

- **What are the organizational structures of ACAPT and how are they defined:**

- **Institution** refers to the academic programs and clinical education sites.
- **Member Institution** refers to Institutions of higher education located in the United States of America with a physical therapist education program that is accredited by the Commission on Accreditation in Physical Therapy Education (CAPTE) and that pays the annual dues to ACAPT shall be Member Institutions of ACAPT.
- **Member Institution Representative** refers to the one (1) DPT program director or one (1) full-time core faculty member, as defined by CAPTE, in the Member Institution who has been designated by the program director to represent the institution. The representative shall have the right to speak in debate; make, co-sponsor, and second motions; vote; hold office; serve in appointed positions; and serve on task forces and committees.
- **Clinical Affiliate** refers to an Individual Member of ACAPT if they are at a clinical education site that is contracted with a Member Institution of ACAPT.
- **Individual Member** A faculty member or clinical affiliate of a Member Institution who has been confirmed through the Member Institution's Representative shall be admitted to membership as an Individual Member.
- **Institute** - general note that this refers to the new organizational structure component (refer below for more details) - clarifying difference between "institutions" and "Institutes" at the beginning will be helpful.
- **Board of Directors:** The Board of Directors is the governing body of ACAPT, responsible for establishing the strategic direction to carry out the mission as well as management of the affairs of the organization. The Board is responsible for policymaking, while other leadership groups within ACAPT and the Executive Director are responsible for executing day-to-day management to implement board-made policy. The Board is elected by ACAPT member institutions.
- **Standing or Ad Hoc Committee:** A standing committee is one required by our bylaws. Currently, the standing committees of ACAPT are the Finance, Nominating, and Reference committees. An Ad Hoc committee is a group of individuals who are appointed by the ACAPT Board of Directors. Committees focus on ongoing priorities that are critical to the organization's mission, vision, or strategic plan. Committees consist of individuals from ACAPT member institutions.
- **Commission:** A commission is special type of committee comprised of individuals appointed by the ACAPT Board of Directors and empowered to perform very targeted tasks important to the profession of academic physical therapy. A commission shall have no independent authority.
- **Consortium:** A consortium provides a forum for ACAPT members with a common identified interest through which excellence in education might be served by exploration, exchange and pursuit of ideas around that shared interest. Consortia are comprised of elected officers. Individual members of ACAPT may join at no additional cost. Consortia do not hold voting privileges at ACAPT business meetings. Consortia shall sunset at the end of 2023.
- **Task Force:** A task force is a group of individuals appointed for a short term by the ACAPT Board of Directors to complete a specific charge or objective of interest to the enterprise of academic physical therapy. Task forces typically complete their work in less than two years, with most attempting to complete their work within one year after appointment. Task forces are typically composed of ACAPT members but may include representation from other communities of interest. The Chair organizes the work of the task force, recording meeting notes or minutes of meetings/conference calls, and submitting reports to the ACAPT Board.
- **Work Group:** A work group is a group of individuals from the ACAPT Board of Directors assigned to complete a specific charge or objective related to governance and administrative matters of ACAPT. Membership on work groups may also include other individuals from ACAPT and/or consultants. Work groups are responsible for identifying a leader to organize the work of the work group, recording meeting notes or minutes of meetings/conference calls, and submitting reports to the ACAPT Board.

The formation of any structure within ACAPT results in an ongoing commitment to the goals and needs of the group through financial and operational expectations. Strategic outcomes should be aligned to help facilitate ongoing organizational growth. To establish a leadership group, the Board shall consider the following:

- Content area spans all Institutes.
 - Content impacts all members.
 - Fills a gap in organized leadership.
 - Assists ACAPT's Board in carrying out their work by providing expertise and advice in select area.
 - Provides a direct link to external stakeholders
 - Studies and finds creative solutions to a particular challenge the association or its members face.
 - Contributes to the strategic goals of ACAPT.
- Status is reevaluated every three years.

