



**ACADEMIC
PEDIATRIC
ASSOCIATION**

Handbook for Region Leaders
Academic Pediatric Association

Last Update: January 2022

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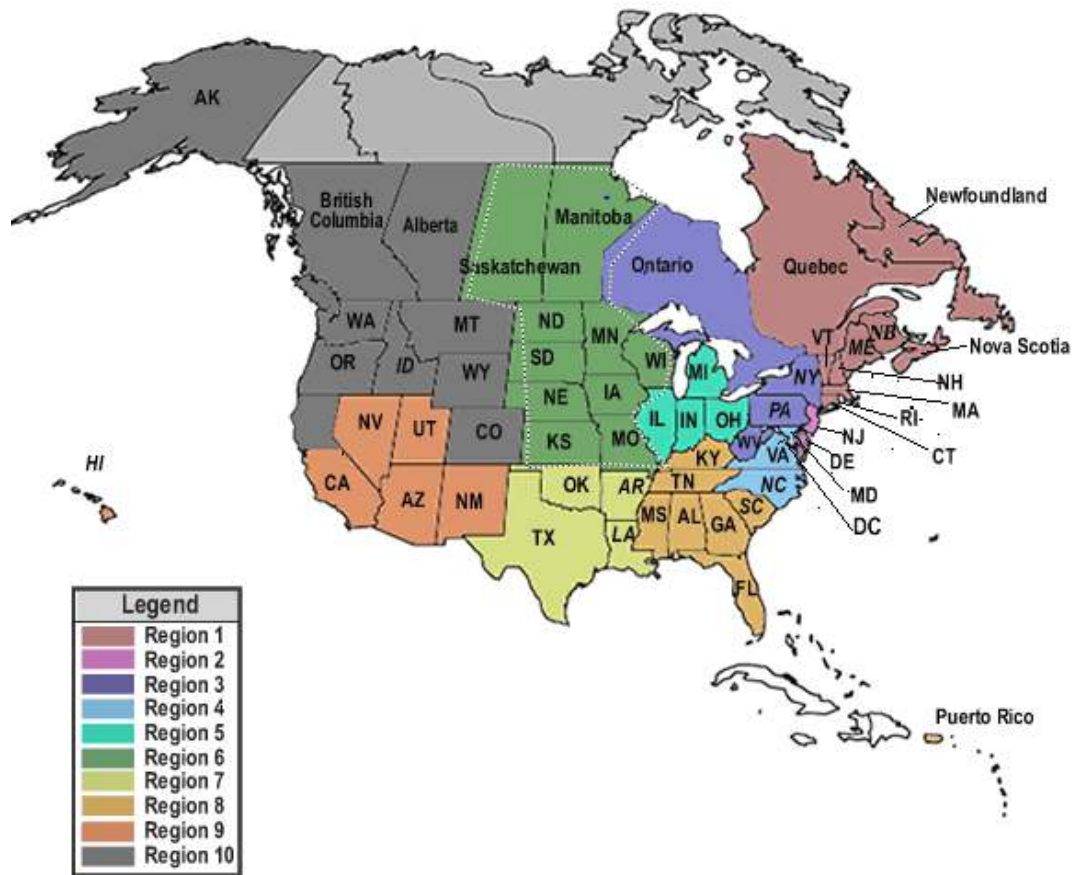
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Overview of APA Regions

APA Regions facilitate local and regional engagement for members of the APA. Regions are crucial gateways for expanding the supports and services of the APA to new members--including residents, fellows, early career faculty members, and child health professionals in the region engaging in academic pediatric pursuits. The APA Board of Directors provides operational guidance and oversight for Regions. APA staff members at the national office provide operational support services to Regions.

Regions provide a valuable venue for our membership to network with geographically-based colleagues, and to work towards goals that will benefit the membership of the Academic Pediatric Association at large. Regions are significant pipelines for APA membership, grantees of important trainee research awards, and the birthplace of collaborative research projects. Regions also provide a great setting for junior faculty, trainees, and those underrepresented in medicine (UIM) to network with more senior individuals, where access is eased by proximate geography.

