



LEADERSHIP MANUAL

2017

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PREFACE

This Leadership Manual of the American Rehabilitation Counseling Association (ARCA), a division of the American Counseling Association, provides guidelines for the Association's Officers, Editors, Council Directors and others in assistance in the overall administration of the organization. It is our hope that this will provide an enduring guide to current and future leaders and other contributors to the work of our Division. To be truly effective, however, this must be a dynamic document; organizational changes should result in periodic revisions or supplements. Ongoing distribution to new leaders of the entire Leadership Manual with addenda will be the responsibility of future ARCA Presidents.

Material for this Leadership Manual has been collected from a variety of sources, most notably the Association By-laws and the input of current and former Officers of the Association. The descriptions of each position and council have a standardized organization, which will help assure understanding and implementation of role responsibilities as the Association's leadership changes, although orderly transition requires consultation with one's predecessors. It is our hope that this Leadership Manual will provide our future leaders with useful performance guidelines and accountability criteria for the continuing growth, effectiveness, and contribution of rehabilitation counseling through our organization.

OVERVIEW

ARCA is an organization of rehabilitation counseling practitioners, educators, and students who are concerned with improving the lives of people with disabilities. Its mission is to enhance the development of people with disabilities throughout their life span and to promote excellence in the rehabilitation counseling profession.

ARCA's goal is to provide the type of leadership that encourages excellence in the areas of rehabilitation counseling practice, research, consultation, and professional development.

ARCA is equally interested in eliminating environmental and attitudinal barriers so that more opportunities are available with regard to education, employment, and community activities to people with disabilities. These goals are addressed by ARCA through public education and legislative activities.

One of ARCA's primary goals is to increase public awareness of rehabilitation counseling as a profession and to extend its influence by encouraging members to become involved in the association's outreach and educational efforts. Other goals are to help members develop their leadership skills through participation in ARCA's organizational activities and to work with state officials to develop appropriate licensure requirements.

Mission

ARCA's mission is to provide an array of services including high quality education, advocacy, research and opportunities to support the professional development of rehabilitation counselors and students in training, so that the needs of individuals with disabilities are met and their quality of life is enhanced.

Vision

ARCA seeks to become the premiere organization for rehabilitation counselors and students in training that strives to eliminate disparities, stigma, attitudinal and employment barriers towards individuals with disabilities through training, teaching, advocacy and research initiatives so that individuals with disabilities will be recognized as full partners in society.

History

The roots of the Association date to the years just after the end of World War II, when an interest group of counselors working with people with disabilities formed under the banner of the National Vocational Guidance Association. The members of this group were drawn from both public and private agencies, from the Veterans Administration and to schools across the country. This informal group continued to grow modestly until the passage of the Vocational Rehabilitation Act in 1954, which sparked rapid growth in the Rehabilitation Counseling profession as federal funds were made available to universities for training of rehabilitation personnel. In 1958, this interest group became the Division of Rehabilitation Counseling (DRC) of the American Personnel and Guidance Association (now known as the American Counseling Association). Salvatore DiMichael

served as the first president, and the Rehabilitation Counseling Bulletin was launched at the first meeting. In 1961, with its membership continuing to grow, DRC was renamed the American Rehabilitation Counseling Association to reflect the organization's character as a national body with a professional identity of its own.

For a more comprehensive narrative of the Association's history, see:

DiMichael, S.G., & Thomas, K.R. (1985). ARCA's journey in professionalism: A commemorative review on the 25th anniversary. Journal of Counseling and Development, 63 (7), 428-435.

Relationship to ACA

ARCA is chartered as a division of the American Counseling Association (ACA). As such, ARCA and its officers have certain obligations to ACA, as stipulated in the ACA By-laws (See Appendix B). These responsibilities include:

- Identification of ARCA in all written materials and documents as "A Division of the American Counseling Association."
- All officers of ARCA must also be members of ACA.
- Certain reporting obligations, including the submission of a proposed annual budget, an annual audit, By-laws and proposed By-laws changes, and an annual report.

ELECTED OFFICERS

Overview

There are six elected officers of the Association: President, President-Elect, Past President, Secretary, Treasurer, and Representative to the ACA Governing Council. All six officers are elected by a vote of the membership at large, although the eligibility conditions and terms of office vary for each position.

All officers of the Association must be members in good standing of the Association, as well as ACA.

All six elected officers serve as voting members of the Association's Executive Council.

President

Eligibility and Term of Office

Professional members of ARCA are eligible to hold the office of President. Additionally, members must have demonstrated evidence of significant previous service to ARCA and/or the rehabilitation counseling profession.

The President serves for a term of one year beginning on July 1.

Duties

The President serves as Chief Executive Officer of the association and Chair of the Executive Council and presides at all general meetings of the association. Additionally, the President serves as an ex-officio non-voting member on all committees.

The President handles the day-to-day business of the organization, with specific functions delegated to appropriate Council Directors, as well as assistance from ACA.

A. General

1. Uphold the By-laws of the Association.
2. Effect the objectives of the By-laws.
3. With the Executive Council direct, monitor, and coordinate the affairs of the Association.
4. Encourage participation by members of the Association in its affairs, meetings, and publications.
5. Solicit new members and retain existing members.
6. Represent the Association at ACA leadership meetings.
7. Transmit in writing to the ACA President and to the ARCA membership an annual report on the activities of the Association.

B. Committees

1. Coordinate and monitor committees' activities.
2. Communicate changes (goals, reports, and dates) to the committees in concert with the Executive Council.
3. Dissolve or establish and appoint member (or replacements) of Ad Hoc Committees or Task Forces as deemed necessary.

C. Administration

1. Manage ongoing affairs of the Association in the absence of a paid Executive Director.
2. Delegate relevant tasks to any member of the Association, as deemed necessary.
3. Authorize expenditures of the Association.
4. Obtain Executive Board approval of revisions in the annual budget as originally drafted.

5. Represent the views of the Association to rehabilitation counseling organizations.
6. Plan for general membership meetings (in consultation with the relevant committee) and meetings of the Executive Council:
 - i. Set its place and date.
 - ii. Make accommodations for the Executive Council.
 - iii. Prepare the agenda for the meeting.

D. Presiding

1. Give Presidential Address at each meeting of the Association.
2. Write a Presidential letter for inclusion in each issue of the Association newsletter.
3. Preside over Association general membership meetings and Executive Council meetings and prepare an agenda for each. Guidelines for presiding, paraphrased from Robert's "Rules of Order," are listed below:
 - i. Open the meeting at the appointed time by taking the chair and calling the meeting to order, having ascertained that a quorum is present.
 - ii. Announce in proper sequence the business that comes before the assembly or becomes in order in accordance with the prescribed order of business, agenda, or program, and with the existing orders of the day.
 - iii. Recognize members who are entitled to the floor.
 - iv. State and put to vote all questions that legitimately come before the assembly as motions or that otherwise arise in the course of proceedings (except questions that relate to the presiding officer in the manner noted below), and announce the result of each vote; or, if a motion that is not in order is made, rule it out of order.
 - v. Protect the assembly from obviously frivolous or dilatory motions by refusing to recognize them.
 - vi. Enforce the rules relating to debate and to order and decorum within the assembly.
 - vii. Expedite business in every way compatible with the rights of members.
 - viii. Decide all questions of order, subject to appeal, or, when in doubt, submit such a question to the assembly for decision.
 - ix. Respond to inquiries of members relating to parliamentary procedure or factual information bearing on the business of the assembly.
 - x. Authenticate by signature, when necessary, all acts, orders, and proceedings of the assembly
 - xi. Declare the meeting adjourned when the assembly so votes or – where applicable – at the time prescribed in the program, or in the event of a sudden emergency affecting the safety of those present.