The dissolution of any structure shall be considered based on the following:

- It is not meeting or actively working toward meeting its charge
- Poor participation
- Lack of clarity on the charge or scope that cannot be resolved
- Misuse of resources
- The charge is no longer relevant

Institutes

- **What is the purpose of an Institute?**

- ACAPT's vision is to create a shared culture of excellence to improve societal health. It's mission is for member institutions to be champions of innovation, inclusion, and inquiry in academic physical therapy, which stems from the [Criteria of Excellence](#), and the framework by which an institution may aspire to such excellence.
- ACAPT's Board recognized that its organizational structure should be designed to integrate these criteria into the day-to-day operations, governance, mission, and vision. To achieve this, the Board has established four Institutes:
 - **The Institute for Academic Advancement** to support and promote characteristics that reflect an intentional pursuit of excellence within the academic program or clinical sites. This Institute will encourage institutional programmatic development; foster leadership excellence; advance diversity, equity, and inclusion; and facilitate programmatic innovation.
 - **The Institute for Teaching and Learning** to support and promote curricular attributes that ensure outcomes of educational excellence. This Institute will help to encourage institutional educational excellence; foster curricular innovation; advance educational technology; and integrate professional formation.
 - **The Institute for Scholarly Inquiry** to cultivate a culture of scholarship and research and ongoing assessment of outcomes in academic programs. This Institute will support scientific research to grow the profession; encourage implementation of discoveries into practice and education; develop best practices for scientific, educational, and community-based research; cultivate research leadership and bolster educational preparation through research outcomes.
 - **The Institute for Community Engagement** to support and promote community and stakeholder engagement in the shared pursuit of excellence. This Institute will promote institutional educational partnerships; engage in societal health and wellness; and enhance engagement across healthcare disciplines.
- These four Institutes are supported by the [Center for Excellence in Academic Physical Therapy](#), established for the purpose of creating a culture of excellence and assessment for academic physical therapy through trustworthy and transparent data management and analysis.

- **What is the composition of an Institute?**

- 1 volunteer, member-elected Chair
- 1 volunteer, member-elected Vice Chair

- 1 volunteer, member-elected Board liaison
- 1 Staff liaison
- All Institutes will have the same structure, foundational budget, policies and procedures
- An Institute will be comprised of Task Forces (see below for those details). The number of Task Forces within any Institute shall be the purview of the Board of Directors and will be based on but not limited to the following considerations: strategic need; trends, challenges, and opportunities in the profession; and resources available to support the work.

- **How are the Institute Chair and Vice Chair selected?**

- **Who:** a volunteer chair and vice chair, each of whom are elected by ACAPT member Institution representatives. The elections shall occur at the same time as the elections for the Board of Directors and Nominating Committee. Those elected will assume office in October after ELC unless a vacancy occurs in the middle of a term. See below for vacancies.
- **Qualifications:** Candidates must be a member, which includes clinical affiliates, in good standing of an ACAPT member institution to be eligible to run for the Institute Chair or Vice Chair position. A member in good standing shall be any faculty or clinical affiliate of an ACAPT member institution. If the bylaws change the definition of a member, this too shall change. The elected individuals must be an ACAPT member in good standing throughout their term. Additional qualifications include:
 - Strong knowledge of ACAPT's mission, vision and strategic plan
 - Excellent interpersonal, organizational, and communication skills
 - Ability to devote adequate time to Institute responsibilities
 - Engaged thought leader and active contributor
 - Willingness to represent ACAPT as a non-profit leader
- **Term:** The term of the Chair and Vice Chair shall be for a total of two years; One year as Chair and one year as Vice Chair. No person shall serve more than two complete consecutive terms.
- **Vacancies:** If a vacancy occurs, the ACAPT Board shall appoint a person to serve the remainder of the term vacated. The appointed individual shall be eligible to run for office and shall be eligible to be elected to two additional terms. The appointed individual must be an ACAPT member in good standing throughout their term. The Board will invite the recommendation of who should fill the vacancy from
 - the Institute Chair or Vice Chair, whomever is not vacating their position,
 - The other Institute Chairs and Vice Chairs
 - The Chairs of the task forces currently functioning under that Institute.
 - Other ACAPT leaders (Committees, Commissions, Work Groups, etc.)