Regions provide the framework for APA networking to individual departments of pediatrics at both medical schools and children's hospitals. Through these regional networks reaching out to the institution level, region chairs facilitate outreach of APA programming to faculty members and trainees in academic pediatrics and facilitate joining the APA for child health professionals who will benefit from membership in the organization.



Oversight and Support of APA Regions

Currently, the President Elect serves as the point person in the APA board offers oversight and support to the leadership of all Region and SIG activities.

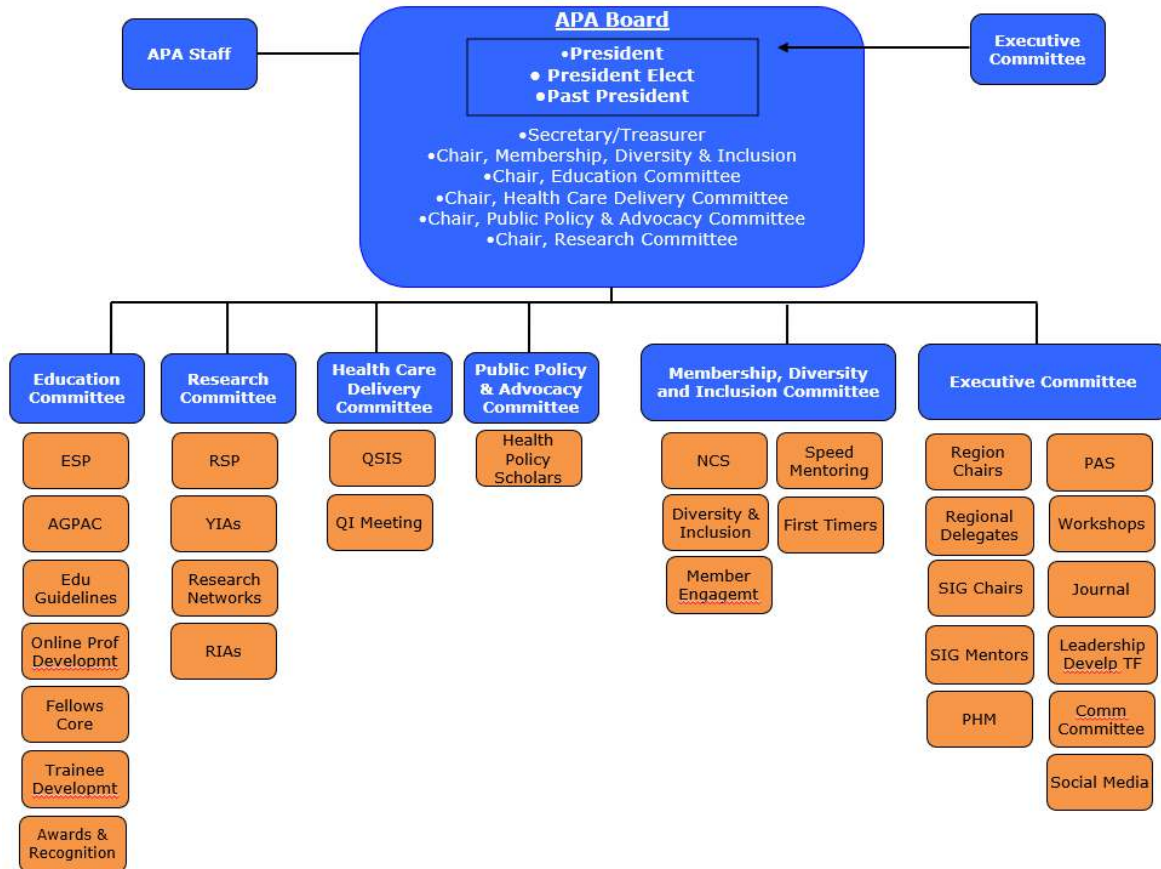
Each Region is led by three region co-chair(s) selected by the Region’s members. The co-chairs serve staggered three-year terms, such that one new co-chair is selected each year as one rotates off. This ensures continuity of leadership and institutional knowledge.