President-Elect

Overview

Professional members of ARCA are eligible to hold the office of President-Elect. Additionally, members must have demonstrated evidence of significant previous service to ARCA and/or the rehabilitation counseling profession.

The President-Elect serves for a term of one year beginning on July 1. The President-Elect is elevated to the office of President immediately following the expiration of this one-year term. Additionally, if there is a vacancy in the office of President, the President-Elect fills the office for the current term and the term to which he or she was elected.

The President-Elect serves as a member of the Executive Council and the Program Committee. The President-Elect acts in place of the President at those member association meetings and Executive Council sessions that the President is unable to attend.

The President-Elect may serve as an observer on behalf of ARCA at meetings of the ACA Governing Council, in addition to or in lieu of the elected Representative to the ACA Governing Council.

Duties

1. Serve as a consultant to the President.
2. Serve as a member of the Council on Organization, Administration, and Management.
3. Prepare for the Presidency one year hence as follows:
 - a. Become familiar with the operations of the Association; its officers, Executive Council, committees, relations with other organizations; publication affairs, and membership objectives – by reading this manual, the Association By-laws, and past newsletters and reports.
 - b. Become familiar with the Association's present and potential leaders.
 - c. Identify problems to be corrected within the Association and set goal priorities.
 - d. Develop a plan of objectives and management.
 - e. Learn the role of a presiding officer.
4. Preside at Association and Executive Council meetings in the absence of the President.
5. Assume the Presidency if that office is vacated.
6. Commence early any special projects of interest to the President-Elect.
7. Represent the Association at ACA leadership meetings.
8. Carry out other duties as may be assigned by the President and the Executive Council.

Past President

Overview

The Past President is the individual who has most recently stepped down from the Association Presidency. To facilitate continuity within the Association leadership, the immediate Past President serves to advise the current President on governance of the Association, and also continues to serve as a member of the Executive Council. The Past President also serves as Chair of the Nominations and Elections Committee.

Duties

1. Serves as a member of the Executive Council for a period of one year immediately following his or her term as President.
2. Serve as Chair of the Nominations and Elections Committee.
3. Transmit in writing to the ACA President the names of all Association officers promptly following their election or appointment.

Secretary

Overview

Professional and graduate student members of the Association are eligible for election to the office of Secretary. Additionally, such members must have demonstrated evidence of significant previous service to ARCA and/or the rehabilitation counseling profession.

The Secretary is elected to serve a two-year term, and serves on the Executive Council of the Association.

Duties

1. Record minutes of all Executive Council meetings.
2. Submit approved minutes of Executive Council annual and mid-year meetings for publication in the ARCA newsletter.
3. Develop policies and procedures for maintaining the records of the Association.
4. Gather and maintain historical data about the Association for deposit in the Association archives, including:
 - a. Reports of officers, committees, and members of the Executive Council
 - b. Minutes of all Executive Council meetings
 - c. Significant Association correspondence
 - d. Appropriate photographs
 - e. News articles about the Association
 - f. The Membership Directory
 - g. New and revised policies, handbooks, By-laws, etc.
 - h. Official Association publications, including newsletters and the Rehabilitation Counseling Bulletin
 - i. Official financial reports and records
5. Work in conjunction with the Association leadership and Council Directors to carry out the following responsibilities:
 - a. Distribute materials for all scheduled meetings.
 - b. Publish the report of the annual meeting.
 - c. Maintain the membership rolls, subject to the approval of the Membership Committee and the Executive Council.

Treasurer

Overview

Professional and graduate student members of ARCA are eligible for election to the office of Treasurer. Additionally, such members must have demonstrated evidence of significant previous service to ARCA and/or the rehabilitation counseling profession.

The Treasurer is elected to serve a three-year term, and serves on the Executive Council of the Association.

Duties

1. Develop policies and procedures for maintaining funds and securities of the Association.
2. Prepare an annual report for presentation to the Executive Council, and at the conclusion of the fiscal year submit this report to a certified public accountant for audit.
3. Prepare a mid-year report for presentation to the Executive Council.
4. Ensure that the audit report and approved budget of ARCA are presented at its annual meeting.
5. Fulfill the Association's obligations for financial reporting to ACA.
 - a. File a copy of the Association's proposed annual budget with ACA.
 - b. File a copy of the Association's annual audit with ACA.

Representative to the ACA Governing Council

Overview

The Representative to the ACA Governing Council holds office for a three-year term, and may not hold the same office again for two years.

With the permission of the Executive Council, the President-Elect may also observe meetings of the ACA Governing Council, and may represent the Association in the absence of the elected Representative.

Duties

1. Serves as a member of the Executive Council.
2. Serves as the Association's primary liaison to the American Counseling Association (ACA).
 - a. Represent the Association at meetings of the ACA Governing Council.
 - b. File a copy of the Association's proposed annual budget with ACA.
 - c. File a copy of the Association's annual audit with ACA.
 - d. File a copy of the Association's current By-laws annually with ACA.
 - e. Transmit in writing to the ACA President all proposed amendments to the Association By-laws no later than fourteen weeks prior to the ACA Governing Council meeting at which the change may be considered.

EXECUTIVE COUNCIL

Composition

The Executive Council consists of the six elected officers of the Association (President, President-Elect, Past President, Secretary, Treasurer, and Representative to the ACA Governing Council), and five members-at-large elected by the membership. Additionally, the Executive Director of the Association, if and when the position is occupied, serves *ex officio* as a non-voting member of the Executive Council.

The Executive Council is organized into five standing councils: Organization, Administration, and Management; Public Policy, Professional Preparation and Standards; Research and Knowledge; Public Relations and Awareness; and Development and Collaboration. Each standing council is directed by one of the five members-at-large.

STANDING COUNCILS AND COMMITTEES

Overview

There are five Standing Councils, which encompass all Standing Committees. The Councils are: Organization, Administration, and Management; Public Policy, Professional Preparation and Standards; Research and Knowledge; Public Relations and Awareness; and Development and Collaboration. Each Standing Council is directed by one of the five members-at-large on the Executive Council.

Each Standing Council encompasses one or more Standing Committees. Temporary Committees may also be created by a resolution of the Association membership or of the Executive Council to investigate and study matters of an immediate or nonrecurring character that are related to the purposes of the Association. The resolution that creates a Temporary Committee will define its power and duties.

