACCP activities and processes.

- The COG Executive Council will designate four ACCP Governors who are in their 2nd term (3rd or 4th year as Governor). Governor mentors will serve in this position for the duration of their term as Governor.
- Governor mentors will reach out to Governors in their first year of service on the COG and to all new ACCP members within their first few (at least 2) years of membership. The Governor mentor

will orientate the new Governor to the roles of the Governor and will assist new ACCP members in becoming more familiar with ACCP functions and opportunities.

- The Governor mentors are responsible for maintaining and revising (as needed) the *Council of US and Canadian Governors Policy and Procedures Manual*, which should be reviewed every year and resubmitted to the COG Executive Council for final review. The manual should be distributed to each and every new Governor and made available to all Governors on the ACCP Web site.
- Governor mentors will divide North American responsibilities generally according to time zones, with one Governor mentor responsible for one of four time zone generalized divisions.
 - One Governor will be responsible for states/regions in the Pacific time zone, including Hawaii, Alaska, British Columbia, and the Armed Forces.
 - One Governor will be responsible for states/regions in the Mountain time zone, including Alberta.
 - One Governor will be responsible for states/regions in the Central time zone, including Saskatchewan and Manitoba.
 - One Governor will be responsible for states/regions in the Eastern time zone, including Puerto Rico, Ontario, Quebec, and the Atlantic Provinces.
- The Governor mentors may participate in the Executive Council meetings and conference calls in a nonvoting, ex-officio capacity, as requested by the Executive Council.

V. 1. 2. Meetings of the Executive Council

The Executive Council shall meet by conference call once a month at a standing

time.

V. 1. 3. Attendance Policy of the Executive Council

Executive Council members will be expected to attend 50% of the scheduled teleconferences each year and the face-to-face COG meeting held during CHEST. The Chair and Vice-Chair are expected to attend the spring and summer BOR meetings. The Chair is expected to attend the winter, spring, and summer meetings, as well as all other meetings called by the ACCP BOR.

In the event that an Executive Council member is unable to participate in a scheduled meeting/teleconference, he/she is expected to notify the COG staff liaison prior to the planned activity.

If an Executive Council member fails to meet the attendance requirements, the other Executive Council members will contact the member directly to discuss resolutions to satisfy the Council member's responsibilities. If the Council member continues to fail to meet the attendance and other duty requirements, the member will be asked to resign from the Executive Council. Requesting the Council member to step down is at the discretion of the other members of the Executive Council.

V. 2. Work Group Structure

Three Work Groups will be constituted under the framework of the COG: (1) The Membership Work Group; (2) the Education Work Group; and (3) the Service Work Group. Chairs and Vice-Chairs of each Work Group will be identified by the COG Executive Council. Any activities carried out, or recommendations put forward, by the Work Group, are subject to approval from the COG Executive Council.

Each member of the COG will be given the opportunity to rank order in which area of AMES (Advocacy, Membership, Education, Service) they are most interested. Ranking

will be based on individual interest and preference. Work Group members will then be appointed by the COG Executive Council based on ranked preference and need. From time to time, Work Group membership will be reassessed to address imbalances in membership, and if necessary, some Governors may be asked to change assignments.

Each member of the COG will be required to serve on at least one of the following: the Executive Council, one of the Workgroups, the CAC, or the CMA as a regional representative.

V. 2. 1. Roles of the Workgroups

V. 2. 1. 1. The Membership Work Group

Members of the Membership Work Group shall primarily focus efforts on the members **within their respective states/regions/provinces** in order to:

- Annually survey their members to understand member needs and interests. This can be done using simple email surveys.
- Engage in activities that encourage member recruitment and retention.
- Devise, revise, or distribute template letters that might be used by other Governors to communicate with their constituents.
- Encourage the development of regional educational programs.
- Provide a short article pertaining to their activities and a topic of interest to members for a quarterly CHEST Physician journal or ACCP News Brief highlighting accomplishments of the COG Membership Work Group, which might include a successful program implemented at the local level.
- The Membership Work Group Chair shall provide an update to the Council of US and Canadian Governors at the yearly meeting held during CHEST.