The ***Region Steering Committee*** is led by President-Elect. Members are Region Chairs who volunteer to participate in 30-minute quarterly conference calls to discuss Region leadership topics, and to keep the Board on track in its responses to the needs of Regions. New members are solicited continually. Any interested Region chairs should simply email the President Elect at any time.

Staff within the APA Office provide administrative support to individual Regions and collect information from Region chairs for Region meeting and PAS planning. The central APA office (info@apa.org) or the Chair of Regions and SIGs can let you know the contact information for the appropriate APA staff member for the particular concern.

APA Leadership Structure

APA Organizational Chart



Over the years, Regions have engaged with varying parts of the APA leadership. Below are some examples:

- Research collaborations and networks
- Collaborations for workshop ideas that are presented at PAS
- Interactions with APA Committees. The APA committees are Research, Education, Health Care Delivery, and Public Policy. Regions are encouraged to have their co-chairs or other representatives (especially region delegates) be present at each committee meeting and to report back on committee activities through region communications.

The APA Board meets throughout the year. Issues that require the attention of the Board should be directed from Region Chairs to the President-Elect. The following year's budget is discussed and approved at the Fall board meeting. Any fiscal requests for the following fiscal/calendar year should be directed to the President Elect before September 1 of the prior fiscal/calendar year.

Former Region chairs wishing to further serve the APA make excellent candidates for the Board of Directors. Initial inquiries about the nomination process for Board positions can be directed to the President Elect. They can also serve the APA in other ways via SIGs, program director and award review committees, and as senior mentors.

Region Guidelines

General

- A.** Region membership is included in national membership so membership in a region is automatic for all APA members.
1. Each Region shall have 3 co-chairs. Region co-chair terms will be limited to two consecutive 3-year terms. Region leadership should be diverse.
 2. The members of the region will select new co-chairs by an election at some point during or after the region meeting but before PAS. The election must be completed with the new co-chair named before PAS, so the new co-chair can be present at the Region chairs lunch and be introduced at the Region breakfast.
 3. All co-chairs should attend the Region chairs lunch and lead the Region breakfast at PAS.
 4. Region leadership should consider that certain leadership selection practices may be more prone to bias than others. Region leaders are encouraged to employ leadership selection strategies that mitigate bias and decrease inequities.
 5. The national office can provide support. Current SIG chairs may contact the national office for help administering leadership selection processes (e.g., ballots).
- B.** The Region co-chairs are responsible for:
1. Developing the content and structure of the Region meeting within APA guidelines for Region meetings (see Proposed Standard Structure and Standard Evaluation form document)
 2. Educate residents about APA benefits and opportunities available to them.
 3. Ensuring that the residents who receive the travel awards are recognized and connected with a senior local APA mentor with the purpose of engaging them early within the APA.
 4. Coordinating correspondence among its members using various communications tools: (APA Community, APA Connect App, and Facebook, Twitter)
 5. Attending the Region Chairs luncheon at the annual PAS meeting to facilitate communication between the APA Board of Directors and the Regions
 6. Chairing the Region breakfast at PAS
 7. Submitting a minimum of a Region-specific blog twice a year in July and January.
 - a. Updates on region activities and meetings
 - b. Projects the region is working on

c. Awardee announcements

The President Elect will post quarterly updates on the Region chair community, to update Region Chairs of ongoing APA activities and policies, particularly those that most impact the Region operations and programming.

Twice a year there will be a full Region chairs one-hour phone meeting. Typically, two time slots of the same meeting content will be offered for each semi-annual full region call. There will be one morning and one afternoon time, on two different days of the week. All co-chairs should do their very best to participate in the semi-annual meetings. Failure to participate will diminish opportunities for networking and sharing of best practices that could benefit the Region and its members.