The respective Council Directors and the President, with approval of the Executive Council, appoint members of Standing and Temporary Committees. The terms of office of all Committee Chairs are concurrent with that of the appointing President.

Before a Committee may undertake any project, which might involve the financial or public relations of the member association, the project must be approved either by a majority of the members at a business meeting, by the Executive Council, or by the President.

Council on Organization, Administration, and Management

Overview

The purpose of this Council is to plan, direct, organize, coordinate, and facilitate the mechanisms through which the member association conducts its affairs to assure legal, ethical, and responsible governance in the best interests of its members. Typically, this body handles matters related to internal administration such as nominations and elections, by-laws, state member associations, official records, CEU coordination and other matters indicated by the Executive Council.

Members

The Council consists of the chairs of each of four Standing Committees and various other Committees, as appointed by the Council's Director and the President, with the approval of the Executive Council. The President-Elect, the Secretary, the Treasurer, the elected Representative to the ACA Governing Council, and the immediate Past-President (as chair of the Nominations and Elections Committee), all serve *ex officio* for information purposes only.

Standing Committees

This council has three standing committees:

1. *Nomination and Elections* -- Responsible for conducting fair nomination and election procedures to elect officers of the member association. Chaired by the immediate Past-President.
2. *State Member Associations* -- Responsible for maintaining a list of chartered state divisions of ARCA. Other duties include acting as an active liaison with existing divisions, reviewing any petitions from groups of individual members who wish to become chartered as a state division, and making recommendations on such petitions to the Executive Council.
3. *By-laws* -- Responsible for receiving or developing proposals to amend the by-laws for presenting proposed amendments to the Executive Council and the general membership.
4. *CEU Coordination*—Responsible for the application process to CRCC for CEU credit approval during organization sponsored workshops. Must have and maintain credentials needed to act as a CRC CEU sponsor.

Director Responsibilities

1. Request and manage funding to provide for responsible administration of member association affairs, coordinating such budget allocations with the President and the Treasurer.
2. Identify and organize the number and type of additional Committees required to achieve the purposes of this council.
3. Identify prospective Committee Chairs, recommending them to the President for possible appointment.

4. Monitor, evaluate, and coordinate the activities of this Council's Committees to ensure the quality administration of association affairs.
5. Procure and review meaningful Committee reports in advance of Executive Council meetings, offering summaries and motions for action to help achieve the purposes of this council.
6. Foster field involvement of the general membership in matters related to association governance.

Council on Public Policy, Professional Preparation and Standards

Overview

The purpose of this Council is to plan, direct, coordinate, and facilitate the mechanisms through which the member association develops and promotes the profession of rehabilitation counseling, and to act as an advocate for equal access and quality services for individuals with disabilities by focusing on public policy, legislation, and human rights. Typically, this body handles matters related to professional standards and practices, accreditation, certification, licensure, education, training, public policy, federal legislation, and human rights issues affecting people with disabilities and the profession of rehabilitation counseling.

Members

The members of this Council are the Chairs of the three constituent Committees and various other Committees, as appointed by the Council's Director and the President with the approval of the Executive Council.

Standing Committees

1. *Accreditation* – Responsible for monitoring the development and use of accreditation mechanisms and processes in the field of rehabilitation counselor education.
2. *Certification* – Responsible for monitoring the standards and practices of those organizations involved in the certification of rehabilitation counselors.
3. *Licensure* – Responsible for monitoring the licensure process in those states that require licensure for the practice of rehabilitation counseling.
4. *Legislation* -- Responsible for monitoring relevant disability and rehabilitation legislation, making recommendations to the Executive Council for Association action regarding these proposals.
5. *Human Rights* -- Responsible for monitoring and informing the Executive Council of any issues or developments in the area of human rights that relate to disabilities or rehabilitation, making recommendations to the Council about association actions that may be required.
6. *Special Education* -- Responsible for acting as an advocate for the application of rehabilitation counseling in special education settings as well as monitoring and informing the Executive Council of developments, issues, and trends within the special education field.

Director Responsibilities

1. Request and manage funding to provide for an informed, involved Executive Council and general membership on legislative matters of importance to the rehabilitation counseling profession.

2. Identify and organize the number and type of additional committees required to achieve the purpose of this council.
3. Educate Executive Council and general membership on legislative matters of importance to the rehabilitation counseling profession.
4. Foster field involvement of the general membership.
5. Identify prospective Committee Chairs, recommending them to the President for possible appointment.
6. Monitor, evaluate, and coordinate the activities of this Council's Committees to ensure that meaningful information reaches the general membership and that opportunities to have an impact on significant professional issues are fully pursued.
7. Procure and review meaningful Committee reports in advance of Executive Council meetings, offering summaries and motions for action to help achieve the purposes of this Council.

Council on Research and Knowledge

Overview

The purpose of this Council is to plan, direct, organize, coordinate, and facilitate the mechanisms through which the member association conducts and promotes research and research dissemination relevant to rehabilitation counseling as outlined in ARCA research policy (see appendix b). Typically, this body handles matters related to research conduct and dissemination; recognition for research; research funding; the quality and timely production of the Rehabilitation Counseling Bulletin, books, monographs, or other publications of a scholarly nature; as well as other matters as indicated by the Executive Council.

Members

Journal Editor, Chair of the Research Awards Committee, Chair of the Publications Committee, and various other Committee Chairs as appointed by the Council Director and the President, with the approval of the Executive Council.

Standing Committees

1. *Publications* -- Responsible for soliciting nominees for the posts of editor and associate editor of the Rehabilitation Counseling Bulletin, reviewing supporting material on nominees, and making recommendations to the Executive Council. This Committee is also responsible for reviewing proposals for monographs as well as joint publications with other professional organizations.
2. *Research Awards* -- Responsible for soliciting nominations, reviewing nominated reports, and selecting recipients of the ARCA Research Award and the ARCA Career Research Award.

Director Responsibilities

1. Request and manage funding to provide for quality research publications and the recognition of quality rehabilitation research.
2. Identify and organize the number and type of additional Committees required to achieve the purposes of this council.
3. Identify prospective Committee Chairs, recommending them to the President for possible appointment.
4. Monitor, evaluate, and coordinate the activities of this Council's Committees to ensure the quality of ARCA's publications and the integrity of research awards.
5. Procure and review meaningful Committee reports in advance of Executive Council meetings, offering summaries and motions for action to help achieve the purpose of this Council.
6. Foster field involvement of the general membership in matters related to research and research publications.
7. Keep a listing of all award recipients.

8. Following the annual presentation of awards, submit for publication in the ARCA newsletter a list of the year's ARCA award recipients.
9. Develop and implement any requests to ARCA for research involving ARCA members.

Council on Public Relations and Awareness

Overview

The purpose of this Council is to plan, direct, organize, coordinate, and facilitate the membership and public relations mechanisms through which the Association grows, develops its member services, and enhances the visibility of the Association and the rehabilitation counseling profession. Typically, this body handles matters related to member recruitment and maintenance, field involvement, promotion of member services, development and dissemination of promotional materials (including the newsletter for ARCA), non-research awards, and overall public relations on behalf of the Association and the profession.

