

# **ISAAC GOVERNANCE HANDBOOK 2014**

Comments and queries should be addressed to

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2014-16

# The ISAAC Governance Handbook

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**Section 1:**

**BYLAWS**



**INTERNATIONAL SOCIETY FOR AUGMENTATIVE AND  
ALTERNATIVE COMMUNICATION (ISAAC)**

**Version 3.2**

**Adopted on 20 July 2014**

## The Bylaws

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## **Bylaws of the International Society for Augmentative and Alternative Communication (to be known as the “Bylaws”)**

### **A: ORGANIZATION**

#### **1. Name, purpose and general structure**

- 1.1 The legal name of the organization shall be the International Society for Augmentative and Alternative Communication, also known as ISAAC.
- 1.2 ISAAC is a Not-for-Profit Organization, incorporated in the State of Ohio, USA, registered as tax-exempt under US Internal Revenue Code 501 (c)(3); and operating a central Executive Secretariat in Toronto, Canada.
- 1.3 ISAAC is a charity incorporated in Canada and is designated as a charitable organization.
- 1.4 ISAAC’s registered office is in Toronto, Canada. Due to the location of the office some of the specific detail within the Bylaws may relate to Canadian law.
- 1.5 The purpose of ISAAC is to promote the rights of people throughout the world with various speech disabilities who use or could benefit from, augmentative and alternative communication (AAC).

Augmentative and Alternative Communication (AAC) refers to methods of expression that help people who find it hard to communicate by speech. AAC helps individuals to communicate more easily with others - to say what they want and to understand what is said.

AAC includes many different methods. Some AAC systems like signing and gesture do not need any extra items of equipment and are called ‘unaided AAC systems’. Aided AAC systems use equipment or resources. For example, low tech aided systems use picture charts and books and may include symbols or text. High tech aided solutions make use of electronic equipment including speech generating devices, computers and other mainstream technology such as smartphones or small touchscreen mobile computer devices. High tech systems often include communication programmes and alternative access solutions such as switches, buttons and touch screens. In order for people who need AAC to effectively access aided AAC systems, they may also need individually adapted mounting systems.

ISAAC aims to raise awareness of basic human rights people with speech disabilities deserve to have as active members of society and any need for assessment, treatment, rehabilitation, training, education and ongoing support through:

- a) Education of ISAAC's members and the wider public regarding the rights of people, of all ages, with complex communication needs throughout the world by the global exchange of information related to AAC. This includes the publication of research, training, and evidence-based practice.
- b) Promotion as an inclusive organization where people who use AAC are given equal opportunity to develop and hold leadership positions, including providing guidance, training, and on-going support.
- c) Advancing the trans-disciplinary field of AAC to support building knowledge and expertise among local AAC support teams.

1.6 ISAAC consists of its Members around the world, its Chapters, the Secretariat, the Council, and Executive Board.

## **2. Powers**

ISAAC has the following powers, which may be exercised only in promoting the objectives outlined in Section 1.3

- 2.1 To promote and carry out research.
- 2.2 To provide advice.
- 2.3 To publish and distribute information by any means appropriate.
- 2.4 To co-operate with other bodies.
- 2.5 To support, administer or set up other charitable organizations.
- 2.6 To raise funds (but not by means of taxable trading).
- 2.7 To borrow money and give security of loans (but only in accordance with the restrictions imposed by Canadian law).
- 2.8 To acquire and hire property of any kind.

- 2.9 To let or dispose of property of any kind (but only in accordance with the restrictions imposed by Canadian law).
- 2.10 To make grants or loans of money and to give guarantees.
- 2.11 To set aside funds for special purposes or as reserves against future expenditure.
- 2.12 To deposit or invest funds in any appropriate manner (but to invest only after obtaining such advice from a financial expert approved by the Executive Board with regard to the suitability of investments and the need for diversification).
- 2.13 To delegate the management of investments to a financial expert, but only on terms that:
  - 2.13.1 The investment policy is set down in writing for the financial expert by the Executive Board;
  - 2.13.2 Every transaction is reported promptly to the Executive Board;
  - 2.13.3 The performance of the investments is reviewed regularly with the Executive Board;
  - 2.13.4 The Executive Board is entitled to cancel the delegation arrangement at any time;
  - 2.13.5 The investment policy and the delegation arrangement are reviewed at least once a year;
  - 2.13.6 All payments due to the financial expert are on a scale or at a level which is agreed in advance and are notified promptly to the Executive Board on receipt; and
  - 2.13.7 The financial expert must not do anything outside the powers of the Executive Board.
- 2.14 To insure the property of ISAAC against any foreseeable risk and take out other insurance policies to protect ISAAC when required.
- 2.15 To pay for indemnity insurance for the Executive Board.

- 2.16 Subject to Sections 12.4 and 13, to employ paid or unpaid agents, staff or advisers.
- 2.17 To enter into contracts to provide services to or on behalf of other bodies.

### **3. Benefits to Members and the Executive Board**

- 3.1 The property and funds of ISAAC must only be used for promoting its purpose as outlined in Section 1.5, these do not belong to members or the Executive Board, but:
  - 3.1.1 Members who are not on the Executive Board may be employed by or enter into contracts with ISAAC and receive reasonable payment for goods or services supplied.
  - 3.1.2 Members, including Executive Board members, may be paid interest at a reasonable rate on money lent to ISAAC.
  - 3.1.3 Members, including Executive Board members, may be paid a reasonable rent or hiring fee for property or equipment let or hired to ISAAC.
  - 3.1.4 Individual members, including Executive Board Members, who are also beneficiaries of ISAAC, may receive charitable benefits in that capacity.
- 3.2 An Executive Board Member must not receive any payment of money or other material benefit, whether directly or indirectly, from ISAAC except:
  - 3.2.1 As mentioned in Sections 2.17 (indemnity insurance), 3.1.2 (interest), 3.1.3 (rent/hiring fee), 3.1.4 (charitable benefits).
  - 3.2.2 Reimbursement of out-of-pocket expenses actually incurred in the administration of ISAAC and in line with the published policy for travel and subsistence.
  - 3.2.3 An indemnity in respect of any liabilities properly incurred in running ISAAC (including the costs of a successful defence to criminal proceedings).
- 3.3 An Executive Board Member may not be an employee of ISAAC.



- 3.4 Whenever an Executive Board Member has declared a conflict of interest in a matter to be discussed at an Executive Board Meeting, Committee Meeting or a Council Meeting, he or she must:
- 3.4.1 On election, and at each subsequent re-election, sign a standard declaration of interest form published in the ISAAC Governance Handbook (Additional Information 03).
  - 3.4.2 Declare any conflict of interest before the meeting, or at the meeting before discussion begins on that matter.
  - 3.4.3 Be absent from the meeting for that item unless expressly invited to remain in order to provide information.
  - 3.4.4 Not be counted in the quorum for that part of the meeting; and
  - 3.4.5 Be absent during the vote and have no vote on the matter.
  - 3.4.6 This clause cannot be amended without approval by the Council and having written consent of the relevant Canadian bodies that regulate charities.

#### **4 Indemnity**

- 4.1 Every member of ISAAC's Executive Board, Council, or other person who has undertaken or is about to undertake any liability on behalf of ISAAC shall, from time to time and at all times, be indemnified and saved harmless out of the funds of ISAAC, from and against:
- 4.1.1 All costs, charges and expenses which such Executive Board member, Council member, or other person sustains or incurs in or about any action, suit or proceedings which is brought, commenced or prosecuted against him/her, or in respect of any act, deed, matter of thing whatsoever, made, done or permitted by him or her, in or about the execution of the duties of his/her office or in respect of any such liability; and
  - 4.1.2 All other costs, charges and expenses which he or she sustains or incurs in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by his/her own wilful neglect or default.

#### **5. Dissolution**

- 5.1 ISAAC may be dissolved by two-thirds (2/3) vote of the Council, followed by a three-quarters (3/4) vote by the Executive Board. Such

dissolution shall become effective only after notice of such action has been published in at least one Official Publication, as defined in the ISAAC Governance Handbook (Additional Information: 01 Official Publications), and e-mailed to Members, and a majority of the Members do not object in writing at least one hundred and twenty (120) days following delivery of the notice to dissolve.

5.2 If ISAAC is dissolved, the assets (if any) remaining after provision has been made for all its liabilities must be applied in one or more of the following ways:

5.2.1 By transfer to one or more other bodies established for exclusively charitable purposes within, the same as or similar to the objective/purpose of ISAAC.

5.2.2 Directly for the objectives or for charitable purposes which are within or similar to the objectives or purposes of ISAAC.

5.1.3 In such other manner consistent with charitable status as Canadian law allows and officially approved in writing in advance.

5.3 A final report and statement of account must be sent to the relevant Canadian bodies.

## **6 Interpretation**

6.3 Words and expressions defined in these Bylaws have the same meanings in the associated documents used for governance of ISAAC.

6.4 References to Canadian Law are references to any relevant Act as amended or re-enacted from time to time and to any subordinate legislation made under it.

## **B: Operations of ISAAC**

### **7. Membership and Fees**

7.1 ISAAC must maintain a register of members.

7.2 Membership is open to any individual, group, or society interested in promoting the purposes of ISAAC who:

7.2.1 Apply to ISAAC in the form required by the Secretariat or associated Chapter.

7.2.2 Consents to become a Member in writing either personally or (in the case of an organization) through an authorized representative.

- 7.3 The Executive Board may in consultation with the Council establish different classifications of membership, prescribe their privileges and duties, and set the amounts of any membership fee(s).
- 7.4 ISAAC Chapter members are automatically members of ISAAC. ISAAC fully supports individuals being members of their national/regional Chapter. ISAAC encourages Chapters to provide membership incentives. Members may alternatively be non-Chapter ISAAC members.
- 7.5 ISAAC levies a capitation fee on individual members who are not within a Chapter.
- 7.6 ISAAC Membership fees will increase every four years in accordance to eighty percent (80%) of the Global Price Index (GPI), at a rate not to exceed a five percent (5%) of the current fee per each increase. This membership fee increase structure will go into effect for ten (10) years from the date it is officially approved by the ISAAC Council, upon which time the ISAAC Council will review the status of such membership fee increase structure.
- 7.7 Only Members who are 18 years of age or over may be a candidate for election to the Council.
- 7.8 Membership may be terminated if the member:
- 7.8.1 Gives written notice of resignation to their local contact for ISAAC or to the Secretariat.
  - 7.8.2 Dies,
  - 7.8.3 If ISAAC ceases to exist.
  - 7.8.3 Is in default of payment of dues more than ninety days (90) following annual notification of renewal, although on receipt of payment their membership will be reinstated.
  - 7.8.4 Is removed by resolution of the Executive Board on the grounds that such continued membership is prejudicial to ISAAC and the removal is done in accordance with the published ISAAC Governance Handbook (Procedure 01: Operation of The Executive Board).
- 7.9 Membership of ISAAC is not transferrable.

## **8. Membership meetings**

### **8.1 Biennial Membership Meeting**

8.1.1 Members are entitled to attend general meetings either personally, or in the case of member organizations as an authorized representative.

8.1.2 A proxy may be nominated if the member is unable to attend.

8.1.3 The Biennial (General) Meeting of the Members takes place at each Biennial Conference for the purpose of receiving, discussing and making recommendations upon reports from the Executive Board.

8.1.4 The Biennial Membership Meeting, like the Biennial Conference at which it is held, shall not be held in any one (1) country more often than once every four (4) years.

8.1.5 The Chair of the Council, or designate, shall e-mail each member written notice of the time and place of the Biennial Membership Meeting at least forty-five (45) days in advance of such meeting. At least one Official Publication (as defined in the ISAAC Governance Handbook (Additional Information 01: Official Publications) shall publish the notice prominently.

### **8.2 Special Membership Meeting**

A special meeting of the Members may be called at any time by the President, the Chair of the Council, or by the Council, provided the motion has the support of a majority of the Council and the Procedures laid out in the ISAAC Governance Handbook (Procedure 18: Membership).

8.2.1 The Chair of the Council, President, or designate shall e-mail to each member the time, place and purpose of the special meeting at least forty-five (45) days in advance of such meeting. At least one Official Publication (as defined in the ISAAC Governance Handbook (Additional Information 01: Official Publications) shall publish the notice prominently.

8.2.2 Only business that has been mentioned in the notice shall be conducted at a Special Membership Meeting.

8.3 A quorum for conducting official business at the Biennial Membership Meeting (Section 8.1) and Special Membership Meeting (Section 8.2)

shall consist of all Members present at any duly authorized meeting with a minimum of two (2) Members including any proxy.

## **9 Chapters and Members without Chapters**

- 9.1 The criteria and procedures for being recognized as a Chapter shall be established by the Executive Board.
- 9.2 These criteria and procedures, which may be changed from time to time, shall be announced in an Official Publication, as defined in the ISAAC Governance Handbook (Additional information 01: Official Publications).
- 9.3 Membership to ISAAC is open to all individuals. In that regard, individuals whose residence is not located within an established Chapter are still considered members upon registration with ISAAC.

## **10 THE COUNCIL**

- 10.1 Each Chapter and Non-Chapter group recognized by the Executive Board is represented on the Council. The criteria for representation, and numbers of representatives, is described in the ISAAC Governance Handbook (Procedure 02: Operation of the Council).
- 10.2 The Council is comprised of voting and non-voting members:
  - 10.2.1 Voting Members of the Council:
    - 10.2.1.1 Chapter President, automatically appointed as the representative of their Chapter;
    - 10.2.1.2 One representative from each Chapter, elected by the members of that Chapter;
    - 10.2.1.3 One representative from each non-Chapter region, linguistic or cultural group recognized by ISAAC, elected by the Members in that region, country, linguistic or cultural group;
    - 10.2.1.4 One representative from each large geographic region not otherwise represented;
    - 10.2.1.5 The duly recognized representatives of member groups and/or member organizations that have successfully petitioned the Executive Board, or have otherwise been appointed by the Executive Board, to become voting members of the Council. The criteria for these are set out

in the ISAAC Governance Handbook (Procedure 02: Operation of the Council).

#### 10.2.2 Non-Voting Members of the Council:

10.2.2.1 The Chair of the Council and the Chair-Elect of the Council

10.2.2.2 Ex-officio Members of the Council, criteria for these are set out in the ISAAC Governance Handbook (Procedure 02: Operation of the Council);

10.2.2.3 The duly recognized representatives of member groups and/or member organizations that have successfully petitioned the Executive Board, or have otherwise been appointed by the Executive Board, to become non-voting members of the Council. The criteria for these are set out in the ISAAC Governance Handbook (Procedure 02: Operation of the Council); and

10.2.2.4 The Editor(s) of The AAC Journal

#### 10.3 The Terms of Office for each appointment are set out in the ISAAC Governance Handbook (Procedure 02: Operation of the Council)

10.3.1 Presidents of Chapters and Non-Chapter groups remain members of the Council in line with their local appointment.

10.3.2 Members of the Council, who are not presidents, are appointed by their Chapter or Non-Chapter region membership for either a recommended two (2) year term, or in line with their own Chapter's governance on appointments. A member of the Council who has completed his/her term of office can be re-elected after a one (1) term absence of two (2) years.