Selection of Region Chairs/Term duration

Each Region has three co-chairs serving staggered three-year terms. The new co-chairs are elected via electronic ballot open to all Region members at some point during or after the Region meeting but before PAS. The election must be completed with the new co-chair named before PAS, so the new co-chair can be present at the Region chairs lunch and be introduced at the Region breakfast. Please reach out to APA staff if you need assistance with creating a ballot for this election.

Region Chair responsibilities and succession planning

Different Regions may have different manners of splitting up responsibilities. A few Regions shared how they divide up responsibilities and feel this type of division of labor works well for onboarding a new co-chair each year and for assuring smooth succession planning. A framework is shared below. In addition to these roles and responsibilities, each Region Chair should embody APA's core values of diversity and inclusion. Therefore each Region Chair is responsible for identifying opportunities to advance APA's equity, diversity and inclusion work within their region.

Year 1 Co-chair:

The co-chair in his or her first year of service is in a learning role and serves as a potential substitute for either the second- or third-year co-chair should they need help with any particular item. The first-year co-chair will be responsible for welcoming new members to the region by email when each quarterly list of new members is received. At the end of the first co-chair year, the year one co-chair should have primary responsibility for planning, organizing and publicizing the Region breakfast at PAS. The resident travel grant administration will be the Year 1 Co-Chair's responsibility with support from APA staff.

Year 2 Co-chair:

The second-year co-chair is the one with the greatest amount of responsibility, being the lead for the operations of Region Meeting, including chairing the abstract review process.

Year 3 Co-chair:

The third-year co-chair serves in an advising role but also has primary responsibility for semi-annual updates, trainee research awards process for the region meeting, and the succession planning and election process for the next co-chair. The outcome of the election must be finalized before PAS. APA can operationalize the region elections—which should be started and completed during the timeframe between the Region meeting and PAS.

Welcoming new members, helping renew expired members

Region chairs can login to the APA Community to view new members. The APA Board and staff expect that Region chairs will email this list to welcome new members to the region and to invite them to the next Region meeting. New members will automatically be added to your Region Community. Some Region co-chairs prefer to write their own welcome letter and all sign it and include their titles, institutions and email addresses. If you would like a template for a welcome letter to use as is or to adapt, please contact the APA office staff member for Regions.

Region networking/Region delegates/Region outreach

APA members value their membership most for networking opportunities and professional development activities. One of the best ways to serve your Region is to purposefully build networking activities into all of your programming, including the Region meeting, the Region breakfast at PAS and by creative means of connecting APA members between in-person events. This can be done in person in local settings, or via electronic or virtual connections.

We are beginning the process of officially designating “region delegates” and writing official job descriptions. Some Regions already have informal systems of region delegates that are highly effective. Essentially, each department of pediatrics at medical schools and/or childrens’ hospitals will designate a delegate to the APA. The delegates will be APA members who will facilitate communication about region activities at their local sites to lists of faculty in general pediatrics, hospital pediatrics, pediatric emergency medicine, adolescent, behavior-development etc., and to all fellows, residents and medical students who might submit an abstract to, present at, or benefit from attending the Region meeting. The delegates will serve as local resources for recruiting new APA members—junior faculty and trainees in particular. They can also help with the lapsed membership database. We will have ribbons for region delegates at PAS and the Region meetings.

Because the Region listserv only reaches APA members, but the content of the Region meetings and other APA offerings may be of high interest to many who are not yet members, region delegates will be responsible for circulating all APA opportunities to their local constituents. These opportunities are not limited to the Region meeting, but also include PAS submissions (abstracts, workshops, invited science), APA scholars programs (ESP, RSP, QGIS, New Century) and award programs (PAS abstract awards, Young Investigator Awards).

Region chairs will be responsible for identifying the member departments in their regions and recruiting region delegates for each center. A Region co-chair or an APA Board member can certainly also serve as the region delegate for his/her center. The APA staff will annually verify the delegates continued willingness to serve. In the event a delegate no longer desires to serve or cannot serve, the Region chairs will assist the outgoing delegate in finding a replacement.