V. 2. 1. 2. The Education Work Group

Members of the Education Work Group shall primarily focus efforts on the members **within their respective states/regions/provinces** in order to:

- Annually survey the members to understand educational needs and desires. This may be done using simple email surveys.
- Disseminate brief educational snapshots, which may focus on clinical content, the business of medicine, reimbursement issues, quality issues, etc.
- Promote educational opportunities to members.
- Collaborate with the Education Committee and Scientific Program Committee to fill open sessions at CHEST.
- Identify the specific educational needs of the COG, and recommend a topic pertaining to leadership development, advocacy, or education that might be addressed by an invited speaker from within or from outside the College at the yearly COG meeting held during CHEST.
- Propose a COG highlight lecture topic and speaker for the annual COG meeting at CHEST that is pertinent to issues relevant to Governors.
- Provide a short article pertaining to their activities and a topic of interest to members for a quarterly CHEST Physician journal or ACCP News Brief highlighting accomplishments of the Education Work Group, which might include a successful program implemented at the local level.
- The Education Work Group Chair shall provide an update to the Council of US and Canadian Governors at the annual meeting.

V. 2. 1. 3. The Service Work Group

Members of the Service Work Group shall:

- Advertise an award program for *Governors' Region of the Year* where

the state/region/province with an exemplary activity in advocacy, membership, or education is recognized. The Governor(s) will receive the award on behalf of his/her state, region, or province at the yearly COG meeting, and be recognized in the ACCP Exhibit hall.

- Annually assist the Executive Council with the selection of the awardee(s).
- Assist proactively in the spring call for nominations members to nominate themselves or others for new Governor openings. Names will be transmitted to the COG Executive Council and Staff Liaison to assure that all Governor positions are filled each year.
- Create a repository of open activities or opportunities for service with ACCP or within their respective states/regions/provinces. This shall serve as impetus for new members to become involved with the ACCP.
- Identify obstacles prohibiting COG service and propose solutions.
- Provide a short article pertaining to their activities and a topic of interest to members for a quarterly CHEST Physician journal or ACCP News Brief highlighting accomplishments of the Service Work Group.
- The Service Work Group Chair shall provide an update to the Council of US and Canadian Governors at the annual meeting.

V. 2. 2. Meetings of the Work Groups

Pending Work Group business, Work Groups shall meet by conference call quarterly at a standing time each quarter.

V. 2. 3. Attendance Policy of the Work Groups

Work Group members will be expected to attend 50% of the scheduled teleconferences each year, and the face-to-face meetings held during CHEST.

In the event that a Work Group member is unable to participate in a scheduled meeting/teleconference, he/she is expected to notify the COG Staff Liaison prior

to the meeting.

If a Work Group member fails to meet the attendance requirements, the Executive Council Chair will contact the member directly to discuss reasons why the governor is unable to meet responsibilities. If the Work Group member continues to fail to meet the attendance requirements the member may be asked to step down from the COG. Requesting the COG member to step down is at the discretion of the Executive Council of the COG.

V.3 Chest Medicine Affairs Committee (CMA) and ACCP Contractor Advisory Committee (CAC)

As noted earlier, each member of the COG will be given the opportunity to rank order in which area of AMES (Advocacy, Membership, Education, Service) they are most interested. Those indicating an interest in advocacy will be considered for membership on the CMA or participation on the ACCP CAC.³ The selection process and Governor terms on these committees will follow the governance procedures of those ACCP committees, respectively.

V.3.1 Role of the Chest Medicine Affairs Committee (CMA)

The primary responsibilities of the CMA Committee members will be to:

1. Review, comment on, and vote on issues affecting chest medicine, put forward by the federal or state government or other relevant organizations;
2. Provide ACCP relevant information to state leaders within their region for dissemination among members within the state;
3. Ensure representation on the state CAC for those states within their region;
and
4. Serve as the editorial body for ACCP social media related to regulatory issues.

³ Governors from the US Army, Navy, and Air Force are excused from service on the CMA. However, they may wish to participate in the ACCP CAC.