- **What is the benefit of serving in an Institute?**

The benefits of serving within an institute, whether in the role of chair, vice chair or on a task force include:

- Participation at the national level in the production of products and/or services that will benefit institutions of academic physical therapy, which include clinical sites.
- Recognition as a national leader in academic physical therapy, working collaboratively to influence outcomes and make an impact by solving challenges in the profession and capitalizing on opportunities that will benefit all physical therapy education stakeholders.
- Networking and exploring solutions with peers and experts.
- Opportunities for research and analysis.
- Development of resolutions for member votes.
- Publication of the process that produced the outcomes.
- Presentation on the results at national conferences.
- Career development.
- Leadership recognition.
- Direct engagement with the ACAPT Board.
- Letters affirming participation that can be used for tenure and promotion.

- **What are the responsibilities of the Institute Chair and Vice Chair? (is it easier to just link to the job description?)**
 - You'll find the details in the job description [here](#)

- **To whom will the Institutes report/be accountable?**
 - The Institutes are accountable to the ACAPT Board of Directors
 - Each Institute will be assigned 1 board liaison and 1 staff liaison to help steward the work of the Institute and support the Chair and Vice Chair. The Board liaisons to each Institute will serve in a manner to keep the Board advised of the work of the Institutes. The Institute Chairs are responsible for ensuring the Board and staff liaisons are aware of all activity and invited to every meeting.
 - The Chair and Vice Chair of an Institute shall provide a written progress report to the ACAPT board sharing the progress of the task forces and Institute. These reports will be provided in January, during the Board's annual retreat, and September. This information will be used to report progress on ACAPT strategic plan goals, objectives and strategies, and to provide updates through discussion with members at CSM and ELC.
 - Provide information to staff that will be used for the ACAPT annual report.
 - The Institute Chair shall report on the work of the Institute by joining the Board virtually at CSM, the Board's spring retreat, in-person at ELC, and at strategic planning meetings, if invited.

- **How is progress measured?**
 - The institute's task forces are on schedule and meeting expected outcomes
 - Participation in institutes and their respective task forces is active, ongoing, and not siloed
 - Applications to serve in an ACAPT leadership position is strong
 - Members are engaged and curious about the work
 - Submissions for future ideas is strong
 - Member surveys reflect confidence in the work of ACAPT
 - Members use the deliverables in their institution
 - The culture of assessment is part of an annual process for each institution
 - Innovation, inquiry, and inclusion are common practices within institutions
 - Solutions to forthcoming challenges are identified early and applied
 - Partnerships with external entities within the profession or that impact the stakeholders within the profession is active
 - Resources within ACAPT to support more projects that will impact the profession have grown
 - Membership within ACAPT is nearly 100% year-over-year

- **How do Institutes communicate and coordinate with each other?**
 - The Chair and Vice Chair of all Institutes will meet at least twice a year with the Chairs of all other leadership groups within ACAPT, including their Board and staff liaisons.
 - The Chair and Vice Chair of an Institute will conduct a virtual meeting quarterly with all task force chairs and vice chairs within that Institute to evaluate progress on their charge and to address any barriers or potential changes needed to their charge in response to changes in the profession.
 - Each Institute Vice Chair will help ensure opportunities for collaboration by coordinating the Institute's and/or each task force's needs with the respective committee, commission or with another Institute. This may also include collaboration with external groups such as the Academy of Education, etc.

- **When do members hear about the work of the Institutes?**
 - The Chair and Vice Chair of an Institute will conduct semi-annual ACAPT membership meetings to report on outcomes, ongoing work, and prioritize developing issues. One will occur in-person at ELC and another one will be conducted virtually not later than the 2nd quarter.
 - The meetings at ELC will be dedicated time of at least 60 minutes, free and open to anyone who wishes to attend, and shall include time for reporting, feedback, and networking. Each Institute and/or Task Force will also be encouraged to submit an abstract to share insights, data, and continuing education at ELC and CSM.
 - Each Institute will provide information as it becomes available for members through the ACAPT newsletter, which circulates to subscribers every two weeks.