Region Communications

Within the Region, it is important to use multimodal communication that reaches as many members, and as many potential new members as possible. The Region Community is the primary form of communications between Region chairs and the Region members. Regions are encouraged to utilize the APA Connect app, social media, including Twitter, for Region activities. Please see below for more information on this.

Branding and logos

To further establish and extend the Academic Pediatric Association's Brand, the national office provides professional-designed logos to the regions. Please contact the national office for any needed format of your region's official logo.

Region delegates

The APA office is working with Regions to identify an official APA delegate from each department at individual medical schools/children's hospitals. The main responsibilities of the delegates will be local publicity about APA programs, membership outreach and engagement at the local level, and publicity and coordination for the Region meeting. Region chairs will be asked to help coordinate the delegates in their Regions, and include them in Region meeting planning activities, including the agenda, abstract review and awards selection. Region delegates will have ribbons at the PAS meeting.

Special programming/awards

Regions may choose to incorporate research, young investigator, and other awards into their regional activities. Special activities for different trainee levels are also encouraged. The APA encourages this as a regional engagement and networking strategy. Such programs can attract new and valuable APA members to the

organization, and conversely introduce the APA to early career academic pediatricians who can benefit from membership. Funding for these awards should be derived from the region's account, which consists of an annual amount of central funding, and revenue from the region meeting. Region Chairs should work award plans into the registration fees and overall budget process for their Region meetings. Please let the APA national office know if you plan on awarding an award.

Planning for your annual Region meeting

APA standards for Region meetings

APA is currently working to streamline the work of organizing these meetings, by providing a centralized registration process, standard meeting structure, evaluation form and CME process for these meetings. Please stay tuned on this.

To assure that Region programming is in accordance with what our membership values and is also in accordance with the APA Strategic Plan, the following is the basic content that should be included at all APA Region meetings. Additionally, equity, diversity and inclusion should be considered in content development and speaker selection.

1. Registration
 - a. Rates are set by the APA board within established national standards. There will be early bird rates, APA member vs. non-member rates, and trainee rates each year.
2. If a virtual meeting is needed, APA staff can help set up a zoom webinar for the meeting and assist with logistics.
3. Research abstract presentations: talks /posters
 - a. Timeline for abstract review—see timeline, below
 - b. The abstract review committee must have at least three members and can have more
 - c. Any awards for abstracts or other region awards must have at least three people on the review committee
4. Keynote guidelines/tips to selecting.
 - a. Region Chairs can and should choose a meeting theme
 - b. The Region Chairs listserv is a great place to discuss possible themes if you are having trouble settling on one
5. Basic Agenda items
 - a. APA President address
 - b. Research network updates (BORN, CORNET)
 - c. Scholar programs/awards—introduce attending scholars and awardees
6. Lunch with a networking activity

- a. Career theme tables (senior mentors are identified for different themes)
 - b. Speed mentoring
 - c. Solicit written works in progress from trainees and allow them to get input from the meeting attendees over lunch.
 - d. Poster sessions
 - e. A dinner the night before the meeting if attendees arrive then
 - f. Other—can be creative here
7. Region chairs can build out their meeting using the APA Connect app. Backend access will be given to region chairs by APA staff.
8. Meeting materials with logos—will arrive to designee 1-2 weeks prior to meeting
- a. APA Table cloth
 - b. Membership info and flyers, specific program flyers
 - c. Lanyards and Badges- cardstock and badge holders
 - d. Folders and pens
9. Marketing
- a. All Region Chairs are encouraged to market their meetings through their region community as meeting milestones are determined i.e. registration opens, program is finalized, hotel blocks open and close, etc.
 - b. Email templates are included in this handbook for your reference and use.
 - c. APA PowerPoint slide template for presentations is attached.