V.3.1.1 Constitution of the CMA

The CMA will consist of 13 committee members. There will be 10 Governor seats representing each of the 10 CMS delineated regions, 2 non-Governor ACCP member seats, and 1 seat for the CMA Chair, who may or may not be a Governor. A number of seats will also be held in ex officio capacity (nonvoting seats). Members of the CMA will select a Vice-Chair who will subsequently become Chair of the CMA according to governance procedures of that committee.

It is preferable that applicants have at least 1 year of experience serving as an ACCP Governor and have one or more of the following:

- Experience with influencing decisions made by officials in the government;
- An understanding of Medicare local coverage determinations; and
- An understanding of how reimbursement decisions, quality measures, workforce shortages, patient welfare issues, and credentialing requirements affect ACCP members and the practice of chest medicine.

Applicants should be willing to spend at least 5 hours per month participating in CMA Committee work, including one conference call each month and two face-to-face meetings.

V.3.2 Role of the Contractor Advisory Committee (CAC)

The ACCP CAC provides a formal mechanism for ACCP pulmonary, critical care, and sleep physicians in each state to be informed of and participate in the development of a Medicare reimbursement related Local Coverage Determination

(LCD) in an advisory capacity.⁴ The ACCP CAC consists of Governors and non-Governor members of the ACCP, and it is a separate subcommittee of the ACCP Practice Management Committee. Governors interested in advocacy may be asked to participate in the ACCP CAC, in which case their names will be forwarded to the Chair of the ACCP CAC and the staff liaison for this committee. The selection process and Governor terms of the ACCP CAC will follow the governance procedures of that committee. Governors asked to participate on the ACCP CAC, or wishing to serve on this committee, can also contact the ACCP CAC staff liaison for further details regarding the committee's policies and procedures.

VI. Nominations Procedure

VI. 1. Appointment to the Council of US and Canadian Governors

In order to fill COG vacancies or to replace members whose terms are expiring, the COG will form a Nominations Subcommittee on an ad-hoc basis.

VI. 1. 1. Composition of the COG Nominations Subcommittee

The COG Nominations Subcommittee will consist of the members who serve on the COG Executive Council.

VI. 1. 2. Call for Nominations for COG Seats

VI. 1. 2. 1 Call for Nominations to Fill COG Midterm Vacancies

When vacancies occur on the COG, the Nominations Subcommittee (i.e. the Executive Council) will solicit new nominations and self-nominations. Governors resigning midterm will notify their constituency of their resignation and request potential replacement candidates, whose names will be forwarded as nominees to the COG Chair and staff liaison. They

⁴ Local coverage determinations (LCDS) are CMS Medicare coverage determinations made by the Medicare Administrative Contractor (MAC) for a particular region. LCDs explain reasonable and necessary conditions of coverage for a particular Medicare-covered item or service in a specific region.

must also inform the COG Chair and staff liaison of their resignation, in writing, at which time, a call for nominations will be initiated using ACCP e-mail, and/or other communication and social media outlets used by Governors, on three separate occasions (at 1-week intervals to ensure that all ACCP members have had an opportunity view the material). The subcommittee may also consider applicants from the respective state, region, or province, who had been considered, but not selected, during a prior nomination slate. Applicants will be asked to update their application packets, including providing their pledge to partake in AMES activities (thereby, recognizing the roles and expectations of serving as a Governor) and providing a one- to two-paragraph vision statement delineating their reasons for wanting to serve on the COG.

To be certain that all members of a state/province/region have had an opportunity to see the distributed material and potentially nominate a candidate for Governor, a total of three calls for nominations will be sent through ACCP e-mail and/or other communication and social media outlets to the specific states/provinces/regions. Should no nominee be identified, after three calls, the seat will be considered vacant until the following spring when a new call for nominations will go forth. If one or more nominee is identified, all packets from nominees will be reviewed by the Executive Council, who shall put forth the candidate for Governor of each open state to the President for consideration and immediate appointment.

VI. 1. 2. 2 Call for Nominations to Replace COG Members Whose Terms Are Expiring

Governors entering their second 2-year term will automatically continue as Governor unless they specifically notify the COG staff liaison in writing of their desire to resign from their position. In this instance, a call

for nominations will be released to ACCP members in the respective state, region, or province (as noted above).