10.3.3 In the event a Council Member resigns during their term of office an alternative appointment can be made by the associated Chapter or Non-Chapter region membership and the new appointee will complete the remaining term of office of the resigning member.

10.3.4 In the event a Chapter or Non-Chapter group is unable to make an alternative appointment then the Executive Board may appoint a member who shall serve only until the next Chapter or Non-Chapter group election.

## 10.4 The Chair of Council

10.4.1 At each Biennial Meeting of the Council, the Chair of the Council shall be elected by the voting members of the Council for a two (2) year term following the documented procedures for nominations.

10.4.2 The Chair of the Council may not serve for more than two consecutive terms, and must be a current or past member of the Council.

10.4.3 The Chair of the Council is an ex-officio (non-voting) member of the Council.

10.4.4 The Chair of the Council will have the following responsibilities:

10.4.4.1.1 To liaise between the Council and Executive Board, ensuring the Council is consulted in all policy and procedural changes and ensuring that there is a continuous flow of two-way communication of information between the Council and Executive Board;

10.4.4.1.2 To represent the views of the Council on the Executive Board, voting on all matters in line with the mandate given by the Council;

10.4.4.1.3 To be an active member of the Finance Committee and Nominations Committee (except for their own nomination);

10.4.4.1.4 To chair the Biennial Conference Meeting of the Council; and

10.4.4.1.5 Any other duties laid out in the ISAAC Governance Handbook.

10.5 The Chair-Elect of the Council must be a Member and a current or past member of the Council. Nominations will be sought in line with the published procedures.

10.6 A member of the Council cannot also be a member of the Executive Board.

- 10.7 If a member of the Council is elected as an interim member of the Executive Board, he or she must immediately resign his or her position on the Council.
- 10.8 A quorum for conducting official business of the Council shall consist of all Council Members present at any duly authorized meeting with a minimum of one-quarter ( $\frac{1}{4}$ ) of Council Members.
- 10.9 The Council shall have the following duties:
- 10.9.1 To actively support activities and policies of ISAAC;
  - 10.9.2 To act as a critical support to the Executive Board by developing an understanding of ISAAC finances and provide prompt feedback to the Executive Board where and when required;
  - 10.9.3 To nominate members of the Executive Board through the Nominations Committee;
  - 10.9.4 To be familiar with ISAAC's mission, goals, and activities and represent them to members and to the public in a positive manner;
  - 10.9.5 To undertake specific tasks on behalf of ISAAC as detailed in the ISAAC Governance Handbook;
  - 10.9.6 To participate in task forces and/or committees specified in the ISAAC Governance Handbook especially being members of the main policy groups;
  - 10.9.7 To represent the views, opinions, suggestions and ideas of the members they represent on Council;
  - 10.9.8 To carry out tasks and duties agreed in the ISAAC procedures for Council Members; and
  - 10.9.9 To participate in developing or amending the Bylaws, as outlined in the ISAAC Governance Handbook (Procedure 01: Operation of the Executive Board and Procedure 02: Operation of the Council).

## **11 COUNCIL MEETINGS**

- 11.1 The Council shall hold at least one (1) official meeting every two (2) years, to be chaired by the Chair of the Council.
- 11.2 The meeting is open to all members of the Council as follows:



- 11.2.1 Both the outgoing and incoming Council Members are invited to attend the Biennial Council meeting.
- 11.2.2 Where both outgoing and incoming Council Members attend the meeting there is only one (1) vote available per voting member position (e.g. the outgoing and the incoming Council Members share one vote).
- 11.3 Any ISAAC Member may attend general meetings of the Council as observers. Requests to attend must be made in writing at least thirty (30) days before any published meeting date to ensure access requirements/space is available.
- 11.4 Notice of all meetings of the Council shall be e-mailed to each member of the Council at least forty-five (45) days in advance of such meeting. At least one Official Publication, as defined in the Procedure Manual Documentation, shall publish the notice prominently.
- 11.5 A special meeting of the Council may be called at any time by the Chair of the Council or the President of the Executive Board, or by a petition of three-quarters (3/4) of the members of the Council.
  - 11.5.1 The Chair of the Council or designate shall e-mail to each member of the Council written notice of the time, place, and purpose of the special meeting at least forty-five (45) days in advance.
  - 11.5.2 Only business which has been mentioned in the notice shall be conducted at a Special Council Meeting.

## **12 THE EXECUTIVE BOARD**

- 12.1 The Executive Board of ISAAC shall consist of:
  - 12.1.1 The President,
  - 12.1.2 President-Elect,
  - 12.1.3 Chair of the Council,
  - 12.1.4 Vice-President Leadership Chair for People who use AAC,
  - 12.1.5 Up to three (3) Vice-Presidents without portfolio, and
  - 12.1.6 The Executive Director of ISAAC, or if this position is vacant a senior member of ISAAC nominated by the members (Ex-officio non-voting member).

- 12.2 The members of the Executive Board shall constitute the Officers of ISAAC.
- 12.3 The Officers shall reside in a minimum of three countries, but every effort shall be made to identify Officers that are each from a different country and a different professional or other background, and shall reflect the multi-cultural, trans-disciplinary nature of ISAAC as well as the financial, research, publishing and development skill sets needed to lead the organization.
- 12.4 Nominations to the Executive Board will be conducted by the Nominations Committee in line with published procedures.
- 12.5 The Executive Board shall be elected by the members of the Council at the Biennial Council meeting.
- 12.6 Any unscheduled vacancy on the Executive Board may be filled by appointment made by the Executive Board after recommendations by the Nominations Committee. The newly appointed Executive Board member shall complete the remaining term within the appointed position, unless a special motion is passed by the Council due to extraordinary circumstances.
- 12.7 All Officers must be individual Members of ISAAC.
- 12.8 All Officers are voting members of the Executive Board.
- 12.9 If an organizational member of the Council is elected to the Executive Board they will become an ex-officio member of the Executive Board with no voting rights.
- 12.10 The term of office for Executive Board Officers shall be as follows:
  - 12.10.1 No Officer may hold the same elected office for more than two (2) successive terms; and
  - 12.10.2 Each Officer shall take office sixty (60) days following the Biennial Meeting of the Council.
- 12.11 A member of the Executive Board's term of office automatically terminates if he/she:
  - 12.11.1 Is legally disqualified, in either Canada or their home nation, from holding public office;
  - 12.11.2 Is incapable of managing their own affairs;

- 12.11.3 Is absent without notice from fifty percent (50%) or more of the Executive Board meetings in the space of one year and is asked by a majority of the other Officers to resign;
  - 12.11.4 Ceases to be a member (but can be reinstated by unanimous resolution of the other Officers before the next ISAAC Membership Meeting); or
  - 12.11.5 Resigns by written notice to the President of the Executive Board and the Secretariat.
- 12.12 The Executive Board may from time to time decide to co-opt up to a maximum at any time of two special advisors to the Board, these are ex-officio, non-voting posts.
- 12.12.1 Any special advisor can only be appointed in accordance with the ISAAC Governance Handbook (Procedure 01: Operation of the Executive Board).
  - 12.12.2 The term of appointment must be time limited and cease at the time of the next Biennial Conference.
- 12.13 The President-Elect shall succeed the President sixty (60) days following the Biennial Meeting of the Council.
- 12.14 The roles of the President and President-Elect are set out in the ISAAC Governance Handbook (Procedure 01: Operation of the Executive Board).
- 12.15 The role of the Executive Director of the Secretariat is set out in the ISAAC Governance Handbook (Procedure 01: Operation of the Executive Board).
- 12.16 The President or the Executive Director shall act as liaison between ISAAC and the United Nations, and shall report on activities of ISAAC in the manner and frequency required by the United Nations in order to retain ISAAC's status as a Non-Governmental Society in Special Consultative Status with the Economic and Social Council of the United Nations.
- 12.17 The Vice-Presidents without Portfolio shall perform such general or specific tasks as the Executive Board or the Council may designate as outlined in the ISAAC Governance Handbook (Procedure 01: Operation of the Executive Board).

- 12.18 The Vice-President Leadership Chair for People who use AAC will focus specifically on ensuring the inclusion, promotion and support of people who use AAC and their families.
- 12.19 The Executive Board shall assume responsibility for the following:
- 12.19.1 The legal and financial compliance of ISAAC. This includes evaluating risk and having appropriate procedures detailed in the ISAAC Governance Handbook to address areas of potential concern.
  - 12.19.2 Establishing the policy and direction of ISAAC as detailed in the ISAAC Governance Handbook.
  - 12.19.3 Establishing and approving the Biennial Budget in consultation with the Finance Committee and Secretariat.
  - 12.19.4 Working within and carrying out all the duties detailed under Section 2.
  - 12.19.5 Ensuring that the Bylaws and associated Procedures Manual Documents are kept current and relevant to ISAAC.
  - 12.19.6 Appointing, employing, dismissing or firing employees of ISAAC in line with Canadian law and published procedures; and
  - 12.19.7 Appointing members to Committees, and following consultation with the Council, appointing chairpersons on Committees, in line with published ISAAC Governance Handbook (various Terms of Reference and Procedures).
  - 12.19.8 The overall responsibility for organizing the Biennial Conference in line with published ISAAC Governance Handbook (Terms of Reference 02: The Conference Committee, Terms of Reference 12: The Biennial Research Symposium and Procedure 13; Conference Organization Roles and Responsibilities).
  - 12.19.9 Providing an annual written report to Council members in line with the ISAAC Governance Handbook (Procedure 01: Operation of the Executive Board).
- 12.20 The Executive Board will meet using electronic online communication regularly with the frequency of meetings suggested by the President and agreed by the Executive Board. The Executive Board will have a face to face meeting at least once in every calendar year. The modes of

electronic communication for the Executive Board meetings are defined in the ISAAC Governance Handbook (Procedure 01: The Operation of the Executive Board).

12.20.1 The President or designate shall e-mail to each member of the Executive Board written notice of the time, place and purpose of each meeting at least thirty (30) days in advance of such meeting.

12.20.2 All business which the Executive Board is otherwise authorized to conduct may be transacted at any of its meetings.

12.20.3 The quorum for Executive Board meetings is two thirds of its members, a minimum of four (4) attendees.

12.20.4 For any motion to be passed a minimum of four (4) members of the Executive Board must vote in favor, or

12.20.5 Votes of items of a financial nature, governance and long term planning must be subject to two-thirds (2/3) vote, these are specifically detailed in the ISAAC Governance Handbook.

### **13 SECRETARIAT**

The role of the Secretariat is to support the work of ISAAC. The Secretariat may be composed of a range of staff positions which will be reviewed to ensure it remains fit for purpose on a regular basis.

13.1 Duties and responsibilities of the Secretariat are detailed in the ISAAC Governance Handbook.

13.2 The Secretariat, through its senior Lead, reports in the first instance to the President of the Executive Board or designate.

13.3 The Secretariat shall have a Board of Directors who are the ISAAC Executive Board. For greater certainty, all staffing decisions in relation to the Secretariat will be made by the Executive Board.

13.4 In the event the Executive Board considers relocating the Secretariat outside of Canada, appropriate legal and financial advice will be sought by the Executive Board to ensure that ISAAC continues to meet all its legal and financial compliance obligations both in the winding up of ISAAC and its Canadian resources and in establishing new resources in a new location.

## **14 STANDING COMMITTEES AND WORKING GROUPS**

- 14.1 All Standing Committees and Working Groups will have a Terms of Reference that is approved by the Executive Board.
- 14.2 The Terms of Reference will specify the makeup, role and authority of each Standing Committee and Working Group.
- 14.3 The Executive Board may amend as required the Terms of Reference for any Standing Committee or Working Group. Any amendments made will be published in at least one Official Publication as defined in the ISAAC Governance Handbook (Additional Information 01: Official Publications).
- 14.4 The Standing Committees are: The Biennial Conference Committee, The Biennial Research Symposium Committee, The Development AAC Committee (BUILD), The Finance Committee, The Leadership Committee for People who use AAC (LEAD), The Nominations Committee, The Publications Committee, The Research Committee, The Translations Committee.
- 14.5 Working Groups may be established from time to time to carry out a time-limited activity for a purpose specified by the Executive Board.

## **15 GENERAL**

- 15.1 Any meeting may adopt all appropriate means of communication including the use of electronic telecommunication such as telephone, teleconferencing, e-mail, instant messaging, online video-conferencing, and so on, as outlined in the ISAAC Governance Handbook (Additional Information 02: Electronic Communication).
- 15.2 ISAAC may adopt any form of appropriate communication with its members and other interested parties that delivers the ISAAC objectives, outlined in 1.5, providing the output is consistent with ISAAC's policies outlined in the ISAAC Governance Handbook. This includes social media by Internet and print (e.g., instant messaging, public broadcasts, social media, social networking via website hosts, blogs).
- 15.3 ISAAC may publish electronically and in print materials that support its objectives, outlined in 1.5, providing the output is consistent with ISAAC's policies outlined in the ISAAC Governance Handbook (Procedures: Various).

- 15.4 All notices and other communications required by these Bylaws to be sent to the Members, by the Council, Secretariat or Executive Board, shall be sent to each of the Members' e-mail address of record. Postal delivery of notices and communications shall be considered if a Member places a request in writing to Council, Secretariat or Executive Board, as appropriate.
- 15.5 Unless otherwise specified in these Bylaws, all notices and other communications pursuant to these Bylaws that are required to be sent by Members to the Council, Secretariat or Executive Board shall be made in writing and delivered by e-mail, hand, facsimile or sent by registered mail to the local Chapter or Non-Chapter address or any of the addresses of the current Secretariat Office of the ISAAC.
- 15.6 The fiscal year of ISAAC shall be the calendar year.
- 15.7 The ISAAC Governance Handbook underpins these Bylaws. Changes and amendments to the ISAAC Governance Handbook can only be made at a Special Meeting of the Executive Board with a two-thirds (2/3) of all members. For substantive changes to either the Bylaws or the ISAAC Governance Handbook there must be consultation with the Council who must give a majority vote. The criteria for consultation are laid out in the ISAAC Governance Handbook (Procedure 01: Operation of the Executive Board and Procedure 02: Operation of the Council).

## **16 DEFINITIONS and INTERPRETATION**

### **Work in progress**

- 16.1 **Definitions.** In the Bylaws, unless the context requires otherwise:
- 16.2 **Interpretation.** In these Bylaws and in all future Bylaws of ISAAC unless the context otherwise requires, words importing the singular number or the masculine gender shall include the plural number or the feminine gender, as the case may be, and vice versa. Whenever the terms "include", "includes" or "including" are found in these Bylaws, they shall be deemed to be followed by the words "without limitation".