10. Social Media: Promotion and Participation

The APA encourages Regions to utilize the APA Community, APA Connect app and social media in the promotion of their meetings as well as throughout their meeting. The APA has Facebook and Twitter accounts. If your Region would like to use the APA's social media accounts for event promotion, email Laura Turner at laurat@academicped.org with a list of posts and dates you would like those posted. APA will then schedule the posts according to your Region's request. If your Region would like to utilize social media channels to increase attendee engagement, APA encourages you to utilize a hashtag throughout your event. Some examples of hashtags include #APARegion42021 or #Regions23Mtg. If you would like the staff to customize your hashtag, please email Laura Turner at laurat@academicped.org.

11. Things to consider when giving out an award at the Region Meeting:

- a. Please make sure to distinguish that the award is a "Region" award. For example, if you are announcing a Young Investigator Award, please include "Region" in the title, "Region [number] Young Investigator Award". This will help to distinguish APA national awards versus APA regional awards.
- b. Please establish a nominations committee that utilizes a process that mitigates bias and decreases inequity in submission review and award selection.

- c. Please have clear eligibility requirements such as junior faculty, fellows, residents and students, or other categories for other awards.
- d. If the award is monetary, please be sure to considerate in your budget process. Please send in a check request at least two weeks ahead of time so you can present it to the awardee at the meeting.

Many APA Regions have successful co-meetings with other Regions (IX/X, for example) and also with other related societies, including SPR regional meetings, and even regional societies of internal medicine and family medicine. Combining forces with other groups that might increase visibility and attendance of the APA is encouraged. However, it is important to maintain the visibility of the APA at combined meeting with all the components and APA-specific programming highlighted above.

APA staff support for Region meetings

The APA office staff wants to provide all the following supports for the Region meetings:

- Publicity of the upcoming region meeting on the Region webpage. Should be updated as soon as the date of the following year is known.
- Registration rates and system
- Coordinating speakers with the meeting date, such as the APA President
- Abstract submissions, and abstract review site, including notifications of acceptance/rejection
- Setting up conference calls for Region meeting planning, abstract review and awards committees
- Contracts and payments for site/hotel, catering and other needs
- Giving region chairs backend access to the APA Connect App to add region materials such as agendas, speaker info, surveys and etc.
- Sending meeting materials to the organizers a week before the meeting
- Assisting with social media related to the Region meeting (Facebook posts, hashtags, etc.)
- App

Timeline

To provide the best possible administrative support, the following timeline should be used when planning region meetings:

Task	Deadline/ Time frame from date of meeting
Choose date of meeting	9 to 12 months prior
Secure contracts	6 to 12 months prior
Save the date	6 months prior
Open registration and abstract submission	3-4 months prior
Abstract submission	2.5 to 3 months prior
Review and select abstracts and awards	2 to 2.5 months prior

Notify abstract submissions and award winners	2 months prior
Finalize program	1 month prior
Close registration	2 weeks prior (can also do onsite registration if desired)
Printing deadline	2 weeks prior
Ship package of meeting materials	1-2 weeks prior

Region delegates at Region meeting

Region delegates are a new APA initiative to promote engagement, networking and outreach for the APA within individual departments of pediatrics (see page 9-10). As the initiative evolves, please consider a brief meeting time for the Region delegates at the region meeting—over breakfast, lunch, etc.

Funding/budget/contracts

The Association will provide an *annual stipend* of \$300 plus \$5 per APA member of the Region to provide baseline support for the Region meeting. This funding can be used to offset deposits and bills for general meeting operations including site fees and catering. APA staff will manage any site/hotel and/or catering contracts. Any region chair who signs contracts are not legally binding. Contracts need to be signed by APA staff. All Region-generated bills must be submitted to the APA National Office for payment. All questions regarding this funding can be directed to the APA staff member for regions. We recommend contacting the APA staff person if you are unsure whether a specific item can be covered with Region funds. Unused funds do not carry over from one year to the next. Unusual expenses over the baseline may be submitted to the Board for special consideration but require pre-approval. The remainder of expenses for the region meeting should be derived from fees paid by attendees.

The Association will provide the customary audio-visual support for Region breakfasts at the annual PAS meeting. This does not include internet service.