Because COG member terms commence and expire at the face-to-face COG meeting held during CHEST, the first call for nominations will be released in the preceding spring of years when member terms are due to expire. One call for nominations will be released through the annual ACCP call for nominations. Two additional calls for nominations will be sent through communication tools used by the Governors to the specific states/regions/provinces where a vacancy will exist. Should no nominee be put forth in the state, province, or region, the current sitting Governor will be asked to continue occupying that seat until the next spring, when the call for nominations shall commence again. Should the sitting Governor refuse, and no nominee be put forth, the state, province, or region will be considered vacant until the next spring, when the call for nominations shall commence again.

Governors reaching the end of their second term will notify their constituency and request potential replacement candidates, whose names will be forwarded as nominees to the COG Chair and staff liaison.

In instances when a Governor's second 2-year term is expiring and no other eligible candidates have been nominated, the incumbent Governor may be asked to serve an additional term, as described in the paragraphs above. During the year prior to the end of each 2-year term, a call for nominations shall go out to the ACCP members in that state/region/province as outlined above.

Regardless of whether a call for nominations yields none, one, or more than one nominee, a total of at least three calls for nominations will be sent (one through ACCP notifications to all membership and two through

Governors' communications tools) to the specific states/regions/provinces. Should no nominee be identified, after three calls, the seat will be considered vacant until the following spring when a new call for nominations will go forth. If one or more nominee is identified, all nomination packets from nominees will be reviewed by the Executive Council (refer to section V1 .1. 3.)

VI. 1. 3. Process of Nomination and Appointment to the COG

VI. 1. 3. 1 Nomination of ACCP Members to the COG

In response to a call for nominations, ACCP members can self-nominate to the COG or be nominated by any member of the ACCP membership. Applicants must be willing to spend 1 to 3 hours per month participating in COG work and **must be an ACCP Fellow** (FCCP).

VI. 1. 3. 2 Required Nomination Material

All nominees (FCCPs) must submit a nomination packet. Prior nominees wishing to resubmit their nomination must update their nomination packet. The COG nomination packet includes:

- I) CV no more than 10 pages long;
- II) A brief statement of interest in serving as a Governor of the ACCP in accordance with the goals and charges of the COG;
- III) A pledge to partake in AMES activities, thereby recognizing the goals and mission of the COG and the expectations of serving as Governor; and
- III) A completed ACCP Leadership Conflict of Interest Disclosure Form.

VI. 1. 3. 3. Evaluation and Recommendation of Nominees by the COG

- The COG Executive Council will review the nomination material of each nominee.
- The COG Executive Council will deliberate and vote according to the

ACCP voting process. The COG Executive Council will make a final recommendation to the ACCP Nomination Committee for consideration of appointment of the slated nominees.

- During the Annual Meeting of the Fellow's held at CHEST, the general ACCP membership will formally vote to appoint the slated nominees.
- In the case of a dissenting vote or decision pertaining to one or more candidates on the proposed slate, either by the Nomination Committee or during the Annual Meeting of the Fellow's held at CHEST, the respective Governor position will be considered vacant and the nomination process will recommence.
- The slate of nominees will be presented during a PowerPoint slideshow at the yearly COG meeting held at CHEST.
- All potential (or) elected incoming Governors will, thus, attend the yearly COG meeting at CHEST in addition to all outgoing Governors.

VI. 2. Process of Nomination and Appointment of the Vice-Chair-Elect

VI. 2. 1. Eligibility Criteria for the Position of Vice-Chair-Elect

- Applicants should be willing to spend at least 3 hours per month participating in Executive Council work.
- Applicants should demonstrate commitment to the goals and charges of the COG and interest in defining and supporting the education, leadership development, and advocacy needs of ACCP members.
- It is preferable that applicants have
 1. Demonstrated commitment to the COG through participation in COG in-person meetings, COG roles, and respective Work Group activities;
 2. Served at least one term on the COG; and
- Must not have previously served in the capacity of Chair of the COG.