## **SECTION 2**

### **Procedures**

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## **Procedure 01 v1.3**

### **Operation of the Executive Board**

#### **1. Background**

The members of the Executive Board are the Officers of ISAAC. The Executive Board shall be elected by the members of Council at the Biennial Council Meeting. The Executive Board provides oversight for all activities of ISAAC. The Executive Board is responsible for both the strategic and day-to-day operations of ISAAC. The Executive Board assumes responsibility for the legal and financial compliance of ISAAC.

#### **2. Membership, Quorums and Voting**

2.1 The voting members of the Executive Board consist of the President, President-Elect, Chair of the Council, Vice-President Leadership Chair for People who use AAC, and three Vice-Presidents without portfolio.

2.2 Quorums and voting must be in line with the Bylaws 12.19.3, 12.19.4 and 12.19.5

2.3 The Executive Director of ISAAC is an Ex-officio non-voting member.

2.4 Nominations for the Executive Board need to follow the criteria outlined in the terms of reference for the Nominations Committee (ISAAC Governance Handbook – Terms of Reference 03: Nominations Committee). Officers shall reside in different countries, reflect a variety of professional backgrounds and provide the skill sets required to lead the organization.

2.5 All Officers must be individual Members of ISAAC.

2.6 Details of the roles of each Officer are listed in “Role Descriptions for Officers” (ISAAC Governance Handbook – Procedure 5: Election, Job Description and Person Specifications for Officers).

2.7 At any time, the Executive Board may decide to co-opt up to a maximum of two special advisors to the Board. These are ex-officio, non-voting posts.

#### **3. Terms of Office**

3.1 A term of office is two (2) years.

3.2 The full terms of office are listed in the Bylaws 12.10 and 12.11.

#### **4. Duties of the Executive Board**

4.1 Establish the policy and direction of ISAAC.

4.1.1 The Executive Board will develop a Strategic Plan every five years.

- 4.1.2 The Strategic Plan will include Objectives, Goals and Critical Outcomes.
- 4.1.3 The Executive Board will produce a draft Strategic Plan during the final year of the current Strategic Plan.
- 4.1.4 The draft Strategic Plan will be circulated to the Council for feedback and comments. The Council will be given two months to provide feedback and comments.
- 4.1.5 The Executive will revise the Strategic Plan based on the feedback and comments of the Council
- 4.1.6 The revised Strategic Plan will be submitted for approval to the Executive Board. It must be passed by two thirds vote by the Executive Board (Bylaw 12.20.5).
- 4.1.7 Once the revised Strategic Plan has been finalized and passed by the Executive Board it will be presented to the Council at the next Biennial Council meeting. The Council is asked to give a majority vote to accept the strategic plan (The Governance Handbook – Procedure 02: Operation of the Council, section 8.5). The Strategic Plan will be presented to the Membership at the next Biennial Membership Meeting.
- 4.1.8 The Strategic Plan will be sent to the Membership by email and will be posted on the website.
- 4.1.9 The Executive Board will report progress against the approved Strategic Plan at each Council Meeting and give a clear and concise summary of this work to the Membership at each Biennial Membership Meeting
- 4.2 Development of the Biennial Budget.
  - 4.2.1 The Executive Board, in consultation with the Finance Committee and Secretariat, develops a biennial budget for ISAAC.
  - 4.2.2 The draft biennial budget is circulated to the Council prior to the Biennial Council meeting.
  - 4.2.3 The draft biennial budget is presented and discussed at the Biennial Council meeting. The budget is approved by a majority vote of the Council (The ISAAC Governance Handbook – Procedure 02: Operation of the Council, section 8.4).
  - 4.2.4 The draft biennial budget is presented to the Membership at the Biennial Membership Meeting

- 4.2.5 The Executive Board will approve the budget by two-thirds (2/3) vote (Bylaw 12.20.5) and the budget will be set.
  - 4.2.6 No changes may be made to the biennial budget except by a resolution of the Executive Board, or by an emergency resolution of the Council.
  - 4.2.7 The Executive Board will report progress against the approved biennial budget at each Council Meeting and give a clear and concise summary of the financial position of ISAAC to the Membership at each Biennial Membership Meeting.
  - 4.2.8 All audited statements of ISAAC will be posted on the ISAAC website in the Membership, password protected area.
- 4.3 Ensuring an open line of communication with the Council Members and wider membership at all times, including providing a summary annually of Executive Board activities and an update versus the approved biennial budget and the strategic plan. In a year when there is a Council Meeting this can be in the form of papers for the meeting, in alternate years a clear and concise summary including financial updates.
- 4.4 Ensuring the ISAAC Governance Handbook, including Bylaws, Procedures and Terms of Reference documents are kept current and relevant to ISAAC (The ISAAC Governance Handbook - Bylaws 12.19.5 and Procedure 02: Operation of the Council, section 8.10)
- 4.4.1 Proposed amendments to the Bylaws may be submitted in writing to the Executive Board by any member of Council or by petition to the Executive Board signed by at least fifteen members.
  - 4.4.2 Any proposed Bylaw amendments by the Executive, Council or Members shall be sent to all Council members for review and feedback in line with the ISAAC Governance Handbook – Procedure 02: Operation of the Council, section 8.10.1 and 8.10.2. All feedback on proposed Bylaw amendments shall be collated and a record of the feedback shall be retained by the Secretariat.
  - 4.4.3 The Council must give a majority vote to accept the changes to the Bylaws in line with (The ISAAC Governance Handbook – Procedure 02: Operation of the Council, section 8.10.1)
  - 4.4.4 The Executive Board must have a two-thirds (2/3) vote on any proposed Bylaw amendments (Bylaws 15.7).
  - 4.4.5 The Executive Board must have a two-thirds (2/3) vote on any proposed changes to the ISAAC Governance Handbook. (Bylaws 15.7).

- 4.4.6 Any proposed changes to The ISAAC Governance Handbook - Procedure 02 Operation of the Council will be handled in the same way as a Bylaw change (see 4.4.2 above)
- 4.4.7 The Council and Membership will be notified of any amendments to the Bylaws and Governance Documents.
- 4.5 Appointing, employing and dismissing employees of ISAAC.
  - 4.5.1 The Executive Board, through the President, may appoint or employ such employees or agents as the Executive Board may deem necessary to the efficient performance of its responsibilities and those of ISAAC, and may delegate any of its powers accordingly.
  - 4.5.2 The Executive Board, through the President, shall have the authority to discharge or terminate an employee (including contract staff) of ISAAC. Any decision to discharge or terminate an employee shall be reviewed in advance by a solicitor engaged in and knowledgeable of local labour laws.
- 4.6 Appointing members to Committees and in line with Bylaws 12.19.7 following consultation with the Council, appointing chairpersons on Committees.
- 4.7 Approving Working Groups for specific tasks with a determined time frame for the completion of the assigned tasks.
- 4.8 Overall responsibility of organizing the Biennial Conference in line with the procedures outlined in The ISAAC Governance Handbook – Procedure 13: Conference Organization Roles and Responsibilities.
- 4.9 Borrowing Funds.
  - 4.9.1 Proposals for borrowing funds to support the activities of ISAAC shall be developed by the Finance Committee and presented to the Executive for comment and approval in line with Bylaw 2.7
  - 4.9.2 Any borrowing proposals must be approved by a two-thirds (2/3) vote of the Executive Board (Bylaw 12.20.5).
  - 4.9.3 Under no circumstances will a borrowing proposal be approved without a clear and viable financial plan to underwrite the borrowed funds.
- 4.10 Developing position statements
  - 4.10.1 The Executive may, following consultation with the Council, develop a position statement regarding the activities of ISAAC, the field of AAC and/or the activities of its membership, as laid out in The ISAAC Governance

Handbook – (Note: Terms of Reference section on Position Statements pending).

4.10.2 All working groups established when a position statement is required will be made up of representatives of all sections of the ISAAC membership.

4.10.3 A majority vote is needed by the Executive Board to approve any position statement.

4.10.4 All approved position statements will be published on the ISAAC website in the non-member area so that all of the public can benefit by the information.

## **5. Executive Board Meetings**

5.1 The Executive Board shall have a face-to-face meeting once every calendar year. The location and length of the meeting will be determined by the Executive Board.

5.2 All costs for the Executive Board members associated with attending a face-to-face meeting will be paid by ISAAC in line with PM09 Travel, subsistence and expenses policy.

5.3 Minutes will be recorded for all Executive Meetings.

5.4 The Executive Board will meet electronically on a monthly basis. These meetings will be conducted through the use of telephone conferencing, or Internet conferencing.

5.5 Further details regarding the Executive Board Meetings are stated in the Bylaws (Bylaws: section 12.20).

## **Procedure 02 v2.1**

### **Operation of the Council**

#### **1. Background**

The Council represents the membership of ISAAC in the governance of ISAAC. The Council elects the Executive Board and works with the Executive Board to further the mission and goals of ISAAC.

#### **2. Membership**

The Council is comprised of voting and non-voting members. Criteria for membership is found in the Bylaws (Bylaws section 10.2.1 for Voting Members and 10.2.2 for Non-Voting Members).

#### **3. Terms of Office**

Terms of office for all Council Members are detailed in the Bylaws (Bylaws Section 10.3).

#### **4 Chair of the Council**

4.1 The Chair of the Council must be a Member and be a current or past member of the Council. Nominations will follow the procedures outlined in the ISAAC Governance Handbook (Terms of Reference 03: Nominations Committee).

4.2 At each Biennial Meeting of the Council, the Chair of the Council shall be elected by the voting members of the Council for a two year term following the documented procedures outlined in the ISAAC Governance Handbook (Terms of Reference 03: Nominations Committee).

4.3 The Chair of the Council may not serve for more than two (2) consecutive terms.

4.4 The Chair of Council's main responsibilities are detailed in the Bylaws (Bylaws section 10.4).

4.5 The Chair of the Council will liaise between the Council and the Executive Board, ensuring the Council are consulted in all policy and procedural changes and ensuring that there is a continuous flow of two-way communication of information between the Council and Executive Board. The ISAAC Governance Handbook (Procedure 05: Job Descriptions for the Officers of the Executive Board).

## **5 Chair-Elect of the Council**

- 5.1 The Chair-Elect of the Council (Chair-Elect) must be a Member and be a current or past member of the Council. Nominations will follow the procedures outlined in the ISAAC Governance Handbook (Terms of Reference 03: Nominations Committee).
- 5.2 The Chair-Elect will become the Chair of the Council at the end of the term of the current Chair.
- 5.3 The Chair-Elect will be invited to join Executive Board meetings prior to, including the meetings held at the Biennial Conference, taking office as the Chair of the Council. The timing and frequency of these meetings will be determined by the Executive Board.
- 5.4 The Chair-Elect will attend the Chapter President's meeting held during the Biennial Conference.

## **6 Quorum**

A quorum for conducting official business of the Council shall consist of all Council Members present at any duly authorized meeting with a minimum of one-fourth (1/4) Council Members.

## **7. Council Meetings**

- 7.1 The Council shall hold at least one official meeting every two years, to be chaired by the Chair of the Council.
- 7.2 Details relating to the formal business of the Council are in section 11 of the Bylaws and specifically cover 11.2 and 11.3 Attendance, 11.4 Notice, 11.5 Calling a Special Council Meeting.
- 7.3 The Chair of the Council will set the agenda for the Council meeting with input from Council Members.
- 7.4 The Chair of the Council shall ensure that minutes are taken of the Council meeting, reviewed, circulated to all Council Members within sixty (60) days as well as anyone else attending the meeting, and posted on the ISAAC website.

## **8. Duties of the Council**

- 8.1 To actively support activities and policies of ISAAC by:
  - 8.1.1 Attending the Biennial Council Meeting, or appointing a proxy to attend.
  - 8.1.2 Responding to email requests for information or input from the Executive, Council Chair, Executive Director, or Secretariat.

- 8.2 To be familiar with ISAAC's mission, goals and activities and represent them to members and the public in a positive manner.
- 8.3 To support the Executive Board by developing an understanding of ISAAC finances and provide prompt feedback to the Executive Board where and when required.
- 8.4 To give or withhold a majority vote to accept the rolling budget put forward by the Executive Board.
- 8.5 To give or withhold a majority vote to accept the strategic plan put forward by the Executive Board.
- 8.6 To nominate members of the Executive Board through the Nominations Committee.
- 8.7 To work with the Secretariat regarding election of Council Members from their membership.
- 8.8 To participate in working groups, committees, teleconference/webinar opportunities in line with the Terms of Reference and Procedures in the ISAAC Governance Handbook.
- 8.9 To represent the views, opinions, suggestions and ideas of the members they represent on the Council.
- 8.10 To participate in making or amending the Bylaws and Governing documents of ISAAC.
  - 8.10.1 The Bylaws are the legal governing documents of ISAAC and no change can be made without a majority vote of the Council following due process and consultation with Council Members and the wider membership.
  - 8.10.2 The consultation period of changes to the Bylaws is a minimum of 120 (one hundred and twenty) days.
  - 8.10.3 The Governing documents of ISAAC; The Procedures, Terms of Reference and other documents contained within the ISAAC Governance Handbook are the policies and procedures by which ISAAC conducts its everyday business.
  - 8.10.4 As working documents the ISAAC Governance Handbook (excluding the Bylaws) will be reviewed annually by the Executive Director and the Chair of Council to ensure they remain relevant to the running of ISAAC. This may include establishing a working group.
  - 8.10.5 Changes to the ISAAC Governance Handbook (see 8.10.4 above) can only be made with a two-thirds (2/3) vote of the Executive Board (Bylaws 12.20.5)
- 8.11 To participate in any vote on matters set before them.



- 8.12 To ensure that all necessary records of ISAAC required by the Bylaws, including registers of Members, including addresses, email addresses and other pertinent contact information, are regularly and properly kept.

## Procedure 03 v1.1

### Operation of the ISAAC International Office

#### 1. Background

The ISAAC International office, providing administrative support on behalf of an international non-governmental membership organization, is involved in numerous activities and tasks in order to effectively manage its operations.

The effective management of these activities is continuously monitored by the Executive Director, to ensure their effectiveness and efficiency. As such, operational procedures will be modified from time-to-time, and the responsibility for this, remains solely with the Executive Director in his/her capacity as the senior administrative staff member for the organization. The Executive Director is responsible, to the ISAAC Executive Board, in ensuring that these activities are conducted within the policy framework as approved by both the ISAAC Council and Executive Board.

Many of the administrative activities noted in this procedure are also subject to other governance procedures (e.g. contracts, finance, conference, travel expenses, etc.).

#### 2. Purpose

The purpose of this procedure is to identify the many different administrative activities that the ISAAC International office conducts on an annual and biennial basis, for the purposes of ensuring that the activities are carried out in a timely fashion, and make most effective use of staff and other resources available to the ISAAC International office.

#### 3. Core Tasks and Process

3.1 **ISAAC International database and membership services** — manage, design and maintain a complex database of over 3000 members including:

- Ensure application continues to meet the needs of ISAAC International.
- Modify application as needed to meet ISAAC requirements.
- Maintain an archival system for the membership database.
- Develop database procedures and associated infrastructure as required to meet operational requirements.
- Design data-collection techniques for chapter members & non-chapter members.
- Prepare and disseminate annual membership renewal notices to ISAAC non-chapter members.
- Oversee the processing of the memberships and subscriptions for ISAAC-Chapter members. Chapter reports vary in size and, depending on the

membership cycle of the individual Chapter, are submitted once or regularly during the January — October timeframe.