Planning for PAS

The major responsibility for region chairs at PAS is chairing the region breakfast. There may be requests from the Board for discussion topics at the Region breakfast. The breakfast serves as an opportunity for Region networking and collaboration.

Timeline

It is a good idea to register and secure hotel for PAS early in the registration timeline. It is generally open in December of the year prior to the spring meeting. Please plan to attend from at least early Saturday morning through mid-afternoon on Monday to fulfill Region chair responsibilities. If possible, plan to attend the Friday before the meeting as well. See “*Board meeting*” below. Region breakfast planning and publicity should begin at least 4 weeks prior to PAS.

Region breakfast

The main idea for breakfast is a networking opportunity, and a place for idea sharing. Additional considerations might be to highlight programs and awards, such as Region members participating in APA Scholars programs and national award winners (Young Investigator, Resident Research, faculty teaching, mentoring etc.) If you plan to highlight award winners or scholar program participants at the breakfast, be sure to invite these individuals to the breakfast.

Region chairs luncheon

All Region chairs, including outgoing and incoming are expected to attend the Region chairs luncheon at PAS. This is an excellent forum for idea sharing among Region chairs and for interactive time with Board members. Region chairs will receive a special invitation via email for this luncheon requesting a RSVP.

Other PAS items: invitation to board meeting, committee meetings

Region chairs are invited to observe the open part of the Board meeting before PAS. Region chairs will receive an email communication prior to PAS reminding them of this opportunity and requesting a RSVP. Many Region chairs assure that there are representatives from each region at the four APA Committee meetings: Education, Research, Policy, and Health Care Delivery. Committee meetings are always open, so any APA region member or chair may attend.

APA REGION POLICIES

For a short list of the basic policies and standard procedures, this section below can be referenced quickly.

- A. The term of office of a Region Chair shall be limited to two consecutive three-year terms.
- B. Selection of a new Region Chair shall be designated a Region process (when possible), the election preferably conducted through a full region online ballot. Co-Chairs may be elected if a region so desires, their terms of office to be three years. The term of office is to begin at the time of the annual meeting of the Association.
- C. If the office of Region Chair is vacated prior to, or at the expiration of the three-year term, and the selection process of (B) is not feasible, a replacement should be selected by the Chair for Regions, in consultation with the President and Region members.

- D. A grant of \$5 per member shall be made available annually to each region, as long as the treasury permits, with the purposes of providing central resources for the region meeting. Unused money shall not be carried over from one year to another.
- E. Starting in 2018, cost of the Region Breakfast at the annual meeting of the Association is no longer deducted from this amount, but rather budgeted centrally.
- F. Grant money may be used to fund expenses for all reasonable activities, including scientific meetings, social action programs, and social functions as portions of regional meetings.
- G. The Board of Directors should be notified of collaborative research endeavors within the regions and expenditures of funds for such purposes; the Board of Directors must approve these expenditures.
- H. Mechanism of regional accounting shall be the responsibility of the Region Chair, with administrative support from APA staff members, the APA Executive Director, and the APA Treasurer.
- I. Regions may not solicit pharmaceutical firm funds for programs.
- J. The Region Chair or his/her designee shall make a best effort to attend each of the APA Standing Committees and may be asked to participate in other Association activities as needed (i.e., review abstracts for the annual meeting).
- K. Region Chairs shall submit two blogs per year regarding Region activity in summer (usually June) and winter (usually January). Content of the updates will populate the website, APA Connect app and APA Community.
- L. Region Chairs are invited to attend the Spring Board Meetings prior to PAS.
- M. Correspondence within the region concerning region activities shall be moderated by the Region Chairs. Each region has a listserv to communicate electronically. Standard mailing lists are available via the membership directory.
- N. Region Chairs, in keeping with APA policy, may not use their title as APA Region Chair to support grant proposals in which the APA is not a participating institution.
- O. To make a deposit to or withdraw funds from your regional account, contact the APA office.
- P. Guidelines for approval of APA Funding for Regional Research Projects:
Region Chairs may award up to \$1500.00 from their APA budgets for research projects or awards if the following guidelines are followed:
 - a. Solicitation for proposals must be open and communicated to all APA members in that region.