VI. 2. 2. Required Nomination Material

- CV no more than 10 pages long;
- Statement of Commitment and Purpose
 - 1) Commitment to the goals and charges of the COG.
 - 2) Overview of past participation in COG activities and roles.
 - 3) Pledge to fulfill the roles of the Executive Council of the COG and to have read and reviewed the Policy and Procedure Manual of the COG, including the delineation of roles for the Executive Council.
 - 4) Statement of vision of the future of the COG
- Completed ACCP Leadership Conflict of Interest Disclosure Form.
- A recent digital photograph of the candidate. The photograph should be sized according to regular passport specifications.

VI. 2. 3. Evaluation and Recommendation of Nominees by the COG

- A call for Vice-Chair-Elect nominations will be distributed among the Council of US and Canadian Governors in the spring of each year (approximately 6 months prior to the annual CHEST meeting). Eligible COG members are encouraged to submit confidential nominations, including self-nominations, for Vice-Chair-Elect of the COG.
- Nomination packets will be submitted to the COG staff liaison. Following submission, nomination packets will be distributed to the Executive Council of the COG who will select, by vote, those candidates to be placed on the slate for election to the position of Vice-Chair-Elect of the COG. Nomination packets of those selected candidates will then be sent, accompanied by a ballot, to the entire COG for review and vote via e-mail.
- COG members will be given at least 5 days, but 10 days is preferable, from the date the ballot is delivered to return the ballot.

- Five days after the first ballot is sent to all Governors, a reminder, including the ballot and nomination packet, will be sent via e-mail.
- For the vote to be considered official, at least a quorum of 10 members of the COG must have returned a ballot, but it is expected that the majority of Governors will vote.
- Should a tie exist among the candidates, the COG Chair will break the tie.
- The COG staff liaison will maintain a record of the member vote.
- A recommendation for the position of Vice-Chair-Elect will be made by a simple majority vote of the COG members.
- Based on this process, the COG Executive Council will make a final recommendation to the ACCP President for the appointment of the incoming Vice-Chair-Elect.
- The results of elections for Vice-Chair-Elect will be announced at the yearly meeting of the COG held during CHEST.

VII. Evaluation of Council of US and Canadian Governor Participation

Activity Checklists for each Governor will be maintained by the COG Staff Liaison. Once a year, prior to the annual COG meeting held during CHEST, the COG Executive Council will review COG member activities. The Activity Checklist will be completed by each Governor during the month of September prior to CHEST, so that results can be tabulated and presented to the BOR and to the COG at the annual CHEST meeting. The Activity Checklist is found in Appendix A of this Manual. Governors will be asked to keep their Activity Checklists up to date and to submit them in timely fashion to the COG staff liaison. If necessary, all Governors will be sent an Activity Checklist (either in e-mail form or in the form of a survey) as part of their reminder to complete the Activity Checklist during the month of September, well prior to CHEST. Activity Checklists will also be available for download on the Council of Governors' Web area on Chestnet.org. All Activity Checklists should be returned to the COG staff liaison before the end of the month of September. Activity Checklists will then be tabulated by the COG staff liaison, following which the

Chair of the COG will be asked to complete, with assistance from the COG staff liaison, the Accountability Checklist pertaining to the entire COG (available in Appendix B).

If a Governor fails to meet the activity requirements, the Executive Council Chair will contact the Governor directly to discuss potential resolution of this problem. If the Governor continues to fail to meet the accountability requirements, the Governor may be asked to step down from the COG. Requesting the Governor to step down is at the discretion of the Executive Council.

Appendix A: GOVERNOR ACTIVITY CHECKLIST

A Matrix to Assess Governor Participation in AMES Activities (Target Score 16/32)