- Oversee the processing of memberships and subscriptions for non-chapter members, whether they are submitted by mail, fax, or online.
- Provide new membership requests with required information and contact information for their national / regional Chapter (if appropriate).
- Provision of membership and/or other administrative services to Chapters where an agreement to provide such services is in place between ISAAC International and the Chapter.
- Manage subscription orders for ISAAC Journal and four affiliate publications.
- Ensure design and distribution of the annual ISAAC membership directory.
- Interface with ISAAC chapters to ensure membership process is conducted annually and chapter reports / membership renewals are received in a timely basis. Ensure follow-up occurs when information is incomplete or chapter reports and payments are not received.
- Provide support to new Chapter 'membership person' in setting up their local database and their membership renewal system, if required.
- Prepare membership statistical reports as required.

**3.2 Financial and Risk Management** — promote the efficient and effective financial and risk management of ISAAC International through:

- Regular and ongoing management and monitoring of the Council approved budget for the current two-year period.
- Ensuring independent, third-party bookkeeping services are retained on a monthly basis.
- Ensuring independent, third-party and Council approved auditors are retained on an annual basis to conduct independent ISAAC International audit and submission of Canadian and US charity returns.
- Ensuring the sufficiency of the ISAAC International office space and infrastructure (telephone, fax, internet, etc.).
- Conducting financial activities of ISAAC International in a way that safeguards its registered charitable status (Canada) and 501(c)3 status (United States of America).
- Monitoring cash flow and status of ISAAC International investments.
- Monitoring payables and receivables and follow-up as required.
- Ensuring accurate annual tracking of Chapter membership fees owing and paid.
- Coordinating preparation of bank deposits and bank transfers.
- Preparing annual membership invoices for ISAAC Corporate and Institutional members, where required.
- Coordinating finances for ISAAC awards and travel grant programs.
- Ensuring the sufficiency of commercial liability, Director's and Officer's liability, and special event cancellation insurance as appropriate.

**3.3 Communications** — Ensure efficient and effective communication with all ISAAC stakeholders (Executive Board, Council, members, etc.) through:

- Regular and ongoing management and monitoring of the ISAAC website.
- Promoting the use of social media (i.e. Facebook, Twitter, LinkedIn, etc.).
- Regular and ongoing use of email blasts.
- Creation and distribution of quarterly ISAAC E-News.
- Creation and distribution of conference specific communications.

**3.4 Conference** — Ensure continued viability of ISAAC Conferences, through integration of conference budget and management within the ongoing activities of ISAAC International.

**3.5 Governance Support** — Provide on-going administrative support to ISAAC Executive Board and Council by:

- Ensuring minutes of all Executive Board, Council, and other governance meetings (as needed) are taken and distributed to stakeholders as appropriate.
- Providing input into governance review processes as required.

## Procedure 04 v2.1

### Being an Elected Official of the Executive Board/Council

#### 1. Background

The Executive Board and Council make up the governance structure of ISAAC. The Executive Board and Council are required to operate within the remit of the Bylaws. Together they ensure that ISAAC, as an organization, continues to develop and operate in the best interests of people who use AAC and the field of AAC in general. The Executive Board and Council are accountable to the membership for all aspects of the work and the governance of ISAAC.

#### 2. Responsibilities

All officials should:

- 2.1. Agree on the overall vision, mission, values, strategic plan and policies of ISAAC.
- 2.2. Ensure ISAAC is a robust organisation that continues to develop and operate within the remit of the ISAAC Governance Handbook.
- 2.3. Ensure that ISAAC delivers on its plans and achieves its intended impact for people who use ACC and those who support them.
- 2.4. Ensure that ISAAC meets its legal and financial obligations.
- 2.5. Provide support to the employees and volunteers of ISAAC.
- 2.6. Remain up-to-date in matters related to ISAAC in order to perform their role.
- 2.7. To hold and maintain an individual membership of ISAAC for the duration of the term of office.
- 2.8. To be familiar with the ISAAC Governance Handbook, including the Bylaws.
- 2.9. To manage ISAAC's risks:
  - 2.9.1. Ensure that appropriate policies, procedures, and reporting mechanisms are in place to comply with applicable legislation.
  - 2.9.2. Act prudently to protect the assets and property of ISAAC.
  - 2.9.3. Ensure that ISAAC has the appropriate resources to carry out its planned activities.

### **3. Obligations**

- 3.1 Act in the best interest of ISAAC at all times.
- 3.2 Take an active role in the running of ISAAC.
- 3.3 Act collaboratively as a group.
- 3.4 Set aside personal interests.
- 3.5 Understand the financial affairs of ISAAC.

### **4. Commitment Required**

- 4.1 Attend all meetings as outlined the ISAAC Governance Handbook – Procedure 01: Operation of the Executive Board and Procedure 02: Operation of the Council.
- 4.2 Be active participants in email correspondence.
- 4.3 Complete assigned tasks in a timely manner.
- 4.4 Stay up to date with items posted on the ISAAC website.

## Procedure 05 v1.1

### Role Descriptions for Executive Board Members

#### 1. Background

- 1.1 The general responsibilities of the Executive Board Members are outlined in Section 12.19 of the Bylaws.
- 1.2 The election process for the Executive Board members is detailed under Terms of Reference 3: Nomination Committee.
- 1.3 The Executive Board members are the President, President-Elect, Chair of the Council, three (3) Vice Presidents without Portfolio, and Vice President Leadership Chair for People who use AAC.
- 1.4 All Executive Board members are expected to follow the general expectations of “Being an Elected Official of the Executive Board/Council”. (Procedure 04)

#### 2. President

- 2.1 To oversee all activities of the Executive Board.
- 2.2 To chair or appoint a substitute chair for all meetings of the Executive Board.
- 2.3 To be a member of the Finance Committee.
- 2.4 To chair the Biennial Membership Meeting.
- 2.5 To lead in the development and implementation of the Strategic Plan.
- 2.6 To be a Co-Chair of the Biennial Conference Committee.

#### 3. President-Elect

- 3.1 To be a member of the Finance Committee.
- 3.2 To be a member of the Biennial Conference Committee.
- 3.3 To participate in Executive Board meetings as called by the President or Executive Director.

#### 4. Chair of the Council

- 4.1 To liaise between the Council and Executive Board, ensuring the Council is consulted in all policy and procedural changes and ensuring that there is a continuous flow of two-way communication of information between the Council and Executive Board.

- 4.1.1 To communicate with Council members by email or other appropriate methods on a regular basis about relevant ISAAC matters.
- 4.1.2 To respond to all queries from Council members in a timely manner.
- 4.2 To represent the views of Council on the Executive Board, voting on all matters in line with the mandate given by Council.
- 4.3 To participate in Executive Board meetings as called by the President or Executive Director.
- 4.4 To oversee the Biennial Conference Meeting of the Council.
  - 4.4.1 To gather information from Chapters and Council Members for the meeting.
  - 4.4.2 To set the agenda for the meeting.
  - 4.4.3 To make the agenda available to Council members prior to the Council meeting.
  - 4.4.4 To chair the Council Meeting.
  - 4.4.5 To ensure that minutes are taken at the meeting, to review these minutes, and provide a copy of the minutes to all Council members and ISAAC membership, as described in Procedure 02.
- 4.5 To be an active member of the Finance Committee (please refer to terms of reference for the Finance Committee).
- 4.6 To be an active member of the Nominations Committee (please refer to terms of reference for the Nominations Committee).
- 4.7 To assist the Secretariat in the administration of the ISAAC Awards and Scholarships.
- 4.8 To assist the Secretariat in the election of Council members.
- 4.9 To assist member groups in the process of Chapter formation.
- 4.10 To Chair or appoint a Chair for the Biennial Chapter Presidents' Meeting.
  - 4.10.1 To gather information from Chapter Presidents for the meeting.
  - 4.10.2 To set an agenda for the meeting.
  - 4.10.4 To distribute the agenda prior to the meeting to the Chapter Presidents.
  - 4.10.4 To ensure that minutes are taken at the meeting, reviewed, and distributed to the Chapter Presidents.



4.11 To carry out any other duties as requested by the President or Executive Director.

**5. Vice President without Portfolio**

5.1 To take responsibility for a major Project as designated by the President.

5.2 To participate in Executive Board meetings as called by the President or the Executive Director.

5.3 To report to the membership on the activities of any assigned Project on a regular basis.

**6. Vice President Leadership Chair for People who use AAC**

6.1 To represent the interests of, and be a leadership role model for, persons who use AAC.

6.1.1 Use ISAAC Social Media platforms and other accessible methods to communicate information and mentor those who use AAC.

6.1.2 Respond to all emails from ISAAC members as pertinent and relevant to people who use AAC.

6.2 To communicate with the Executive Board, Chapter Presidents, Council members, and current and past LEAD committee members regarding matters related to the LEAD Committee.

6.2.1 Contribute to the ISAAC E-News as appropriate.

6.3 To establish partnerships with person(s) in the field of AAC who are willing to be a support system for the LEAD Chair.

6.4 To oversee the International AAC Awareness Month activities.

6.4.1 Suggest activities and/or themes for International AAC Awareness Month.

6.4.2 Collaborate with AAC Awareness Month Committee members, Chapters, and ISAAC Members to collect information from AAC Awareness Month activities and post updates on the ISAAC website.

6.5 To Chair the Leadership Committee (please refer to the terms of reference for the Leadership Committee).

6.5.1 Provide input to the ongoing development of LEAD documents.

6.5.2 Encourage ISAAC Chapters to have members who use AAC participate in the leadership of the Chapter.

- 6.6 To be a member of the Biennial Conference Committee.
  - 6.6.1 Participate in planning for the people who use AAC components of the ISAAC Biennial Conference.
  - 6.6.2 Oversee the scholarship program for people who use AAC to attend the ISAAC Biennial Conference.
  - 6.6.3 Participate in AAC Awareness Month planning activities and/or publicity of AAC Awareness Month activities at the ISAAC Biennial Conference.
- 6.7 To participate in Executive Board meetings as called by the President or the Executive Director.
  - 6.7.1 Provide regular reports to the Executive Board on people who use AAC activities.
  - 6.7.2 Present on the activities of the Leadership Committee at the Biennial Council Meeting.

## **Procedure 06 v1.0**

### **Job Descriptions for Staff and Contractor Positions**

#### **1. Background**

The Executive Director of ISAAC is responsible for the recruitment and appointment to all staff and contractor positions (see Procedure O7). The Executive Director is responsible for ensuring that up-to-date job descriptions are in place for all such appointments.

#### **2. Core Tasks and Process**

- 2.1 ISAAC International maintains four (4) key positions, namely: Executive Director, Manager of Communications, Membership Coordinator, and AAC Editorial Assistant.
- 2.2 Each position has a developed job description. All job descriptions are maintained by the ISAAC International office and are current as of January 2015.
- 2.3 It is the responsibility of the Executive Director to ensure that the job descriptions for these four (4) key positions are current and complete at all times.
- 2.4 It is the responsibility of the Executive Director to develop the job description for any newly identified staff or contractor position, as part of the hiring process for that position.

#### **3. Review of Procedures**

- 3.1 These procedures are to be reviewed periodically by the Finance Committee and any changes must be submitted for approval to and by the Executive Board.

## **Procedure 07 v1.1**

### **Recruitment and Appointment of Staff and Contractors**

#### **1. Background**

The Executive Director of ISAAC is responsible for the recruitment and appointment of all staff and contractors, within the annual budget envelope of ISAAC as approved by the Council. The Executive Director is responsible for ensuring that the Executive Board, through the President, is kept apprised of all staff issues relating to budget, insurance, and/or legal, as required.

#### **2. Core Tasks and Process**

- 2.1.** Identify staff and contractor requirements, as part of the biennial budgeting exercise.
- 2.2.** For positions where the total annual salary or contractor payments are to be in excess of CDN \$10,000.00, ensure that said positions are advertised, with submitted applications reviewed, shortlisted, and interviews conducted. The ISAAC President is to be included in this process, as appropriate. For positions where the total annual salary or contractor payments are to be less than CDN \$10,000.00, the Executive Director has full authority to fill the position as (s)he sees fit.
- 2.3.** Regardless of the proposed hire, and in the event that the Executive Director has a “conflict of interest” situation with one or more proposed candidates, the Executive Director shall divulge said conflict of interest to the ISAAC President, prior to the conclusion of the recruitment and appointment process.
- 2.4.** Once a final candidate for a position has been selected, the Executive Director is responsible for advising candidate(s) and providing the appropriate contract for the position. For a staff hire, the document “Administration Staff Contract Template” (Appendix 1) should be used. For a contractor, the document “ISAAC Consulting Agreement Contract” (Appendix 2) should be used. No other contract template should be used without first securing input and feedback from ISAAC legal counsel.
- 2.5.** The Executive Director is responsible for ensuring the completeness of all contract information, and for providing required information to necessary third parties, in keeping with current in-force government privacy protection regulations. Such third parties will include, but not necessarily be limited to, the Canada Revenue Agency, the Internal Revenue Service, insurance underwriters, etc.

#### **3. Review of Procedures**

These procedures are to be reviewed periodically by the Finance Committee and any changes must be submitted for approval to and by the Executive Board.

## Procedure 08 v1.1

### Travel, Subsistence and Expenses Policy

#### 1. Background

ISAAC, as an international non-governmental organization, relies heavily on the volunteer support of its many stakeholders to conduct its mission globally. In particular, members of the Executive Board (EB), Council, Chapter Presidents, and others may be required to travel on behalf of ISAAC International from time-to-time, and these individuals currently reside in countries around the world. In addition, certain ISAAC International staff (Executive Director and Manager of Communications), located in Toronto, may have a requirement for such travel.

As part of his Executive Board requested initiative and mandate to rationalize ISAAC International expenditures, the Executive Director has over the past three years moved to centralize travel-related expenditures on behalf of the organization. Previously, EB members (in particular, the President) would incur expenses on behalf of ISAAC, and the organization would then be required to wire funds as reimbursement. This carried currency exchange rate risks, as well as additional expenses to ISAAC in the form of bank wire charges.

ISAAC International now maintains a VISA corporate credit card for required travel expenditures, issued by the bank (TD Canada Trust) with which ISAAC International conducts all its Canadian and US dollar denominated banking.

#### 2. Purpose

The purpose of this procedure is to ensure that those staff and/or volunteers who are travelling in the conduct of official ISAAC International business, are able to do so without having to personally incur any of those expenditures while, at the same time, provides the organization with the means of minimizing any additional administrative costs (staff time, bank service charges, etc.) associated with the conduct of said business. If circumstances beyond the control of ISAAC International require individuals to personally incur such expenses, this procedure provides the means for ensuring reimbursement takes place.