- b. Proposals should be consistent with the mission statement and goals of the APA.
 - c. Region chairs should appoint a subcommittee of three to five members to review the submissions. The members of this subcommittee should submit a brief report on their review and final selection. This report should be sent to the APA Executive Director and the Chair of the Research Committee for final approval.
 - d. Priority should be given to junior faculty, fellows, residents or students. Funds should be used for educational or research projects which are not already financially supported.
 - e. Budget requests that are not appropriate include salary for full time faculty, equipment for long term use, i.e., computers, overhead expenses. All funds should be directly related to the research.
- Q. Regions Chairs are responsible for holding annual Regional Meetings. The meetings should all follow the standard guidelines for APA region meetings.
- R. Region chairs are not authorized to sign contracts of any kind on behalf of APA. Contracts are to be negotiated by the APA office and signed by the Executive Director.**

Region Chair Fact Sheet

Expectations of Region Chairs

- Commitment to the APA and its core values including but not limited to diversity and inclusion
- Plan and lead annual Region meeting according to APA standards
- Plan and lead region breakfast at annual PAS meeting
- Communicate with members via multiple methods
- Facilitate regional networking, including working with region delegates
- Coordinate with other regional organizations (SPR, etc.)
- 3-year term (may have 2nd term)
- Written annual report and summary of regional meeting for website updates
- Website/listserv - update/maintenance with staff support
- Participate in APA Region chair luncheon at PAS

Skill set

- Leadership skills
- Good oral and written communication skills
- Ability to facilitate meetings with active audience participation
- Ability to run a meeting efficiently
- Ability to work as a team member
- Organized
- Available by e-mail to respond to member ideas and suggestions
- Inclusive, open to diversity of activities
- Familiarity with technological tools for communication with Region, willing to network

Time Commitment

- 2-4 hours per month, may increase as the Region meeting and PAS draw near

Templates for Region Meetings

Region logo

Call for Abstracts!

Region <#> Meeting
<Location>
<Dates()>

Abstract submission information

Dates the platform will open and close, subject areas suggestions, etc.

- Abstract submission criteria (character limitations, title, authors/institutions, background, objectives, design/methods, results, conclusions and etc.
- Types of submissions accepted (original research, works in progress and etc.

Please click here to submit an abstract!

(Link to abstract submission site)

Questions?

Contact the region chairs and/or Laura Turner, APA's association manager, at laurat@academicpeds.org.

Region logo
Registration Now Open!
Region <#> Meeting
<Location>
<Dates(>

About the meeting

1-3 sentences about topics covered, location, date, etc.

Who should attend?

APA members? Non-members? Residents?

Agenda:

All agendas should include these mandatory items:

- a. President intro/PowerPoint
- b. Research network info
- c. Update on any recruitment of scholar programs/awards

Hotel Information:

If applicable, name, location and website for the hotel and the date the block opens and closes. All regions are encouraged to work with the national office to confirm a room block for their attendees.

Click here to register (link to registration)

Include any deadlines

Questions?

Contact the region chairs and/or Laura Turner, APA's association manager, at laurat@academicpediatrics.org.

Region logo

SAVE THE DATE!

Region <#> Meeting

<Location>

<Dates()>

About the meeting

1-3 sentences about topics covered, location, date, etc.

Who should attend?

APA members? Non-members? Residents?

Abstract submission information

Dates the platform will open and close, subject areas suggestions, etc.

Agenda (or draft of agenda).

If available, provide an outline of the agenda. All agendas should include these mandatory items:

- a. President intro/PowerPoint
- b. Research network info
- c. Update on any recruitment of scholar programs/awards

Hotel Information

If applicable, name, location and website for the hotel and the date the block opens and closes. All regions are encouraged to work with the national office to confirm a room block for their attendees.

Questions?

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