Members

Chairs of the Membership, Public Relations, and Special Awards Committees, as well as various Committee Chairs appointed by the Council Chair and the President, with the approval of the Executive Council.

Standing Committees

1. *Membership* -- Responsible for supervising member recruitment and maintenance, as well as promoting member services and field involvement.
2. *Public Relations* -- Responsible for enhancing the visibility of the association and the profession by developing and disseminating quality promotional materials including, but not limited to, the newsletter and brochures.
3. *Special Awards* -- Responsible for publicly recognizing members who have made outstanding contributions to the Association or profession.

Ad Hoc Committees

1. *ARCA Student Task Force* – Responsible for matters regarding student membership recruitment and maintenance, promotion of student paper presentations at conferences, and other student membership related activities.

Directors Responsibilities

1. Request and manage funding to provide for association growth and visibility; inform and involve general members; and recognize outstanding professional or service contributions.
2. Identify and organize the number and type of additional Committees required to achieve the purposes of this council.
3. Identify prospective Committee Chairs, recommending them to the President for possible appointment.
4. Monitor and evaluate the editorial board of the newsletter for ARCA, and facilitate its timely production.

5. Facilitate the development and distribution of quality promotional materials, which affect visibility, and image of the Association and the profession. (NOTE: ACA By-laws require that all Association documents and written materials identify ARCA as “A Division of the American Counseling Association.”)
6. Procure and review meaningful Committee reports in advance of Executive Council meetings, offering summaries and motions for action to help achieve the purposes of this Council.
7. Foster field involvement from the general membership, including through the management and use of the Association’s web page and listserv.
8. Periodically apprise the Executive Council of membership status through review and sharing of ACA’s monthly membership status reports.
9. Design and implement a process for securing and maintaining an up-to-date mailing list of ARCA members, for use in the ARCA member listserv.

Council on Development and Collaboration

Overview

The purpose of this Council is to plan, direct, organize, coordinate, and facilitate the mechanisms through which the association provides meaningful programs for its members, relates to ACA and other relevant professional and consumer groups, and engages in active collaborations and partnerships with these groups. Typically, this body handles matters related to conference planning, advocacy and consumer affairs, interorganizational liaison, representation on ACA's principal Committees, regional ACA involvement, and other activities indicated by the Executive Council.

Members

The Council is composed of various Committee Chairs appointed by the Council Director and the President, with the approval of the Executive Council.

Standing Committees

1. *Program* -- Responsible for recommending programs and related activities as required for approval by the Executive Council.

Chair Responsibilities

1. Request and manage funding to provide for high quality association programs and activities in addition to providing liaison and representation to ACA Committees and other relevant consumer and professional groups.
2. Identify and organize the number and type of additional Committees required to achieve the purposes of this Council.
3. Identify prospective Committee Chairs, recommending them to the President for possible appointment.
4. Monitor, evaluate, and coordinate the planning required for programs and conferences, as well as legislative, advocacy, and interorganizational liaison activities.
5. Help the Association maintain a forward-looking, realistic plan and direction to facilitate proactive decisions by the Executive Council.
6. Procure and review meaningful Committee reports in advance of Executive Council meetings, offering summaries and motions for action to help achieve the purposes of this Council.
7. Foster field involvement of the general membership in matters related to association plans and the Association's relationships with other organizations.

OTHER APPOINTED POSITIONS

Overview

The Journal Publisher with the approval of the President and Executive Council appoints the Journal Editor. The President with the approval of the Executive Council appoints Webmaster, and Listserv Manager of the Association. They perform specialized duties relating to the day-to-day business of the Association.

Journal Editor

Overview

The Journal Editor oversees the publication of ARCA's official journal, the Rehabilitation Counseling Bulletin.

The primary duties of the Journal Editor are promoting the Bulletin and encouraging submissions, identifying reviewers and sending the submissions to them for review, working with the authors to make recommended changes, making a final determination as to whether to publish, and notifying submitters of the decision. The Journal Editor then sends accepted submissions to the publisher for editing. The Journal Editor then reviews both edited manuscripts and article galleys before publication. Additional duties include presiding over the Editorial Board, training new Editorial Board members, keeping a database of journal submissions and outcomes, accepting and reviewing special issues, working with Associate Editors, reporting to and interacting with publisher and the Executive Council and President, and serving as a liaison between the ARCA and publisher.

The Journal Editor's term of office is not defined by the Association By-laws, and is governed solely by the Publisher and Executive Council.

Duties

A. General

1. Assume responsibilities for appropriate writing, editing, and content of the Rehabilitation Counseling Bulletin.
2. Develop and arrange for regular or special features, columns, editorials, current events reports, book reviews, reader comments, position papers, reprint or update of classic or notable articles, state of the art or research reviews, or other types of contents.
3. Under liaison with the Publisher of the Bulletin, carry out responsibility for printing, publication, and distribution.

4. Maintains a complete set of all issues of the Bulletin, dating from its inception, as available.
- B. Administration
1. Appoint Managing Editor and other staff as needed.
 2. Maintain continuous liaison with Publisher under contract to print, publish, and sell the Bulletin.
- C. Manuscripts
1. Develop policies and procedures for the competent and timely review of manuscripts.
 2. Assign manuscripts to reviewers, and in consultation with them, reach editorial decisions.
 3. Communicate with authors regarding editorial decisions and other matters, including editorial advice and comments.
 4. Promote submission of manuscripts for review through communication with research workers and convention program presenters.
 5. Arrange “Special Issues” with guest editors and/or authors while maintaining publication standards of the Bulletin.
- D. Other
1. Accept responsibility for Bulletin correspondence.
 2. Maintain records of manuscripts, correspondence, and editorial decisions.
 3. Maintain records of Bulletin expenses.
 4. Report to the Executive Council and the Association on the operation of the Bulletin.
 5. Respond to requests for past issues and copies of specific articles of the Bulletin.
 6. Refer copyright inquiries to appropriate publisher personnel.
 7. Coordinate with person responsible for the Continuing Education Credit option and promote information about this service in the Bulletin.

Webmaster

Overview

The Association Website Webmaster is responsible for editing, maintaining, and continuously updating the Association Website under the direction of the Executive Council. The Association may provide nominal compensation for this activity. The President with the approval of the Executive Council appoints the Webmaster. The length of the term and specific authority of the Webmaster is not specified in the Association By-laws. In the event of an emergency or less than majority vote by the Board an interim Webmaster shall be selected and appointed by the President in consultation with the President-Elect. This interim appointment, however, may be confirmed or overruled at the next meeting of the Executive Council.