#### 3. Core Tasks and Process

**3.1** All official travel on behalf of ISAAC International requires approval in advance of booking by the ISAAC President, in consultation with the ISAAC Executive Director as appropriate. The term “official travel” includes, but is not necessarily limited to, travel for the following: ISAAC Conferences, “Face-to-Face” Executive Board meetings, Attendance at United Nations sponsored meetings, Attendance at affiliated organization meetings / conferences (see <https://www.isaac-online.org/english/about-isaac/partnerships/>), Travel at invitation of ISAAC Chapter or Non-Chapter Group, etc.

**3.2** All travel arrangements (air, hotel, airport transfers) that can be completed in advance, must be so arranged and paid for by the ISAAC International office, on behalf of the approved individual(s), making use of the organization's business credit card. In addition, the ISAAC International office will, where appropriate, ensure that all hotels are provided with a credit card charge pre-approval for any room related charges, specifically for meals only. The ISAAC International Executive Director will review all receipts, to ensure that only appropriate charges are paid for, and will make arrangements with the travelling individual directly in any cases where non-reimbursable expenses have been charged to the organization's credit card.

**3.3** In the case of approved travel by an individual residing in Canada or the United States, said individual could arrange and pay for their own travel, with reimbursement by ISAAC International company cheque in either Canadian or US currency.

**3.4** For ISAAC International Executive Board "face-to-face" meetings and Conference travel, any additional business hotel expenses related to meals, telephone, or business center usage can be charged to the individual(s) room, and will be paid for directly by ISAAC International. Any out-of-hotel charges related to meals or taxis/limousine must be paid for on the ISAAC International credit card, or the personal credit card of the ISAAC President (and reimbursed upon submission of receipts). No other hotel or out-of-hotel expenses are eligible for reimbursement by ISAAC International.

**3.5** As a result of the above, there should be no requirement to provide daily subsistence funds to individuals travelling on behalf of ISAAC International. In rare cases where individual "out-of-pocket" expenses require reimbursement, said reimbursement will only be processed with submission of receipts and will be transacted using the means that bears the least additional cost to ISAAC International.

#### **4. Review of Procedures**

These procedures are to be reviewed periodically by the ISAAC Executive Board.

## **Procedure 09 v2.1**

### **Elected Official's Code of Conduct**

This code of conduct relates to members of the Executive Board and the Council of the International Society for Augmentative and Alternative Communication (ISAAC). Whilst there is an assumption that these members are elected in the event of a co-opted member the same principles will apply.

#### **1. SELFLESSNESS**

Elected officials have a general duty to act in the best interests of ISAAC as a whole. They should not do so in order to gain financial or other material benefits for themselves, their family, their friends or the organization(s) they come from.

#### **2. INTEGRITY**

ISAAC's elected officials:

- Shall behave at all times in a manner that shall reflect creditably on ISAAC and the AAC Community;
- Should not place themselves under any financial or other obligation to outside individuals or organizations that might seek to influence them in the performance of their role;
- As well as avoiding actual impropriety, should avoid any appearance of improper behaviour;
- Should avoid accepting gifts and hospitality that might reasonably be thought to influence their judgement.

#### **3. OBJECTIVITY**

- In carrying out their role, including making appointments (including Board and Council appointments), awarding contracts, recommending individuals for awards, rewards and benefits or transacting other business, ISAAC's elected officials should ensure that decisions are made solely on merit, including adhering to all regulations stated in the Equal Opportunities Policy.

#### **4. ACCOUNTABILITY**

ISAAC's elected officials:

- Have a duty to comply with the law on all occasions in accordance with the trust placed in them and in such a way as to preserve the public confidence in ISAAC;

- Are accountable for their decisions and actions to the public, ISAAC membership and funders. They must submit themselves to whatever scrutiny is appropriate to their role.

## **5. OPENNESS**

ISAAC'S elected officials:

- Should ensure that confidential material, including all personally identifiable information of any individual, is handled in accordance with due care;
- Shall formally execute the following oath prior to access to any confidential material: "I do solemnly swear (or affirm) that I will not disclose any confidential or personal information received in the course of my service with ISAAC, except as authorized by ISAAC or in accordance with its Bylaws and Policy." Such executed oath shall be recorded in the ISAAC headquarters and effective until the end of the Official's term. Any future terms of office shall require a new executed oath;
- Should be as open as possible about their decisions and the action that they take. They should give reasons for their decisions and restrict information only when the wider interest clearly demands.

## **6. HONESTY and TRANSPARENCY**

ISSAC'S elected officials:

- Have a duty to declare any interests relating to their official's role and to take steps to resolve any conflicts that may arise. Where private interests of an official conflict with their official duties he/she must resolve this conflict in favour of the official role;
- Must make relevant declarations of interest in the different circumstances and roles they play both within and outside ISAAC.

## **7. LEADERSHIP**

- ISAAC's elected officials should promote and support the principles of leadership by example.



## **Procedure 10 v2.1**

### **Elected Official's Conflict of Interest Document**

1. Any official who has a financial interest in a matter under discussion should declare the nature of their interest and withdraw from the room, unless they have a dispensation to speak. They should refrain from any vote.
2. If an official has any interest in the matter under discussion which he/she or another member perceives creates a real danger of bias, that is, the interests affect them, or a member of their household, more than the generality affected by the decision then they should declare the nature of the interest and withdraw from the room, unless they have a dispensation to speak. They should refrain from any vote.
3. If an official has any other interest which he/she or another member perceives does not create a real danger of bias, but which might reasonably cause others to think it could influence their decision, they should declare the nature of the interest, but remain in the room, participate in the discussion, and vote if they wish.
4. If in any doubt about the application of these rules, the Officer should consult with the President of the Executive Board.
5. Officials' interests will be listed in a register.
6. Relevant declared interests, withdrawal from the room and abstentions from voting will be recorded in the minutes of all meetings.

## **Procedure 11 v2.1**

### **Equal Opportunities Policy**

#### **1. Policy**

ISAAC is committed to becoming an equal opportunities organisation. It is committed to promoting equal opportunities and preventing discrimination. This Policy applies to both ISAAC's service delivery and employment practices.

ISAAC recognises that as it progresses towards this goal the Equal Opportunities Policy will require regular review. It is committed to oppose direct and indirect discrimination on the grounds of disability, ethnicity or national origin, colour, race, creed, language, religion, gender, marital status, sexual orientation, domestic arrangements, age, veteran status, medical condition including HIV status and pregnancy or reverse discrimination. ISAAC recognises that there are groups who are disadvantaged through discrimination and will work to redress any inequity in its own associate membership, management, service delivery and employment practices.

This Policy recognises and incorporates the implications of legislation relating to equal opportunities and recognises and takes into account ISAAC's existing policies. Nothing in this policy is intended to prevent ISAAC from following best professional practice in recruiting, and hiring, the person most suitable for the position.

- 1.1 ISAAC requires its employees, committee members and associate members to comply with this Policy.
- 1.2 ISAAC will take positive action as necessary, as a service provider and employer, to uphold this policy.
- 1.3 ISAAC recognises the need to develop procedures to support the implementation of this policy, for instance through the Best Practice Document on Recruitment, Selection and Appointment of Contractors, and a system of monitoring.

## **2. Declaration**

- 2.1.** ISAAC recognises that communication is fundamental to all people and that inequality caused by communication impairment can be seen as a significant source of discrimination. Broadly speaking, ISAAC's charitable objectives can be seen in terms of goals designed to redress discrimination against a group of people who have complex communication needs and who may use AAC.
- 2.2.** ISAAC works to facilitate the exchange of information in the field of AAC. ISAAC is concerned in the support of people who have complex communication needs and who may use AAC, and those others who support them. This Policy clarifies that the charitable objectives apply to all people with complex communication needs irrespective of personal status or circumstances.
- 2.3.** This Equal Opportunities policy reinforces the expectation that ISAAC ensures that the AAC needs of all sections of the community are addressed. In particular, as some disadvantaged groups may have increased incidence of particular problems and yet have reduced opportunity or access to services and information providers, ISAAC aims to proactively raise awareness of the needs of all people who use AAC.
- 2.4.** ISAAC elected officials accept responsibility for ensuring that equal opportunity consideration permeates the organisation's service delivery and employment practices.

## **3. Definitions**

ISAAC will endeavour to act within the spirit of applicable law and to follow best practice guidelines covering equal opportunities over and beyond our legal obligations.

## **4. Discrimination**

- 4.1.** ISAAC believes that discrimination can take one or more of the different forms set out below:
  - 4.1.1.** Direct Discrimination: This is treating a person or group of people less favourably than other people in the same or similar circumstances. For example, refusing to employ people who meet the requirements for the job because of colour, married with children, deaf, gender orientation or over 55, would all constitute direct discrimination.

**4.1.2. Indirect Discrimination:** This takes place when a requirement or condition has the effect of discriminating unfairly and unjustifiably between one group or individual and another group or individual. This can happen quite unintentionally. For example, asking for a degree as an essential requirement for a post, where the possession of a degree may not actually be relevant to the specific needs of the post. Including a requirement to have a degree may merely discriminate against people who have not had the opportunity to gain a degree, without being of any relevance in their ability to meet the needs of the job.

**4.2.** This also covers actions, both intentional and unintentional, which amount to abuse or harassment of a customer, group of customers, an employee, or group of employees as listed in the second paragraph of this policy.

## **5. Victimization**

This means treating a person less favourably because they may have asserted their rights under ISAAC's equal opportunities policy, or have helped somebody else to do so, or because they intend to take or are suspected of having taken such action. However, victimisation provisions do not apply to anyone who has made false allegations.

## **6. Harassment**

**6.1.** Harassment is any improper and unwelcome conduct that might reasonably be expected or be perceived to cause offence or humiliation to another person.

**6.2.** Harassment may take the form of words, gestures or actions which tend to annoy, alarm, abuse, demean, intimidate, belittle, humiliate or embarrass another or which create an intimidating, hostile or offensive work environment. ([United Nations Secretary General Bulletin ST/SGB/2008/5](#)).

## **7. Positive Action**

For disadvantaged groups Positive Action does not mean discrimination against others, but a sustained effort to identify areas of service delivery or employment where those groups are at a disadvantage, and to take whatever steps are necessary to create equal opportunities such as the Leadership programme and specific strands at Conferences.

## **8. Reasonable Adjustment**

This applies to the steps that are reasonable for an employer to have to take in all circumstances to prevent disadvantage to a person with a disability. The reasonable adjustment refers to any physical feature of premises occupied by the employer or any arrangements made by or on behalf of the employer, which cause a substantial disadvantage to a disabled person compared with non-disabled people.

## **9. Disadvantaged Group**

This term is used within this document as a collective term for any such people who may be subject to discrimination, victimisation, harassment or inequality of opportunity. Other specific terminology is defined within the glossary of the Bylaws and Practice Manual.

## **10. Implementation**

This policy will inform the future development of the strategic plan and provide guidance to officials, members and employees engaged in ISAAC's development.

## **11. Service Provision**

**11.1.** All services maintained, developed and co-ordinated by ISAAC will be designed and provided in such a way as to actively promote the inclusion of people from disadvantaged groups and the facilitation of equal opportunities in AAC outcomes in all sections of the community.

**11.2.** ISAAC recognises the need for information to be made available and distributed in a variety of media and formats, to accommodate people with differing literacy and visual abilities as well as those for whom English is not their first, or main, language. Literature and other materials will be translated into other languages and formats as resources allow.

**11.3.** ISAAC's publicity, promotional materials and advertising will endeavour to avoid discrimination and stereotypical images and expressions. ISAAC will actively screen all materials for such images and expressions.

## **12. Membership**

Membership of ISAAC shall be open to all persons who support or have interest in its aims and objectives. The strategic plan will incorporate such measures as are necessary to identify sources of discrimination and apply positive action where necessary to achieve the Equal Opportunities objectives.

### **13. Management**

ISAAC will endeavour to ensure that the Executive Board and the Council fairly reflect the diversity of its membership, and will actively look to broaden representation by minority groups. No member should be discriminated against either in terms of right to stand, vote or be voted for, on the basis of their personal status or circumstances. Consideration will be given to positive action in favour of people who use AAC.

### **14. Employment**

**14.1.** ISAAC seeks to be an equal opportunities employer embracing relevant employment law, current guidance on good practice and ISAAC's recruitment and selection procedure.

**14.2.** Full and fair consideration is given with regard to employment and opportunities for training and development of employees in accordance with their skills and capacity. This will also apply to the selection and appointment of contractors.

### **15. Business Practice**

ISAAC will not knowingly purchase goods and services from agencies whose activities are fundamentally contrary to the principles outlined in this policy. Where potential suppliers of goods or services have unsatisfactory practices (but not fundamentally contrary policies) and ISAAC wishes to enter into contracts this policy recognises that it may be appropriate to work positively with such a supplier to encourage them to adopt better practice.

### **16. Monitoring and Review**

In order to ensure that these policies are adhered to and adjusted, as changing circumstances require, ISAAC will regularly monitor the implementation and effectiveness of its equal opportunities policies in line with all other best practice documents and will update and upgrade as necessary.

### **17. Responsibility**

ISAAC recognises that it is the responsibility of all Members, Officials and Employees to ensure these policies are adhered to and acted upon. Any discrimination action by a trustee, employee will be addressed and dealt with under the ISAAC complaints policy contained within the ISAAC Governance Handbook (Note Procedures on Complaints pending).

## Procedure 12 v1.1

### At Risk Person's Protection Policy

#### 1. Introduction

**1.1.** The purpose of ISAAC is to promote the rights of people who need and use augmentative and alternative communication (AAC), and their families, throughout the world, by raising awareness of their basic human rights as active members of society and any need for assessment, treatment, rehabilitation, training, education, and ongoing support through:

**1.1.1.** Education of ISAAC's members and the wider public regarding the rights of people, of all ages, with complex communication needs throughout the world by the global exchange of information related to AAC. This includes the publication of research, training and best practice.

**1.1.2.** Promotion as an inclusive organization where people who use AAC are given equal opportunity to develop and hold leadership positions, including providing guidance, training and on-going support.

**1.1.3.** Advancing the trans-disciplinary field of AAC to support building knowledgeable and expert local support teams.

**1.2.** In order to carry out this remit the Executive Board of ISAAC organizes a biennial international conference. ISAAC expects that attendees to any ISAAC event under the age of 18 or individuals over the age of 18 who need additional support or supervision, will have a personal assistant or carer/caregiver who is responsible for their well-being.

**1.3.** ISAAC may enlist volunteers, over the age of 18, to support families and carers of attendees, however, this will never be on a 1-1 basis and this support does not extend to personal care of any kind. The country's laws for the protection of children must be followed including in relation to any relevant checks that must be conducted prior to any volunteers working with children or vulnerable adults.

**1.4.** It is essential that all staff understand and implement this policy. The policy will be explained to all staff as part of their induction to ISAAC. 'Staff' refers to members of the Executive, employed staff, event organizers, and volunteers over the age of 18. Persons under the age of 18 or other individuals over the age of 18 who need additional support or supervision, and their families/support personnel will be made aware of the At Risk Person's policy when they enrol for any ISAAC event.