Advocacy Mission (Maximum score is 8, target score is 4)			
1. Attended the COG Advocacy Education Program at CHEST.	Yes = 1	No=0	Comments:
2. Presented advocacy-related lecture at the yearly ACCP meeting or to a regional or local audience	Yes = 1	No=0	Comments:
3. Reviewed the Advocacy Handbook and PowerPoint Presentations	Yes = 1	No=0	Comments:
4. Met with local political representatives (congressmen, state legislators, staff)	Yes = 1	No=0	Comments:
5. Liaised with CMS Medicare Contractors or other federal or state policy makers to affect regulatory and policy change	Yes = 1	No=0	Comments:
6. Helped create advocacy-related teaching materials	Yes = 1	No=0	Comments:
7. Traveled to Washington, DC	Yes = 1	No=0	Comments:
8. Actively participated on CMA or CAC	Yes = 1	No=0	Comments:
Total Score:			
Membership Mission (Maximum score is 8, target score is 4)			
1. Communicated with dues-delinquent or departing ACCP members	Yes = 1	No=0	Comments:
2. Devised, revised, or distributed template letters that might be used by other Governors to communicate with their constituents	Yes = 1	No=0	Comments:
3. Communicated regularly with constituents using designated Governor communication tools	Yes = 1	No=0	Comments:
4. Surveyed constituents in their state/region/province about membership needs	Yes = 1	No=0	Comments:
5. Initiated an activity that encouraged member retention and recruitment	Yes = 1	No=0	Comments:
6. Drafted an article for <i>CHEST Physician</i> or ACCP NewsBrief	Yes = 1	No=0	Comments:
7. Served as Governor Liaison to NetWorks, task forces, or other ACCP committees or charges	Yes = 1	No=0	Comments:
8. Served as a Governor mentor	Yes = 1	No=0	Comments:
Total Score:			

Education Mission (Maximum score is 8, target score is 4)			
1. Reviewed the COG Handbook and related PowerPoint presentations	Yes = 1	No=0	Comments:
2. Surveyed members in their state/region/province about educational needs	Yes = 1	No=0	Comments:
3. Disseminated brief educational snapshots to members in their regions/state/province	Yes = 1	No=0	Comments:
4. Promoted educational opportunities to members in their regions/state/province	Yes = 1	No=0	Comments:
5. Proposed a session for the annual CHEST meeting	Yes = 1	No=0	Comments:
6. Recommended a topic or speaker for the COG annual meeting or presented a COG highlight lecture	Yes = 1	No=0	Comments:
7. Participated in an ACCP Leadership Development Program at CHEST or during the year	Yes = 1	No=0	Comments:
8. Participated in the COG Leadership Development Program at the yearly COG meeting during CHEST	Yes = 1	No=0	Comments:
	Total Score:		
Service Mission (Maximum score is 8, target score is 4)			
1. Reviewed the COG Policy and Procedures Manual	Yes = 1	No=0	Comments:
2. Served on the Membership, Education, or Service Work Group	Yes = 1	No=0	Comments:
3. Helped promote the Governor/Region of the Year award	Yes = 1	No=0	Comments:
4. Participated in the Governor/Region of the Year Award program	Yes = 1	No=0	Comments:
5. Assisted in filling a Governor open seat and/or identified a replacement Governor candidate	Yes = 1	No=0	Comments:
6. Communicated regularly with state/province or regional members using designated Governor communication tools.	Yes = 1	No=0	Comments:
7. Voted for the COG representatives nominated to serve on the ACCP Nominating Committee	Yes = 1	No=0	Comments:
8. Voted for a Governor nominated to serve as the COG Vice-Chair-Elect	Yes = 1	No=0	Comments:
	Total Score:		
TOTAL SCORE FOR ALL FOUR AMES ACTIVITIES	TOTAL SCORE _____ /32		

**Appendix B: Council of US and Canadian Governors (COG) Accountability
Checklist**

1. At least 50% of Governors achieved a score of 16/32 or more on their individual Governor Activity Checklist.
2. Four Governor mentors were identified, and these individuals contributed to training efforts for the Governors and for new ACCP members wishing to become more active in ACCP activities.
3. Sufficient numbers of Governors (ideally 10 or whichever number is necessary to fill open seats) were identified to serve on the CMA and, as necessary, on the CAC.
4. The Governors elected a fellow Governor for the position of Vice-Chair-Elect of the COG.
5. The Governors were able to identify representatives to the ACCP Nominating Committee.
6. The Chair of the COG has served satisfactorily on the Executive Committee of the ACCP BOR and attended the majority of Executive Committee /BOR meetings.
7. There has been increasing use of designated electronic communication tools by Governors in order to communicate with their constituents.