Duties

1. Stimulate and facilitate communication between and to the entire membership and non-members interested in Rehabilitation Counseling including:
 - a. Post official Association announcements and governance reports, such as minutes by the Secretary of Executive Council meetings, selected or edited reports by committees and other groups, Program Committee call for papers and convention schedules, periodic President's messages, and current By-laws.
 - b. Post announcements of general or specific nature relevant to rehabilitation counseling.
 - c. Report on newsworthy events, providing written and pictorial accounts. Include excerpts or selected articles from the Association Newsletter.
 - d. Post information on how to become a member, a general description of the field, a list of training programs, information regarding professional certification in the field, and a list of readings in the field.
 - e. Serve as a member of the Council on Public Relations and Awareness.
2. Solicit, screen, and edit all material from various sources for posting (or supervise these editorial functions).

- a. Assign tasks to an editorial staff and monitor progress. In this role the Webmaster creates staff positions as needed and appoints (or removes) staff members.
4. Attend and participate in the Executive Council meetings as needed. Prepare an annual report on the status of the Website, including recommendations for changes.

Listserv Manager

Overview

The Association Listserv Manager provides oversight of the Association Listserv under the direction of the Executive Council. The President with the approval of the Executive Council appoints the Listserv Manager. The length of the term and specific authority of the Listserv Manager is not specified in the By-laws of the Association.

Duties

1. Host locally or arrange for hosting by ACA of the listserv.
2. Stimulate and facilitate communication between and to the entire membership.
3. Add or eliminate Association members to the listserv at their request.
4. Monitor communication on the listserv providing occasional guidance regarding listserv etiquette and specific Association Listserv guidelines.
5. Remove or suspend participation on the listserv by any participant who repeatedly violates listserv etiquette, norms, or guidelines. This would generally be done after privately warning the offending participant.
6. Facilitate or post official Association announcements and other information of interest to the general membership such as:
 - a. Announcements of general or specific nature relevant to rehabilitation counseling.
 - b. Newsworthy events.
7. Serve as a member of the Council on Public Relations and Awareness.
8. Assign tasks to an Associate Listserv Manager if the listserv Manager is unable to provide ongoing monitoring due to illness, vacation, etc.
9. Attend and participate in the Executive Council meetings as needed. Prepare an annual report to the Executive Council on the status of the listserv, including trends in the number of posted messages.

Representation to Other Professional and Standard-Setting Organizations

Overview

ARCA liaisons or representatives are appointed to other professional and standard-setting organizations by ARCA leadership to represent ARCA's interests to these associations and to keep ARCA's leadership apprised of activities of these associations. Some of the organizations to which ARCA may appoint representation are: the Council on Rehabilitation Education (CORE), the Commission on Rehabilitation Counselor Certification (CRCC), the National Rehabilitation Counseling Association (NRCA), and others.

Duties

1. Represent the interests of ARCA to the respective professional or standard-setting organization by attending the annual or periodic meetings of these associations.
2. Provide reports of the organization's activities to the ARCA Executive Council at the annual and mid-year Executive Council meetings.
3. Assist ARCA leadership in the preparation of position papers reflecting ARCA's interests, for presentation to the respective professional or standard-setting organization.

Appendix A:
Non-profit Leadership Fiduciary Responsibilities

Fiduciary Responsibility

What is Fiduciary Responsibility?

Volunteer leaders have an implicit responsibility to act in the best interest of the organization they represent. This is commonly referred to as the **fiduciary responsibility** of a volunteer and is difficult to define but easy to breach. Volunteers must constantly be aware of potential conflicts of interest and not be involved with these conflicts in any manner. A volunteer's fiduciary responsibility consist of a Duty of Care , Duty of Loyalty Duty of Obedience and Reliance of Experts:

Duty of Care

The duty of care requires an individual to exercise ordinary and reasonable care in the performance of their duties, exhibiting honesty and good faith. The "ordinary man" rule often applies when measuring this responsibility

Duty of Loyalty

The duty of loyalty requires a duty to avoid conflicts of interest and provide undivided allegiance to the mission of the organization. Loyalty in appearance, as well as fact, is equally critical.

Duty of Obedience

The duty requires an individual to operate within and in accordance with an organization's governing documents that include Articles of Incorporation, Bylaws, and policies and procedures. Compliance with federal and state laws, regulations and procedures are also required.

Reliance on Experts

A volunteer leader is entitled to rely on information, opinions, reports or statements prepared by committees, consultant and/or staff, that the leader believes to be reliable and competent in the matters being presented. Once identified or accepted as an expert, any information, opinions, reports or statements cannot be ignored and must be given ample and proper consideration. Anyone who knows more than the average person can constitute an expert.

10 Basic Functions of a Governing Board

1. Determine the organizations mission and purposes

Establish a Mission, Strategic Plan, Articles of Incorporation, Bylaws and Tax Exemption.
2. Select the Executive Staff through an appropriate process

The Executive Director represents the only employee of the Board. All other Association staff report to the Executive Director.
3. Provide ongoing support and guidance for the Executive

Establish clear direction and lines of communication, adopt the organizations policies and procedures, approve an annual budget, etc.
4. Ensure effective organizational (strategic) planning

Routinely evaluate the Strategic Plan and identify the tangible goals, tied to the budget, that need to be met to achieve this plan.
5. Ensure adequate resources

Develop the annual budget in a conservative, realistic and dynamic manner.
6. Manage resources effectively

Routinely review the internal financial statements, audit reports and any consultant reports. Evaluate operational and organization efficiencies routinely.
7. Determine and monitor the organization's program and services

Periodically survey members to ensure the benefits provided are valued and meet their expectations.
8. Enhance the organization's public image

Promote and protect the organization.
9. Serve as a court of appeal
10. Assess its own performance

Legal Considerations of a Governing Board

- 1) Leaders cannot abdicate their responsibility to be in charge and to direct.
- 2) Leaders must make certain that their Association is working within the legal frame work.

Ignorance of the law is no excuse. Federal, state and local regulations and reporting requirements for tax-exempt organizations are among the more complicated.

- 3) Leaders have the responsibility for the protection of all Association assets.

Insurance, audits, budgeting and oversight are among the internal controls that can minimize any risk to the organization.

- 4) Leaders must validate all major contracts by giving and recording formal approval.

Establishing policies and ensuring compliance with those policies are typically how organization avoid micro-management.

- 5) Leaders must attend all Board meetings, not just on occasion. Absence from meetings does not release a Board member from the responsibility for the decisions made.

Practical Considerations for a Governing Board

- 1) Attend meetings. Rely on information presented and the integrity of others; however, always use reasonable judgment.
- 2) Read minutes ensuring completeness and accuracy.
- 3) Record objections and ensure controversial issues are debated. The assumption under the law is not that the correct decision was made but serious consideration of an action before the action was taken.
- 4) Maintain current policies and procedures that have been reviewed by professionals (legal, audit, database managers etc.) and that are thoroughly understood by the Association's staff.
- 5) Ensure all laws and regulations are followed in a complete and timely manner. Employment and income taxes must be paid and a thorough understanding of the distinction between independent contractor and employee is understood.
- 6) Ensure adequate insurance is maintained to properly safeguard Association assets.
- 7) Review financial statements and ensure that you have a thorough understanding of the financial position and performance of the Association.