## 2. Rationale

- 2.1. ISAAC believes that all people, including children and vulnerable adults, should be safe from abuse, violence, exploitation and neglect, in line with the *United Nations Convention on the Rights of the Child* (article 19). ISAAC has responsibilities in the country in which it operates events to comply with child protection laws and any laws protecting vulnerable adults that are relevant to that country.
- 2.2. ISAAC may be involved in safeguarding and promoting the welfare of at risk persons if they have concerns that such person is or will be at risk of significant harm or if a disclosure has been made. If this arises ISAAC should adopt the standard policy of the country hosting the conference or event in order to appropriately refer those concerns to social services, police or appropriate authority.

## 3. Useful Contacts

### 3.1. This section to be completed prior to any conference or event.

3.1.1. Social Services – 24 hour contact(s)

3.1.2. Local Police

## 4. Glossary

4.1. **Staff** - Any direct employee, volunteer, official, or member of ISAAC.

4.2. **Statutory services** - All local authorities obliged by statute to provide related services including social services, child welfare, hospitals, educational institutions, and law enforcement.

## 5. Other Information

The United Nations classes all individuals under the age of 18 as children. In some countries it is normal to refer to those up to the age of 11 as children and those 12 and over as young people. In the context of this policy the word child and young person is interchangeable and refers to anyone under the age of 18.



## **Procedure 13 v1.0**

### **Conference Organization Roles and Responsibilities**

#### **1. Background**

During 2011 and 2012, the ISAAC Executive Board decided to significantly modify the manner in which the biennial conferences are organized and managed. Based in part upon feedback received from individual Chapters solicited during multiple online presentations conducted by ISAAC International, the Executive Board determined that the cost and complexity of the biennial conference put its organization and management beyond the resource capabilities of most, if not all, ISAAC Chapters. As a result, the then ISAAC Executive Board determined that the ISAAC International office would solely be responsible for overall conference organization and management, beginning with Conference 2014, and would solicit advice and support from ISAAC stakeholders as required.

ISAAC by-law section 8.1.4 stipulates: “The Biennial Membership Meeting, like the Biennial Conference at which it is held, shall not be held in any one (1) country more often than once every four (4) years.”. Furthermore, ISAAC practice has been to not hold successive conferences on the same continent. This therefore requires ISAAC International to sufficiently define procedures and tools that can be used during successive conferences, to ensure both conference efficiency and effectiveness, and the provision of sufficient organizational support to volunteers.

#### **2. Purpose**

The purpose of this procedure is not to provide a “cookie-cutter” approach to conference organization and management, since that is clearly not possible, given expected biennial changes in location, local and international economics / pricing, Executive Board composition, volunteer support, and conference leadership, to name a few. Instead, this procedure provides a detailed understanding of the various roles, responsibilities, and processes that every biennial conference will need to manage and, as such, provides a template or “road map” to ensure adequate tools and solutions are in place.

#### **3. Core Tasks and Process**

- 3.1 ISAAC International has developed a number of key documents and tools for overall conference management including: Key Activities and Critical Path (spreadsheet), Conference Management Company Request for Proposal “RFP” (document), Responsibilities of Conference Template (document), Conference Co-Chairs Agreement Template (document), and Detailed Conference Budget template (spreadsheet).

- 3.2 Conference Co-Chair(s) to be selected and ratified by the ISAAC Executive Board, with a Conference Co-Chair(s) Agreement signed prior to the commencement of conference planning. Typically, the ISAAC President, President-Elect, or Designate takes overall responsibility, in coordination with the Executive Director.
- 3.3 Selection of a Conference Management Company, to manage all local conference organizing details including, but not necessarily limited to, hotel room block management, food and beverage coordination, on-site conference registration and management, local contract negotiations on behalf of ISAAC, etc. Typically, an open “Call for Proposals” or “Request for Proposals (RFP)” process is conducted, with competing quotations requested. Typically, the ISAAC Executive Director takes overall responsibility, while ensuring that the Executive Board is kept apprised (through either the President, President-Elect, or Designate EB member).
- 3.4 Core processes for the conference include:
  - 3.4.1 Development of main conference program: beginning with the 2014 conference, the paper submission and review process was fully integrated within the ISAAC International website, using the “OpenConf” software application. The software is capable of accepting all author submissions electronically, facilitating review of all papers, and building the overall conference program, including scheduling and proceedings. The development of the conference program requires a “pool” of volunteers with research/scientific backgrounds to act as paper reviewers. In addition, key individuals need to be nominated to act in the capacity as “Scientific / Program Committee Chair(s)” to make the final accept/not accept decisions on reviewed papers and build the scientific portion of the conference program. At the time of this writing, and for the 2014 conference, discussions were taking place within ISAAC as to whether this should be a sub-committee subordinated to the main conference Chair(s), or whether these functions are better served by a standing ISAAC committee charged with these duties.
  - 3.4.2 Conference registration: beginning with the 2014 conference, conference registration will be online and integrated within the ISAAC International website, using the “ePLY” software application. Appropriate online infrastructure for accepting and processing credit card charges has also been integrated, using ISAAC accounts with Global Payments and Authorize.net.
  - 3.4.3 Budget management: beginning with 2014, the conference budget has been fully integrated with the ISAAC International budget. Overall conference budget management is facilitated with the newly developed conference budget template spreadsheet.

- 3.4.4 Research Symposium program development: Lyle Lloyd has long-standing experience with the development of the Research Symposium program and, for 2014, he continued this role with Stephen von Tetzchner and Luis Azevedo (representing the ISAAC 2014 Co-Chairs). The ISAAC Executive Director is responsible for the Research Symposium budget management, and the Chair of the ISAAC Research Committee is the key Executive Board contact.
- 3.4.5 Pre-Conference Workshop development: The ISAAC Executive Board, in conjunction with the Conference Co-Chairs, is responsible for determining pre-conference workshops.
- 3.4.6 AAC Camp development: As an event with a significant “local” cultural and programming focus, the Conference Co-Chairs are responsible. Overall budget management remains with the ISAAC Executive Director.
- 3.4.7 Conference organization: Managing the many details involved with scientific conferences (i.e. venue, logistics, foodservice, negotiating room blocks with hotels, etc.) are beyond the ability for many organizations, including ISAAC, to self-manage. As a result, ISAAC hires a conference organizing company, through an open “Request for Proposal” process. For Conference 2014, SCITEvents, based in Lisbon, was the successful proponent.
- 3.4.8 Exhibitor Booth sales: The Exhibit Hall is a central component of ISAAC Conferences. ISAAC sells booth spaces to companies providing products and/or services specifically related to the field of AAC or disabilities in general. For past conferences, the exhibitor booth sales effort has been handled by the establishment of an exhibitor sub-committee of the overall conference committee, with actual sales and follow-up handled by volunteers. For the 2014 conference, the ISAAC International office hired a temporary part-time position to fulfil this role.
- 3.4.9 Conference sponsorship: Sponsorship revenues have traditionally been an additional revenue source for ISAAC at its past conferences, and was managed in the same way at those conferences as that noted in section h. above (volunteer sub-committee of the main conference committee). For the 2014 conference, the ISAAC International office contracted this function out to an independent fundraising consultant.

#### **4. Review of Procedures**

These procedures are to be reviewed periodically by the ISAAC Executive Board.

## **Procedure 14 v1.0**

### **Social Media and Website Management**

#### **1. Background**

ISAAC, as a small international non-governmental organization, relies heavily on the use of electronic communication (email, social media, video conferencing, website, etc) to conduct its mission globally. In particular, and as originally envisaged as part of the 2011-2012 website development process, both the ISAAC website and social media tools (ie Facebook and Twitter) have become critical components of the organization's communications strategy.

#### **2. Purpose**

The purpose of this procedure is to outline the methodologies, staffing resources, and staffing responsibilities needed to effectively and efficiently manage the strategic Communications portfolio on behalf of ISAAC.

#### **3. Core Tasks and Process**

Core tasks, processes, staffing, and staff responsibilities are outlined in the document entitled "ISAAC Social Media and Website Management Procedures" (Appendix 3).

#### **4. Review of Procedures**

These procedures are to be reviewed periodically by the ISAAC Executive Board.

## **SECTION 3**

### **Terms of Reference**

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# Terms of Reference 01 v2.1

## Bylaws Committee

### 1. Background

The original ISAAC bylaws were established in 1983. These bylaws were revised in 2002. In 2008 the ISAAC Board of Directors approved a restructuring of the ISAAC governance bodies. The restructuring involved a change to an Executive Board and an advisory Council. This new governance structure required changes to the existing bylaws. The current bylaws incorporated the new governance structure and were approved by the ISSAC Council and Executive Board in September 2009.

It has been agreed by the Executive Board and Council that the current Bylaws now need to be reviewed to ensure they remain fit for purpose, they reflect the changing and growing nature of a global organization and the use of language/terminology will be accessible by those who use English as a second language. The Bylaws Committee has been appointed to lead this review.

### 2. Core Tasks

- 2.1 Review and clarify the existing Bylaws of ISAAC, establishing if they are fit for purpose, and deliver a new set of 'plain English' Bylaws if required.
- 2.2 Review and clarify the purpose and roles of the Executive Board, the Council, Committees, establishing Terms of Reference that are 'owned' by everyone.
- 2.3 Deliver Governance Procedures and documentation covering all key areas of the operation of ISAAC.
- 2.4 Deliver a 'Process' and 'Systems' document to ensure ISAAC remains up to date with governance for the future.
- 2.5 To review the current Vision and Mission statements and recommend changes if required.

### **3. Method and Approach**

- 3.1 Establish a Bylaws Committee that has the confidence of the Executive Board and Council.
- 3.2 The Bylaws Committee to work in an orderly and disciplined way to review all existing documentation, consulting with relevant stakeholders within ISAAC.
- 3.3 To establish a Membership Guidance Committee by inviting the members of Council and Friends to be part of an email discussion Committee which will see all documents and be asked to provide feedback to the Bylaws Committee. Every effort should be made for the Membership Guidance Group to be representative of all stakeholder Committees within the existing membership.

### **4. Term of Service**

- 5. Membership of the Bylaws Committee will be established at each Biennial Council Meeting. Members of the Bylaws Committee shall commit to at least two years of service, unless the current review of the Bylaws is completed and approved prior to such date.

### **Membership and size of Bylaws Committee**

- 5.1 There will be a maximum of seven members of the Bylaws Committee. This will include the Chair of Council, a representative of the Secretariat, at least one member whose first language is not English. The remainder of the Committee will be representative of the stakeholder Committees within ISAAC including people who use AAC and family members.
- 5.2 The Lead of the Bylaws Committee will not be Chair of Council or a member of the Secretariat.

### **6. Frequency and Dates of Meetings**

The Bylaws Committee will meet as needed using any in-person or electronic means appropriate to carry out this review including the use of a Google (or similar) Committee.

### **7. Powers**

The Bylaws Committee is empowered by the Executive Board to carry out all tasks relating to requested review. All proposed documentation for approval by the Executive Board and Council will be uploaded to a password protected area of the ISAAC website for discussion. It is intended that the Executive Board approve the final version of these documents prior to the next Council Meeting.

#### **8. Clarity about interface with other Committees**

The Bylaws Committee is empowered to ask for information from the Secretariat, the Executive Board, the Council and any other committee that exist or are set up for this purpose. This interface will be through either the Chair of Council or the Bylaws Committee Lead. The Chair of Council will present the final documents for approval to the Executive Board, The Council and the biennial Membership Meeting.

#### **9. Relationship and reporting arrangements with the Executive Board and Council**

The Lead of the Bylaws Committee will provide a regular written report for the Executive Board prior to each-full meeting. This will also be circulated to Council members.

The Executive Board will need to approve:

- 9.1 Bylaws Committee Terms of Reference
- 9.2 Timeline /communication plan
- 9.3 Each finalised document

#### **10. Reference Documents**

The Bylaws Committee will refer to:

- 10.1 Current Bylaws of ISAAC
- 10.2 Guidance from the Executive Board and Council (where available)
- 10.3 Best Practice documentation from Chapters (where available)
- 10.4 Canadian guidance for charities (where available)



## **Terms of Reference 02 v1.4**

### **Finance Committee**

#### **1. Background**

The Finance Committee is charged with monitoring ISAAC's funds and financial records. The Committee also monitors ISAAC's fiscal policies, practices and procedures. It shall at all times be cognizant of ISAAC's financial status and recommend action regarding same to the Executive Board, with all action subject to approval of the Executive Board.

#### **2. Core Tasks**

- 2.1 Review ISAAC's biennial budgets, annual operating budgets and quarterly reports.
- 2.2 Review and approve all investments made on behalf of ISAAC.
- 2.3 Oversee ISAAC's fundraising and marketing activities.
- 2.4 Review where applicable, any budgets from funding sources such as government agencies and departments, foundations, corporations and others.
- 2.5 Review the reserves policy of ISAAC.

#### **3. Method and Approach**

##### **3.1 Budgets**

- 3.1.1 All ISAAC budgets are the responsibility of and are prepared by the Executive Board and the ISAAC International Executive Director (or designate). Budgets must be reviewed by the Finance Committee, and the Finance Committee must present their budget recommendations to the Executive Board.
- 3.1.2 The Executive Board and Executive Director (or designate) shall draft a biennial budget and circulate it at least two months prior to each Biennial Conference Meeting to the Council for comment.
- 3.1.3 The Council will be required to provide its comments in relation to the draft biennial budget, if any, to the Executive Board within 14 days of having received it.
- 3.1.4 After having received the comments of the Council in relation to the draft biennial budget, the Executive Board will convene to consider and, if necessary, revise the draft biennial budget.
- 3.1.5 The revised draft biennial budget will be presented at the Biennial Council meeting for approval by majority vote.
- 3.1.6 Following approval of the revised draft biennial budget by the Council, the Executive Board will convene to approve the same by majority vote.

- 3.1.7 Once the revised draft biennial budget has been finalized and approved by the Executive, the biennial budget will have been set.
- 3.1.8 The biennial budget, once set, will be notified electronically to Council Members.
- 3.1.9 No changes may be made to the biennial budget, except by a two-thirds (2/3) resolution of the Executive Board, and on advice of said changes to the ISAAC Council.

### 3.2 Reserves

- 3.2.1 ISAAC will maintain a minimum reserve balance as determined from year-to-year by the Executive Board, but no less than *CAN\$50,000\* (amount under discussion)*, in consultation with the Finance Committee, for the purposes of ensuring coverage of ongoing operational liabilities.
- 3.2.2 Two-thirds (2/3) approval by the Executive Board is necessary for any proposed expenditure from the reserves.
- 3.2.3 The Finance Committee will review the required reserve biennially to determine if the reserves are sufficient for ISAAC.

### 3.3 Financial Reports

- 3.3.1 Financial reports must be prepared every quarter for review by the Finance Committee for submission to the Executive Board.
- 3.3.2 The format and scope of the financial reports will be determined by the Finance Committee and the Executive Board. They will include, at minimum, a monthly Income, Expenditure and Budget Statement; Balance Sheet; and, where applicable, and Aged Accounts Receivable Report.
- 3.3.3 All audited accounts of ISAAC will be posted on the ISAAC website by the Executive Board on an annual basis.

### 3.4 Borrowing Funds

Proposals for borrowing funds to support the activities of ISAAC shall be developed by the Finance Committee and presented to the Council and Executive Board for comment and approval. Any borrowing proposal must be approved by a majority vote of the Council and a two-thirds (2/3) vote of the Executive Board. There must be a clear and viable financial plan to underwrite any borrowed funds.

### 3.5 Purchasing / Expenditures

- 3.5.1 The Executive Director (or designate) will ensure that appropriate records are maintained for all purchases/expenditure.
- 3.5.2 The Executive Director (or designate), may authorize any budgeted purchase/expenditure up to CAN\$7,000.

- 3.5.3 Any unforeseen or unbudgeted expenditure/purchase in excess of CAN\$2,000 requires a recommendation from the Finance Committee and/or the Executive Director (or designate), with final written approval by the President.

### **3.6 Cheques**

- 3.6.1 All cheques, drafts, and orders for payment of money shall be signed in the name of ISAAC and shall be countersigned by a minimum of two (2) such Officers or agents as the Executive Board shall from time to time designate for that purpose.
- 3.6.2 Authority to sign cheques can only be given by a resolution of the Executive Board. Any two of the following must sign cheques:  
  
Executive Director (or designate); President; President-Elect; Chair – Finance Committee.
- 3.6.3 Whenever the Executive Director (or designate) does not sign a cheque and both signatures are by other individuals with signing authority, the Executive Board must be advised in writing in advance of the issuance of said cheque.
- 3.6.4 The Executive Director (or designate) shall, prior to the release of any cheque, secure written authorization to do so from the President or President-Elect.

### **3.7 Internal Checks and Controls**

- 3.7.1 The Executive Director (or designate) is responsible for setting up and maintaining practical checks and controls of all transactions and procedures that affect the finances and/or the books and records of ISAAC. These should be set in accordance with recommendations and advice of ISAAC auditors.
- 3.7.2 In the event of any anomaly or unforeseen circumstance regarding the finances of ISAAC, the Executive Director (or designate) must immediately inform the Chair of the Finance Committee and President.
- 3.7.3 The Finance Committee will monitor the adequacy and reliability of the system of internal checks and controls. The Finance Committee will perform or arrange to have performed, any tests or check of financial records it may deem advisable.
- 3.7.4 The Executive Director (or designate) will distribute to the Finance Committee and Executive Board, each year and on a quarterly basis, ISAAC's financial reports containing such information as may be outlined from time-to-time by the Finance Committee.

### **3.8 Insurance Coverage**

- 3.8.1 It is the responsibility of the Executive Director (or designate) to ensure that all properties and all aspects of the operations of ISAAC are adequately covered at all times by the proper amount and form of insurance.
- 3.8.2 It is the responsibility of the Executive Director (or designate) to keep the Finance Committee and the Executive Board fully and promptly informed of any inadequacies in ISAAC's insurance coverage.

### **3.9 Salaries**

The Executive Director (or designate) is responsible for the timely payment of any and all salaries of ISAAC (as provided for in the biennial budget), and for timely submission of all taxes, reports, and documents as may be required by any and all relevant government authorities.

## **4 Term of Service**

- 4.1 Committee terms of office coincide with the term of the Executive Board. Following the election of a new Board, it is the duty of that new Board to select a Finance Committee.
- 4.2 Members will serve a term of two years and be able to sit for two consecutive terms. After a break of one term, members may be re-appointed for a further term.
- 4.3 A member of the Committee may be removed for cause by a vote of the Executive.

## **5 Committee Membership**

- 5.1 This Committee shall specifically consist of the President, President-Elect, Chair of the Council, a person who uses AAC or a parent/family member, and other appropriate individuals knowledgeable in financial matters. The Executive Director (or designate) shall sit as an ex-officio member of the Committee. The Committee shall consist of a minimum of four (4) individuals and a maximum of eight (8) individuals.
- 5.2 A Committee quorum will consist of a simple majority.
- 5.3 The Chair of the Committee shall be elected by Members of the Finance Committee.
- 5.4 The Chair of the Council will provide an essential link in terms of relaying financial information between the Council members and the Executive Board.
- 5.5 ISAAC's external auditor shall not be a member of the Committee.

## **6 Meeting Requirement**

The Finance Committee will meet once each quarter or at other times as designated by the Chair. Meetings can be held either in person or electronically. A summary of any meeting will be brought to the next Executive meeting.

## **7 Review of Terms of Reference**

These terms of reference are to be reviewed periodically by the Finance Committee and any changes must be submitted for approval to and by the Executive Board.

# Terms of Reference 03 v2.1

## Nominations Committee

### 1. Background

The Nominations Committee is responsible for seeking nominations from the ISAAC membership for the positions of the Executive Board officers. With the active involvement of the ISAAC Secretariat, the ISAAC Council establishes a Nominations Committee from its membership, and said Committee oversees the gathering of candidate names and the election of officers of ISAAC for the Executive Board.

### 2. Core Tasks

- 2.1 To oversee the Nominations procedure for electing the ISAAC Executive Board, the Chair of the Council and Chair-Elect of the Council.
- 2.2 The Nominations Committee will liaise with the Executive Director in administering the Awards and Scholarships program associated with the Biennial Conference.

### 3. Method and Approach

#### 3.1 Nomination Procedures

- 3.1.1 The following positions will be open for nominations: Chair of the Council, Chair-Elect of the Council, President, President-Elect, Vice President-Leadership Chair for Peoples Who Use AAC, and three Vice Presidents Without Portfolio.
- 3.1.2 The current President-Elect will become President of ISAAC. If the current President is nominated for a second term, then the President-Elect may also be nominated for a second term. If any ISAAC member wishes to contest this, they must put their concerns in writing to the chair of the Nominations Committee at least 200 days prior to the Council meeting or special election.
- 3.1.3 The current Chair-Elect will become the Chair of the Council. If the current Chair is nominated for a second term, then the Chair-Elect may also be nominated for a second term. If any ISAAC member wishes to contest this, they must put their concerns in writing to the chair of the Nominations Committee at least 200 days prior to the Council meeting or special election.
- 3.1.4 Any member of ISAAC who has been a member of the ISAAC Council, a member of any Chapter governing body, past ISAAC Executive Board, or is recognized as having made an outstanding contribution to AAC, is eligible for nomination to the Executive Board.
- 3.1.5 Council members may nominate any ISAAC member who meets the above criteria for consideration for the Executive Board positions. Each nomination must be accompanied by a signed declaration from the

nominee that he/she is willing to stand for election, naming the position. A short biography must also be included.

- 3.1.6 Nominees for the Executive Board shall reside in a minimum of three countries, but every effort shall be made to identify nominees that are each from a different country, different professional or other backgrounds, and shall reflect the multicultural nature of ISAAC.
- 3.1.7 Consideration needs to be given to the skill sets needed to lead the organization (financial, research, publishing and development) in seeking nominations for the Executive Board.
- 3.1.8 Council members can nominate someone from another country and more than one ISAAC member from any one country can be put forward for any position.
- 3.1.9 The Nominations Committee will establish who on the Executive Board is eligible for re-election and ensure that they are included on the ballot if they are prepared to stand. It is advisable that two (2) members of the Executive Board remain for continuity, but may take other positions.
- 3.1.10 Council members are encouraged to consult with ISAAC members in their country when considering nominees for the Executive Board.
- 3.1.11 The Nominations Committee may also nominate ISAAC members for positions on the Executive Board.
- 3.1.12 All Nominations are to be sent to the Secretariat of ISAAC 120 days prior to the Biennial Council meeting. The Executive Board will then be informed of the slate for the positions on the Executive Board.
- 3.1.13 Where there is more than one nomination for a position, there will be a vote by email or fax ballot. In the case of a tied vote, the Nominations Committee will have the casting vote and may consult with members of the Council at their discretion.
- 3.1.14 All Executive Board and Council members, including any who are also on the Nominations Committee, are entitled to vote.
- 3.1.15 The Executive Director is responsible for organizing the vote and will pass the results to the Chair of the Nominations Committee.
- 3.1.16 The Nominations Committee shall present the final slate (or in the case of more nominees than positions, the elected members) to the Council no less than 45 days before the Council meeting.

## **3.2 Awards and Scholarships:**

The Nominations Committee shall assist the Executive Director in administering the Awards and Scholarship program.

#### **4. Term of Service**

- 4.1 Committee terms of office coincide with the term of the Executive Board. The members shall be determined by the Council at the Biennial Council meeting.
- 4.2 A member of the Committee may be removed for cause by a vote of the Executive Board.

#### **5. Committee Membership**

- 5.1 This Committee shall specifically consist of a minimum of three (3) and a maximum of eight (8) including three of the following: Chair of the Council, current President of the Executive Board, the President-Elect of the Executive Board, and a person who uses AAC or a parent/family member.
- 5.2 The Chair of the Committee shall be determined by the members of the Committee.

#### **6. Meeting Requirement**

The Nominations Committee will meet at times as designated by the Chair. Meetings will be held either face-to-face or electronically. A summary of any meeting will be brought to the next Executive meeting.

#### **7. Review of Terms of Reference**

These terms of reference are to be reviewed periodically by the Nominations Committee and any changes must be submitted for approval to and by the Executive Board.



## **Terms of Reference 04 v 2.1**

### **Publications Committee**

#### **1. Background**

The aim of the Publications Committee is to promote awareness of publications relating to AAC and provide materials and new ideas on publications that will benefit ISAAC members and the broader AAC community. This includes oversight of the ISAAC Press, which is owned and operated by ISAAC, supporting the publication of the AAC Journal, and providing a liaison between the publisher and ISAAC.

#### **2. Core Tasks**

- 2.1 The Committee oversees the production and publishing of materials that meet previously unmet needs of the AAC community; looks for new publications of any kind useful for the AAC community;
- 2.2 The Committee works to increase access to materials by seeking ways to provide translations of ISAAC printed materials; supports existing publications by problem-solving strategies;
- 2.3 The Committee works to create a source of revenue for ISAAC to further its mission of educating ISAAC's members and the wider public regarding the rights of people, of all ages, with complex communication needs throughout the world by the global exchange of information related to AAC. This includes the publication of research, training and best practice.

#### **3. Method and Approach**

- 3.1 Maintain current ISAAC Press materials and all ISAAC information in a range of formats.
- 3.2 Pursue the creation of future materials in a range of formats.
- 3.3 Make recommendations to the Executive Board about ISAAC Press, pursue resources for funding of publications, support translation of selected publications and participate in the marketing ISAAC Press products and resources.
- 3.4 Seek to ensure that ISAAC Series publications meet standards appropriate for the group for whom the publications are targeted.
- 3.5 Liaise with all other ISAAC Committees with respect to accessible information and the use of appropriate terminology by ISAAC and its members.
- 3.6 Develop a multi-language information and dissemination system in conjunction with the Translations Committee.

- 3.7 Encourage and practise the use of plain English in all publications and information targeted to the whole membership.
- 3.8 Promote the transfer of information from the Executive Board to Council and the membership through the Information Exchange.
- 3.9 Promote information distribution on AAC through electronic communications.
- 3.10 Encourage Chapters and country groups to share information with the whole membership through the website, conferences and presentations, Chapter meetings and Chapter and Presidents' meetings.

#### **4. Term of Service**

- 4.1 Following the election of a new Executive Board, it is the duty of that new Board to select a Publications Committee.
- 4.2 Committee terms of office coincide with the term of the Executive Board. Members will serve a term of two (2) years and be able to sit for two (2) consecutive terms.
- 4.3 After a break of one (1) term, members may be re elected for a further term.
- 4.4 A member of the Committee may be removed for cause by a vote of the Executive Board.

#### **5. Committee Membership**

- 5.1 This Committee shall specifically consist of one (1) Executive Board member as Chair, one (1) person who uses AAC or one (1) parent/family member and other appropriate individuals knowledgeable in printing and publishing matters.
- 5.2 The Executive Director/Secretariat Manager shall sit as an ex-officio member of the Committee.
- 5.3 The Committee shall consist of a minimum of three (3) individuals and a maximum of eight (8) individuals. A Committee quorum will consist of a simple majority.
- 5.4 The Chair of the Committee shall be an Executive Board member.

#### **6. Meeting Requirement**

- 6.1 The Committee will meet electronically twice annually and at other times as designated by the Committee Chair. Input will be solicited via mail and email from Committee members who cannot attend or participate in meetings.
- 6.2 The Committee will keep minutes of its meetings and recommendations. Within one (1) month following each meeting, the minutes will be forwarded to the Secretariat, which will forward them to the Executive Board for review.
- 6.3 The Chair and/or his/her designate will bring forward any recommendations for discussion of the Committee's motions to the Executive Board.

## 7. **Review of Terms of Reference**

These terms of reference are to be reviewed periodically by the Publications Committee and any changes must be submitted for comment to the Council and for final approval to and by the Executive Board.

## **Terms of Reference 05 v2.1**

### **Leadership (LEAD) Committee**

#### **1. Background**

The Leadership (LEAD) Committee shall foster the participation of people who use AAC, their families, and support networks both within ISAAC and broader international settings, and provide leadership for people who use AAC within ISAAC membership and the AAC community.

#### **2. Core Tasks**

- 2.1 The Committee will provide advice to ISAAC on all issues involving people who use AAC, including appointments to the ISAAC Council and the Executive Board
- 2.2 The Committee will provide recommendations regarding funding awards and scholarships that are available to assist people who use AAC to participate in ISAAC Biennial conferences.
- 2.3 The Committee will help in finding sponsorship for particular projects that have a people who use AAC focus.
- 2.4 The Committee will promote leadership skills for people who use AAC through the development of accessible resource materials and Leadership Workshops at ISAAC's Biennial Conferences.

#### **3. Method and Approach**

- 3.1 The Committee will assist people who use AAC to develop skills and knowledge to take an active role in ISAAC leadership, and the decision-making process.
- 3.2 The Committee will raise issues concerning people who use AAC and initiate new ideas and implement action plans to involve people who use AAC.
- 3.3 The Committee will encourage all Chapters to have at least one person who uses AAC on the Chapter's Executive Board.
- 3.4 The Committee will support people who use AAC and their families/carers to take up leadership roles in the wider community.
- 3.5 The Committee will increase the active participation of leadership in ISAAC, in all ISAAC conferences, and co-sponsored conferences and meetings.
- 3.6 The Committee will review each ISAAC conference to determine how to better manage the next conference, with a particular focus on inclusion and access.
- 3.7 The Committee will provide a platform for people who use AAC within ISAAC.
- 3.8 The Committee will ensure that interests of people who use AAC within ISAAC are represented.