Leadership Protection

The Volunteer Protection Act of 1997 provides immunities from personal liability for volunteers of qualifying nonprofit organizations. This law supersedes any conflicting state regulations and is intended to limit any liability from the good faith efforts of those volunteers. **This law does not cover employees; consequently, this law may not cover any Board member that receives salary, wages or a stipend either directly or indirectly.** Additionally, the law does not cover:

- Willful Misconduct
- Gross Negligence
- Fraud
- Violation of State Laws
- Wrongful Action Committed Prior to Passage
- Employment Practices
- Violations of Civil Rights
- Sexual Offenses
- Personal Injury (Libel, Slander etc.)

To minimize any exposure related to these areas covered by the Volunteer Protection Act of 1997, it is strongly recommended that a tax-exempt organization consider contacting an insurance professional and consider adopting the following insurances:

Directors and Officers Liability Insurance typically covers the decisions and action of a tax exempt organization's Board of Directors during the course of providing leadership to the organization they represent. This type of insurance will cover any breach of duty, error, neglect omission or act committed solely in the course of the activities of the organization.

Professional or General Liability insurance covers the organization for damages against third parties or property by the breach of duty, error, neglect omission or act committed solely in the course of the activities of the organization.

Fiduciary Liability insurance protects the insured from claims of "breach of fiduciary duty" by the breach of duty, error, neglect omission or act committed solely in the course of the activities of the organization.

Appendix B:
ARCA Research Policy

ARCA Research Policy - DRAFT

It has been proposed that ARCA have a policy on the contacting of ARCA members for research purposes (surveys, questionnaires, interviews, etc.). Based on input from Association officers, as well an example research policy from a similar organization, the following policy for the release of member information for research purposes is proposed:

I. Maintenance of Research Subjects List

- A. The Council on Research and Knowledge (“Council”) shall maintain a list of members (“Research Subjects List” or “List”) who wish to be contacted for research purposes and have given their express consent to this effect. Such consent is strictly voluntary and may be withdrawn by a member at any time.
- B. Member information released for approved research purposes may include such basic information as a member’s Name, Address, Telephone Number, E-Mail Address, Organizational Affiliation, Occupation, and/or Membership Class.
- C. The Research Subjects List shall under no circumstances be distributed or used for any commercial solicitation purpose.

II. Approval of Requests for Access to Research Subjects List

- A. The Council must approve all requests for the use of the Research Subjects List for research activities. The group reviewing and approving proposals will be selected and directed by the Council Chair.
- B. Research project proposals should include a brief literature review, research questions, and data collection and analysis sections.
- C. Prior to submission to the Council for approval, research project proposals must be approved by the Internal Review Board (or other relevant governing body) of the affiliated institution of higher learning. If no such body exists, or approval is not required, the reasoning should be submitted to the Council in writing, along with appropriate documentation from the institution.
- D. The Council shall consider the following factors in granting or denying requests for use of the Research Subjects List:
 - i. Is the proposal writer a member of ARCA?
 - ii. Why is ARCA membership participation requested?
 - iii. Does the proposed research further the mission of the Association, as specified in Article I, Section 2 of the ARCA By-laws?
 - iv. Is the proposed research in accordance with the appropriate ethical and legal standards of behavior?
 - v. Is there any potential for the study to be found offensive (e.g., language that is disability insensitive)?

- vi. Is there any potential hardship (survey too long, poorly constructed study) or harm to the membership?
- vii. Any other factors deemed relevant by the Council or its members.
- E. The Council shall consider the recommendations of all of its members and issue one of the following determinations:
 - i. Grant approval for the use of the Research Subjects List; OR
 - ii. Grant provisional approval pending receipt of a proposal that has addressed any concerns or recommendations of the Council; OR
 - iii. Deny the request.

III. Guidelines for the Use of Research Subjects List

- A. Access to the Research Subjects List is provided on a project-by-project basis only; those granted access to the List for a particular project may not use it for subsequent projects without the approval of each individual project by the Council.
- B. Strict confidentiality is expected of users of the Research Subjects List. Users may not distribute the List to any person not affiliated with the approved project.
- C. Under no circumstances may the List be used for commercial solicitation purposes.
- D. Following completion of a project, researchers are expected to provide a report on its outcome to the Council. Appropriate citation of ARCA support is appreciated.

IV. Fees

- A. The Association will collect a reasonable one-time fee from users of the Research Subjects List. The fees shall be determined by the Council, and shall be varied based on the affiliation of the individual researcher(s). Categories are listed in order of declining fee obligation:
 - i. Category A - Major research institutions (e.g., rehabilitation institutes, federal agencies, colleges and universities, etc.).
 - ii. Category B – Other institutions (e.g., regional hospitals, AHECs, etc.).
 - iii. Category C – Individuals working on dissertations or other similar projects.

APPENDIX C:
ARCA Past Presidents

ARCA Past Presidents

1958-59	Salvatore DiMichael	1986-87	Randall Parker
1959-60	William Usdane	1987-88	Brian McMahan
1960-61	Abraham Jacobs	1988-89	John Thompson
1961-62	Lloyd Lofquist	1989-90	Ross Lynch
1962-63	C. H. Patterson	1990-91	Dennis R. Maki
1963-64	William Gellman	1991-92	Martha Walker
1964-65	Daniel Sinick	1992-93	Jeanne Patterson
1965-66	John McGowan	1993-94	John Dolan
1966-67	John Muthard	1994-95	Linda Shaw
1967-68	Marceline Jaques	1995-96	Michael Leahy
1968-69	Martin Acker	1996-97	William Richardson
1969-70	Leonard Miller	1997-98	Vilia Tarvydas
1970-71	Gregory Miller	1998-99	Donna Falvo
1971-72	Richard Thoreson	1999-00	Chow Lam
1972-73	George Ayers	2000-01	Deborah Ebener
1973-74	Lawrence Feinberg	2001-02	Ellen Fabian
1974-75	George N. Wright	2002-03	Suzanne Bruyere'
1975-76	Tom Porter	2003-04	Tim Janikowski
1976-77	Ray Ehrle	2004-05	Betty Hedgeman
1977-78	Bob Johnson	2005-06	Jan LaForge
1978-79	Frank Touchstone	2006-07	Irmo Marini
1979-80	Donald Linkowski	2007-08	Patty Nunez
1980-81	Kenneth Reagles	2008-09	Yolanda Edwards
1981-82	Dan McAlees	2009-10	Carolyn Rollins
1982-83	Stanford Rubin	2010-11	Frank Lane
1983-84	Kenneth Thomas	2011-12	Carrie Wilde
1984-85	Paul McCollum	2012-13	Joe Keferi
1985-86	Edna Szymanski	2013-14	Paul Toriello

American Rehabilitation Counseling Association (ARCA)

2014-15	David Staten	2015-16	Quiteya Walker
2016-17	Henry McCarthy	2017-18	Michelle Bradham-Cousar
2018-19	Noel Ysasi	2019-20	Michael Hartley
2020-21	Stephen Zanskas	2021-22	Sonia Peterson
2022-23	Valerie Dixon	2023-24	Daniel Balva

APPENDIX D:

GROUP EXCEPTION LETTER

AMERICAN PERSONNEL AND GUIDANCE ASSOCIATION

M E M O R A N D U M

August 30, 1979

TO: All Division Presidents and Treasurers

FROM: Charles L. Lewis, Executive Vice President

SUBJECT: IRS Exempt Status - APGA and its Divisions

1. I make reference to my Memorandum dated September 6, 1978, subject as above, wherein you were informed of APGA's intention to approach IRS for a "group exemption" covering all Divisions. If granted, such exemption would permit APGA to legally include incorporated as well as unincorporated Divisions on the APGA tax returns (IRS Forms 990 and 990-T), and also include them under the APGA tax exemption,

2. On June 15, 1979, a "Request for Group Exemption Determination" was forwarded to IRS, covering nine (9) Divisions as follows:

American Mental Health Counselors Association
American Rehabilitation Counselors Association
American School Counselors Association
Association for Humanistic Education and Development
Association for Measurement & Evaluation in Guidance
Association for Non-White Concerns in Personnel & Guidance
Association for Specialists in Group Work
National Employment Counselor Association
Public Offender Counselor Association

The four Divisions not included are:

National Vocational Guidance Association
Association for Religious & Value Issues in Counseling
Association for Counselor Education and Supervision
American College Personnel Association

One, NVGA already has Section 501(c)(3) findings. The other three require some modifications to their Articles and Bylaws in order to qualify for 501(c)(3) exemption. Once these documents are properly amended, these four can be added under the group exemption.

American Rehabilitation Counseling Association (ARCA)

3. I am extremely happy to report that on August 17, 1979, we received a letter from IRS, dated August 14, 1979# recognizing the nine Divisions listed in (2} above, as exempt from Federal income

TWO SKYLINE PLACE, SUITE 400, 5203 LEESBURG PIKE • FALLS CHURCH, VA. 22 1 • AC 703 820-..700 • Exec:ull . Vlce-President: CHARLES L. LEWIS

- 2 -

tax under Section 501(c)(3) of the code. A copy of the IRS letter is enclosed herewith (Enclosure #1). Please note that the findings are based on each Division's special relationship to APGA. Each Division's tax exemption is now dependent upon its continuing relationship with APGA and any Division not a member of the APGA "group" would have to secure tax-exempt status on its own.

4. The new findings will have little or no immediate impact on your day-to-day operations. Obtaining reduced cost mailing privileges will be eased since the new findings grant a "Group Exemption Number" which can be cited to the Post Office. And, in some states you will be granted relief from sales taxes. Beyond these matters, there should be no significant change in your operations. Therefore no action is required on your part at this point in time.

5. As regards the four Divisions in paragraph 2 above who were not included in the June 15, 1979 "Request for Group Exemption Determination", actions are in process to modify their Articles and Bylaws. Eventually, once such modifications have been completed, they and the APGA Foundation will be included on the required annual report to IRS as subordinates to be added under the APGA group exemption (see page 2, paragraph 3 of Enclosure #1).

6. The findings will have the biggest impact here at the National Headquarters. We now are able to legally include all Divisions in the group on one income tax return. As you know, we have done so in past years, but have been criticized by IRS and our own auditors.

7. As soon as we receive the IRS "Group Exemption Number" you will be notified.

Enclosure

cc: Members, APGA Board of Directors

American Rehabilitation Counseling Association (ARCA)

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF CONSUMER AND REGULATORY AFFAIRS
BUSINESS REGULATION ADMINISTRATION



THIS IS TO CERTIFY that the pages attached hereto constitute a full, true and complete copy of:

CERTIFICATE AND ARTICLES OF AMENDMENT OF, AMERICAN ASSOCIATION FOR COUNSELING AND DEVELOPMENT (name change to) AMERICAN COUNSELING ASSOCIATION, AS RECEIVED AND FILED APRIL 6TH, 1992

as the same appears of record in this office.

IN TESTIMONY WHEREOF, I have hereunto set my hand and caused the seal of this office to be affixed, this the 10th day of August, 1992.

Barbara E. Brown
Acting Director

James E. Kerr
Administrator
Business Regulation Administration

Acting

VANDY L. JAMISON, JR.
Superintendent of Corporations
Corporations Division

Government of the District of Columbia
Sharon Pratt Kelly Mayor

APPENDIX E:
TRESURER DOCUMENTS



ARCA Travel Policy

Overview

It is the policy of the ARCA Board of Directors to cover travel expenses directly related to attendance at the annual ARCA Board/Business meetings conducted at the ACA Annual Conference and at one mid-year face-to-face meeting if planned and budgeted for by the ARCA board.

Authorized individuals will have the following applicable items covered: air transportation, checked baggage fees (as indicated below), ground transportation, hotel charges, meal expenses, and gratuities that are directly applicable to ARCA business. Additional hotel nights, meals, and conference registrations that are not directly related to ARCA business and alcoholic beverages WILL NOT be covered. The opportunity to network during subsequent days does not constitute official ARCA business.

The following information is provided in accordance with ACA policy on travel and reimbursement.

Timeframe for Completion

Expense Reimbursement Request forms must be used to request reimbursement. The original form must be completed, signed and submitted within **thirty (30) days** of the meeting, along with original receipts for all purchases. The association reserves the right to not reimburse any expenses not received within the thirty (30) day time limit. Instructions for completion of the Expense Reimbursement Form are in Appendix A.

Authorizing Signature

The ARCA Treasurer's signature serves as the authorization for reimbursement of official ARCA travel expenses for officers and others traveling on behalf of ARCA. The President's signature serves as the authorization for reimbursement of official ARCA travel expense for ARCA Treasurer.

Expense reimbursement requests should be submitted to the ARCA Treasurer:

Transportation

Travel by Public Transportation: Round trip travel by air (coach fare), train, and bus will be provided and will be reimbursed after submission of an official voucher and related receipts. Individuals traveling on ARCA business must purchase a coach-class ticket. First class tickets and seat upgrades are not reimbursable and would be at the travelers' expense.

Travel by Private Automobile: Travel by automobile will be reimbursed at the rate approved by the Internal Revenue Service, not to exceed one round trip air coach fare from the individual's place of residence or point of departure to the meeting site. **Note the GSA mileage rate for 2017 is 53.5 cents/mile.**

Automobile Rental: Automobile rental may be reimbursed only if it is specifically authorized by the ARCA President and Treasurer and there is no other transportation available at a lesser cost.

Ground Transportation: Ground transportation charges between your home and the airport and between the airport and hotel are reimbursable. For travel between your home and the airport, you must submit documentation (sing MapQuest or Google maps) to verify mileage. For ground transportation between the airport and your hotel, please submit a receipt from the driver for the total cost, including gratuity. Transportation costs (such as tolls and parking) will be reimbursed by receipts.

Intra-City Taxi Cab Fares: Taxi fare within a city is allowed when official business requires such travel and is pre-approved by the ARCA President.