- 3.9 The Committee will assist in the administration of the ISAAC awards, particularly for those awards that are directed specifically towards people who use AAC.
- 3.10 The Committee will support and encourage the participation of people who use AAC in research projects.
- 3.11 The Committee will develop connections with other organizations associated with people who use AAC worldwide.
- 3.12 The Committee will take a leadership role in the annual International AAC Awareness Month activities.
- 3.13 Committee members will pursue a mentor role to ISAAC members who use AAC and family members.
- 3.14 The Committee will allocate the Travel Fund sponsorship money for people who use AAC to attend the Biennial ISAAC conference.

#### **4. Term of Service**

- 4.1 Members will serve a term of four years, with half of the Committee members ending their term every two years.
- 4.2 A member of the Committee may be removed for cause by a vote of the Executive Board.

#### **5. Committee Membership**

- 5.1 This Committee shall specifically consist of a minimum of three (3) and a maximum of eight (8), the majority of the membership being people who use AAC, including at least one parent/family member and other appropriate individuals knowledgeable in matters of AAC and leadership.
- 5.2 The Chair of the Committee shall be the Vice President – Leadership Chair for People who use AAC.

#### **6. Meeting Requirement**

The Leadership Committee will meet at times as designated by the Chair. Meetings will be held either face-to-face or electronically. Input by committee members will be solicited by email. The Committee Chair will report on the activity of the committee at Executive Board meetings.

#### **7. Review of Terms of Reference**

These terms of reference are to be reviewed periodically by the Leadership Committee and any changes must be submitted for approval to and by the Executive Board.

# Terms of Reference 06 v2.1

## Research Committee

### 1. Background

The Research Committee is responsible to and reports to the Executive Board. The Committee is responsible for the promotion of research in all areas of AAC. The Research Committee shall foster research in the field of AAC within ISAAC and within broader international settings, and provide research mentoring for people who use AAC and researchers in AAC within the ISAAC community and the broader community.

### 2. Core Tasks

- 2.1 The purpose of the Research Committee is to ensure research into AAC is promoted and results disseminated within the AAC community and beyond.
- 2.2 The Committee members seek opportunities to enhance other ISAAC projects by assisting in developing research design and being alert to funding opportunities and partnerships that have the potential to further the growth of research.

### 3. Method and Approach

- 3.1. The Committee will guide ISAAC Council and the executive on strengthening the research community in ISAAC, promoting the translation of research into practice, evidence based AAC practice, and capacity building in research competencies among all people interested in learning more about AAC research.
- 3.2. The Committee will provide advice to ISAAC on all issues involving research in AAC.
- 3.3. The Committee will provide opportunities for AAC researchers to interact with the membership via the website, and contribute to the ISAAC website as a means of information exchange and research updates or news.
- 3.4. The Committee will promote research skills in the AAC community through the development of resource materials on the website and through Research Workshops at the ISAAC Biennial Conferences.
- 3.5. The Committee will provide recommendations regarding funding awards and scholarships that are available to assist people involved in AAC research to participate in ISAAC Biennial conferences.
- 3.6. The Committee will support and encourage the participation of people who use AAC in research projects. The Committee will assist people who use AAC to develop the skills and take an active role in AAC research, and its application to policy and practice in the field. The Committee will raise issues concerning people who use AAC and initiate new ideas and implement action plans to involve people who use AAC.

- 3.7. Committee members will provide a research mentoring role to ISAAC members who use AAC and family members who are interested in research. The committee will continue to nurture and support new researchers in the field of AAC.
- 3.8. The Committee will review each ISAAC research symposium to determine how to better manage the next research symposium, with a particular focus on rigorous research in the field of AAC.
- 3.9. Provide assistance for the research forums associated with biennial conferences.
- 3.10. Publish proceedings of the biennial Research Symposium in a timely fashion.
- 3.11. The Committee will support the annual International AAC Awareness Month activities with a specific focus of raising the profile of AAC research.
- 3.12. The Committee will endeavor to help researchers to locate sponsorship opportunities for particular projects that have an AAC research focus.

#### **4. Terms of Service**

- 4.1. Committee terms of office coincide with the term of the Executive Board. Following the election of a new Board, it is the duty of that new Board to select a Research Committee.
- 4.2. Members will serve a term of two (2) years and be able to sit for two (2) consecutive terms. After a break of one (1) term, members may be re-elected for a further term.
- 4.3. A member of the Committee may be removed for cause by a vote of the Executive Board.

#### **5. Committee Membership**

- 5.1. The Committee shall consist of a minimum of three (3) individuals and a maximum of seven (7) individuals. A Committee quorum will consist of a simple majority.
- 5.2. The Chair of the Committee shall be nominated by the Research Committee and where possible be a Council member.

#### **6. Meeting Requirement**

- 6.1. The Research Committee will meet electronically twice annually and at other times as designated by the Chair.
- 6.2. Input will be solicited via mail and email from Committee members who cannot attend or participate in meetings.
- 6.3. The Committee will keep minutes of its meeting and recommendations. The Committee Chair will report on the activity of the committee at Executive Board meetings. Within one (1) month following each meeting, the minutes will be

forwarded to the Secretariat, which will forward them to the Executive Board for review.

- 6.4. The Chair and/or his/her designate will bring forward any recommendations for discussion to the Executive Board.

## **7. Review of Terms of Reference**

These terms of reference are to be reviewed periodically by the Research Committee and any changes must be submitted for approval to and by the Executive Board.



## **Terms of Reference 07 v2.1**

### **Development (BUILD) Committee**

#### **1. Background**

The Development (BUILD) Committee was established to support ISAAC's membership in areas/countries where economical limitations might restrict and influence the participation of these countries in the establishment and development of AAC service, and supports for people who use AAC. The Development (BUILD) Committee provides representation on the Executive for these emerging AAC countries.

#### **2. Core Tasks**

- 2.1 The Committee is responsible for supporting the development of services in emerging AAC countries.
- 2.2 The Committee develops criteria and oversees the distribution of any funds allotted to the Committee including ISAAC Biennial Conference funding for people from emerging AAC countries.
- 2.3 The Committee will endeavor to increase membership in ISAAC through promotion of specific membership offers to emerging AAC countries.

#### **3. Method and Approach**

- 3.1 The Committee maintains a listserv and distributes information related to its discussion topics.
- 3.2 The Committee supports events specific to the needs of participants from emerging AAC countries.
- 3.3 The Committee promotes information sharing and networking between members in emerging AAC countries, as well as between members in emerging AAC countries and members in countries where AAC is well established.
- 3.4 The Committee solicits and compiles AAC information of interest to people in emerging AAC countries. Articles and intervention materials on AAC from or by ISAAC members involved and/or interested in developing AAC services are posted on the ISAAC website.
- 3.5 The Committee cooperates with the ISAAC Conference Committee in organizing events specific to the needs of participants from emerging AAC countries and in supporting travel and accommodation arrangements for people from emerging AAC countries.
- 3.6 The Committee collects and compiles information about funding resources, academic institutions and agencies that support programs and people to obtain funding and further education.

#### **4. Term of Service**

- 4.1 Members will serve a term of four years, with half of the Committee members ending their term every two years.
- 4.2 A member of the Committee may be removed for cause by a vote of the Executive Board.

#### **5. Committee Membership**

- 5.1 This Committee shall specifically consist of a minimum of three and a maximum of eight individuals, and must include a member of the Executive Board. The majority of the membership will be people from emerging AAC countries. At least one member will be a person who uses AAC or a parent/family member. Other appropriate individuals knowledgeable in matters pertaining to issues regarding emerging AAC countries can be co-opted onto the Committee.
- 5.2 The Chair of the Committee shall be the Executive member on the Committee.

#### **6. Meeting Requirement**

The BUILD Committee will meet at times as designated by the Chair. Meetings will be held either face-to-face or electronically. Input by committee members will be solicited by email. The Committee Chair will report on the activity of the committee at Executive Board meetings.

#### **7. Review of Terms of Reference**

These terms of reference are to be reviewed periodically by the BUILD Committee and any changes must be submitted for approval to and by the Executive Board.

## **Terms of Reference 08 v 2.1**

### **Awards and Scholarships Committee**

#### **1. Background**

- 1.1** ISAAC presents a number of Awards and Scholarships associated with the Biennial Conference.
- 1.2** The procedures and criteria for these awards are maintained by the Secretariat. The administration of the awards and scholarships is completed by the Secretariat and the Executive, along with working groups as assigned by the Executive.
- 1.3** Promotion for the awards and scholarships is posted on the ISAAC website, through E-News communication and by direct email to members.

#### **2. Awards and Scholarships**

- 2.1** President's Award – presented to a member to acknowledge extraordinary support of ISAAC by an individual. This award is chosen by the President with consultation from the Executive.
- 2.2** Distinguished Service Award – presented to a member or group to recognize an outstanding contribution to the field of AAC. Nominations are from the membership with final selection by the Executive.
- 2.3** Fellowship Award – presented to a member who has earned distinction within the ISAAC community. Nominations are made by the membership with final selection by a group of current Fellows and the Chair of the Nominations committee.
- 2.4** Outstanding Consumer Lecture Award – given to a member who uses AAC to present a lecture during the Biennial Conference using any voice output communication system.
- 2.5** Remarkable Achievements Award – given to a professional member who has utilized easy-tech AAC in a remarkable manner, to present a lecture during the Biennial Conference.
- 2.6** Shirley McNaughton Exemplary Communication Award – provides an internship opportunity for training in Blissymbolics. Nominations are accepted from the membership with final selection by Shirley McNaughton.
- 2.7** The Bridge School Teacher-in-Residence Award – this scholarship offers an opportunity to learn and teach AAC methods through a teacher-in-training program in an educational center at The Bridge School of excellence in the United States. Applications are accepted from the membership with final selection by The Bridge School.
- 2.8** Travel Grants – travel grants are made available to members who use AAC to attend the Biennial conference. The number of grants, as well as the monetary value of the grants is set out in the budget of ISAAC. Applications are accepted from the

membership with final selection by the LEAD committee. In addition, from time to time ISAAC will provide other travel awards for other categories of members to help support their attendance at the ISAAC conference (e.g., emerging researcher travel award).

### **3. Review of Terms of Reference**

The number and type of awards and scholarships may change from time to time based on funding that is provided for the awards by ISAAC and other organizations/individuals. The terms of reference for Awards and Scholarships will be reviewed as needed by the Executive.



## ISAAC Social Media and Website Management Procedures (As of March 2015)

### *Overview*

ISAAC's website was developed to serve our mission: to promote the best possible communication for people with complex communication needs. Funds for the website development project in 2011 were approved by Council, both to enhance and update our web presence in service of ISAAC's mission and to ensure that we would recoup future costs through the ability to self-manage the website. ISAAC's website was designed and written to support the needs of our diverse international membership, including country and regional Chapters; people who use AAC and their families; therapists; teachers; students; doctors; researchers; and organizations, institutions, and corporations whose goals are compatible with ISAAC's mission.

ISAAC's website is the centralized source for organizational information and a digital hub for our social media activity on Twitter, Facebook, YouTube, and ISAAC's Blog. *ISAAC E-News*, produced quarterly, can be accessed through the website. Membership sign-up and renewal for ISAAC International and ISAAC Canada has been linked to the website since 2013. As well, the Biennial Conference portal now operates as part of the ISAAC website, including Paper Submission and Conference Registration systems.

Responsibilities and procedures are defined for each of the above activities. All activities are under the direction of Franklin Smith, ISAAC Executive Director, who identifies the requirements for the development and improvement of ISAAC's web-based efforts, within the framework of governance policy as outlined by the ISAAC Council, the Executive Board (EB), and the ISAAC President.

### *Social Media*

ISAAC engages with its membership and the broader AAC community by creating and exchanging digital content on various social media platforms: Facebook, Twitter, YouTube, and ISAAC's Blog (posted on website). Our goals are:

- to drive people to ISAAC's website
- to increase exposure for Conference 2014, in order to boost registrations
- to keep followers engaged with ISAAC's vision and mission

A Facebook page was created specifically for ISAAC 2014. ISAAC is on Twitter @isaac\_aac. ISAAC's Twitter feed can be accessed through a window on the ISAAC website. Re-tweets from ISAAC's Twitter feed allow us to engage with thousands in the AAC world beyond our membership list. Conference updates, initially distributed to the membership via email, are posted on Facebook and Twitter.

## Appendix 3

ISAAC's Blog was launched in October 2013 as an International AAC Awareness Month initiative. We posted frequently during October and November to build momentum through repeat exposure on Twitter during the start-up period. For 2014 we are scheduling one post each month.

Another initiative was to post video material from ISAAC 2012 on ISAAC's YouTube channel, which will be repeated for conference 2014. In 2013 ISAAC sponsored real-time online events through GoToMeeting and GoToWebinar. These activities have also generated YouTube content.

Responsibilities:

[Heather Stonehouse](#), ISAAC Manager – Communications:

- Developing, writing, editing, and promoting social media content

### *ISAAC Website*

The website was designed by FAAID Solutions based in Finland, under the direction of the ISAAC Website Development Committee.

Responsibilities:

[Heather Stonehouse](#), ISAAC Manager – Communications:

- Updating website content
- Formatting/addition of new pages
- Writing, editing, and posting ISAAC E-News, quarterly
- Performing link checks (internal and external)

[Andre Liem](#), MidStride Solutions, Canada:

- Ongoing maintenance of technical aspects, i.e., backing up the website, monitoring website outages, installing third-party software updates (e.g., WordPress), maintaining links to social media sites
- Adding new sections, e.g., Conference 2016
- Adding new design features
- Adding new functionality (i.e., donations, online conference registration, etc.)

## Appendix 3

### *Membership Sign-up and Renewal*

ISAAC offers new and existing ISAAC International and ISAAC-Canada members the opportunity to sign up and/or renew memberships through our website. Payment by way of secure credit card transaction directly through the website is also provided. Lapsed ISAAC members can also renew their memberships through the website. Credit card transaction processing is facilitated through ISAAC's existing accounts with Global Payments, a world-leader in credit card transaction processing services.

Responsibilities:

[Teraiz El-Deir](#), Membership Coordinator:

- Responding to current and new member inquiries
- Reviewing membership lists for accuracy

[Heather Stonehouse](#), Manager – Communications:

- Updating membership forms posted online in PDF format

[Andre Liem](#), MidStride Solutions, Canada:

- Maintaining security of payment system
- Updating online forms as necessary

### *Biennial Conference*

Conference information, including program details, exhibitor and sponsorship opportunities, paper submission and registration portals are now available through the ISAAC website.

Responsibilities:

[Heather Stonehouse](#), ISAAC Manager – Communications:

- Updating content
- Formatting/addition of new pages

[Andre Liem](#), MidStride Solutions, Canada:

- Ongoing maintenance of technical aspects, e.g., paper submission and online registration software
- Adding new sections, e.g., Exhibitor booth schematic
- Adding new design features
- Adding new functionality (i.e., donations, online conference registration, etc.)

[ePly Online Event Registration](#), Canada:

- Service provider for conference registration software