Checked Baggage Fees

The ARCA Board will cover baggage fees for checked or carry-on baggage according to the following schedule:

# of Meeting Days	# of Pieces Allowance
1-3 Days	1 Checked Bag as documented by receipt
3-7 Days	2 Checked bags as documented by receipt

Hotel Charges

Reimbursement is provided for hotel room costs (including taxes) for days directly associated with ARCA business. Charges for room upgrades, additional nights before or after the conference event, non-reimbursable incidentals, including gift shop purchases, health club usage, movies, etc., will be the personal responsibility of the Board Member.

Meal Expense Reimbursement (As of 2017 and in accordance with rates set by ACA)

The ARCA Board reimburses up to \$70.00 per full day for meal expense, \$55.00 per ½ day. Only those meals incurred during the time that an individual was traveling on ACA business are eligible for reimbursement. Original receipts **MUST** be submitted for all meal reimbursements. Reimbursement for provided meals may not be claimed regardless of whether or not the individual partakes. Further, group meals that are arranged by the board in conjunction with meetings will reduce the amount of reimbursable meal expense to a maximum ½ day reimbursement of \$55.00.

Public transportation fares to and from restaurants, taxes and tips are considered part of the cost of the meal and are not reimbursed. Meals for spouses or others are not reimbursable.

Internet Usage Charges

The ARCA Board does not cover hotel Internet usage charges.

Miscellaneous

All reasonable accommodations will be made for those individuals with disabilities. If a Board Member requires an attendant to accompany him/her to meetings, the attendant's expenses are subject to the same guidelines.

Items of a purely personal nature are not reimbursable.

The President and Treasurer must approve any deviation from this policy prior to making travel arrangements.



ARCA Travel Expense Reimbursement Request Procedures

Expense Reports are utilized by Association officers and committee persons to receive reimbursement for monies expended in carrying out the functions of the office or committee. The following procedures are utilized:

1. To initiate reimbursement, use the current Travel Reimbursement Form made available to you via the ARCA Treasurer. Once prepared, this form must be approved by the ARCA Treasurer, and in certain cases, also by the ARCA President. All of these forms must first go to the ARCA Treasurer before they go to ACA headquarters.
2. **For his/her own records, the requester makes a copy of the form and its accompanying receipts before sending it to the Treasurer.**
3. The Treasurer will acknowledge receipt and reviews the completed Expense Report, checking to make sure the expenditures are within the approved budget, and supported by the required documentation, such as receipts, bills, statements or invoices. The Treasurer charges the form to the proper accounts and function, signs the form, and then forwards the request to ACA Headquarters for payment. No requests are paid without the signature of the Treasurer.
4. **NOTE: Travel requests with incomplete forms, missing receipts or not submitted in compliance with ARCA Travel policy and procedures will be returned to the requestor to be remedied before reimbursement is authorized.**
5. It normally takes two to three weeks for reimbursement.

Completing the Travel Expense Reimbursement Form

1. Organizational Information: To be completed by the Treasurer.
2. Requester Information: Give your complete name and address.
3. Business Purpose: Provide a brief description of the nature of the travel (e.g., Attend ARCA business events at ACA, San Francisco, CA, 3/15 – 3/19, 2017).
4. Account Allocation: The sections labeled Number, Department, and Unit will be completed by the treasurer.
5. Account Description: DO complete the description section including dates, amounts.
 - a. List only those items for which reimbursement is claimed. Itemize lodging, meals, air fare, parking, taxi, etc. by separate days and on separate lines as noted by the categories to the right of the spreadsheet.
 - b. Airfare can be claimed all at once on the first day.
 - c. If claiming mileage, indicate the number of miles and departure/destination cities.
 - d. A reminder that receipts are needed for all meals and will not be reimbursed beyond the daily maximum allowances noted.
6. Requester: Sign and show the date you submit this form.

7. Authorized by: To be completed by the ARCA Treasurer.
8. Instructions: To be completed by the ARCA Treasurer.
9. Enclose receipts: Receipts are required for all claimed expenses.
 - a. Be sure it is clear which item descriptions belong to which receipts.
 - b. TAPE (do not staple) all small receipts to 8.5x11 paper.
 - c. Make a copy of the form and receipts for yourself. (On rare occasions materials disappear en route.)

FINAL REMINDERS:

PREPARE YOUR REQUEST WITHIN 30 DAYS OF EXPENSE. SEND FORM AND RECEIPTS TO CURRENT TREASURER. PLEASE DO NOT HESITATE IN SEEKING ADDITIONAL GUIDANCE WHEN COMPLETING THE FORMS.

TRAVEL REQUESTS WITH INCOMPLETE FORMS, MISSING RECEIPTS OR NOT SUBMITTED IN COMPLIANCE WITH THE ABOVE POLICIES AND PROCEDURES WILL BE RETURNED TO THE REQUESTOR TO BE COMPLETED BEFORE REIMBURSEMENT IS AUTHORIZED.

**CHECK REQUEST FORM
INSTRUCTIONS FOR COMPLETION**

Purpose of this form:

This form is used to request reimbursement for expenses not related to travel (e.g., awards, postage) It is also used when submitted along with miscellaneous vendor invoices such as for the ARCA newsletter or website services.

Instructions for completing the form:

1. Organizational Information: Leave blank. This will be completed by the Treasurer.
2. Vendor/Payee Detail: Give complete name and address of person or company to be paid.
3. Total Amount: Fill in.
4. Account Number, Dept, Unit: Leave blank. To be completed by the ARCA Treasurer who will complete it using the ARCA Chart of Accounts.
5. Description:
 - a. A brief description of expense, services provided or honorarium.
 - b. Use separate lines for different items (e.g., postage, telephone).
 - c. List only those expenses for which payment or reimbursement is claimed.
6. Amount: Fill in for each line item noted above in item 5.
7. Total Disbursement: Fill in the same dollars as for total amount above.
8. Instructions: Leave blank unless you have a special request, such as to send the check to you even though it is made payable to some other entity.
9. Business Purpose: Give brief description of the reason for the expense (e.g., monies used to create and ship plaques for ARCA Award program)
10. Requested By: Print requester's name; be sure to sign and show the date you submit the form.
11. Authorized By: Leave blank. This will be signed by the Treasurer and in some cases the President.
12. Enclose receipts/invoices: Be sure we can see which item descriptions belong to which receipts. Receipts or invoices are required for all claimed expenses.
13. Make a copy of the form and receipts for yourself. (On rare occasions materials disappear en route.)
14. Submit the completed form and supporting documents to the current ARCA Treasurer for processing.
15. Except in extenuating circumstances, all check request should be submitted within 30 days of when the expense was incurred.

Special Note:

16. When this form is used to provide an honorarium or stipend, you must also submit a completed W9 form along with the request.

APPENDIX F:
ARTICLES OF INCORPORATION CERTIFICATE

CERTIFICATE

THIS IS TO CERTIFY that all provisions of the
Non-profit Corporation Act have been complied with
INGLY this Certificate of Incorporation

is hereby issued to the AMERICAN REHABILITATION
ASSOCIATION

as of the date hereinafter mentioned.

Date July 10, 1974

President

Recorder



Secretary

Acting Secretary