- Discussion boards will be created for each Institute through which members can engage them with questions, ideas, suggestions, etc.
 - ACAPT’s annual report, disseminated 30 days prior to the annual membership meeting at ELC.
 - All engagement with members, regardless of the mechanism as shown above or others that may develop over time, will be used to provide updates, invite discussion on new or developing priorities, and share where joint efforts between Institutes and/or external groups may be happening.
 - The final work product(s) of an Institute will reside on ACAPT’s website.
- **Will new Institutes ever be created and if yes, why?**
 - If the Criteria for Excellence are revised, there may be a revision to the Institutes as they are designed to correlate and bring the Criteria to fruition
- **What resources will be made available to support Institutes?**

The following resources will be made available to each Institute:

 - Support by ACAPT staff and the ACAPT Board.
 - Use of a dedicated *Basecamp* project management space within which to conduct online discussions, share documents, schedule meetings, and more.
 - Ability to disseminate approved surveys via ACAPT’s Qualtrics account, following [ACAPT’s survey policies and procedures](#) and as part of The Center for Excellence in Academic Physical Therapy’s ongoing assessment through trustworthy and transparent data management and analysis.
 - A dedicated budget to facilitate the work of the Institute designed to support ACAPT’s strategic plan and respond to member needs as well as opportunities and challenges in the profession.
 - Access to ACAPT’s governing documents, policies and procedures.
 - Other resources may be made available upon request and evaluation by the Board or Executive Director.
 - ACAPT meeting/webinar resources, live and recorded (zoom, YouTube, etc.)

Task Forces

- **How is a Task Force Created?**
 - When the Board meets for its annual retreat in the spring, it will include a review of current activities, results of the Institutional Profile Survey and recent member surveys, and current challenges and opportunities in the profession.
 - The Board will focus its evaluation of this information on what benefit may be provided to its member institutions.
 - In 2023, the Board will also assess what activities of consortia may remain outstanding beyond 2023 to determine if any such activities should become a future task force.
 - The Board will evaluate the resources available to establish and support a task force, which may include ACAPT’s financial portfolio, staff capacity to support the work, access to the expertise needed to inform the work, timeline for deliverables, and the technology needed to provide and sustain the deliverables once created, among other things. The deliverables may be educational programming, guidelines; case studies; published articles; proposed ACAPT motions for membership voting; tools for implementation; documents; and other resources.
 - How do members have input into the work of the Institutes?
 - Suggestions for proposed task forces shall be made possible via a submission portal on the ACAPT website. All submissions will receive an automatic response acknowledging the submission, which will automatically forward to ACAPT’s executive office. Submissions will require a login to the ACAPT website to control the amount of spam received.
 - Suggestions may also be proposed to the Board or Executive Director by email at any time or in-person while at conferences and events.

- Suggestions will be funneled to the Board and Institute Chairs and Vice Chairs for their review at their spring Board retreat.
- An environmental scan will be conducted by the Board approximately every three (3) years that may include a member survey, among other things, that will inform ACAPT's strategic initiatives which would include future task forces. (Members of ACAPT are any faculty or clinical affiliate of an ACAPT member institution.)

- **How are Task Force members selected?**

- Once it is determined by the Board to proceed with plans for a task force in the following year, the Executive Director will begin developing the draft charge and budget, which will include input from the Institute Chair and Vice Chair as well as those with relevant expertise to inform the charge.
- Once the final charge and budget are approved by the Board in April, a call for volunteers will be circulated broadly. The call for volunteers may extend to external partners and other academic physical therapy stakeholders where certain expertise to fulfill the charge may be concentrated.
- After the call for task force volunteers is disseminated and applications are received, the Institute chair and vice chair under which a task force would be housed will receive the applications and make their recommendations to the Board for who should be appointed. The chair and vice chair may invite the input from other leadership groups before finalizing their recommendations to the Board.
- All who are appointed will receive a letter acknowledging their appointment that may support promotion and/or tenure.
- While this is the ideal scenario for the creation of task forces, the Board recognizes that there may be the need for a task force that does not fit the scope and objective of an Institute. Using the same evaluative process to determine whether a task force should be created, those that may fall outside of an Institute will go through a similar process.

- **What is the composition of a Task Force?**

- Each task force will be comprised of a Chair and Vice Chair, at a minimum. The number of other members of the task force will be determined based on the expertise needed to meet the charge and resources available to support the work.
- Ultimately, the Board wishes to use task forces not only for meeting member needs and challenges, but also to increase opportunities for engagement and service within ACAPT. Thus, the Board will be mindful in its selection of appointments to ensure task forces are populated by a diverse body of individuals and to provide successive opportunities for new volunteers .

- **What are the responsibilities of a Task Force?**

- A specific charge will be drafted for each task force outlining specific outcomes and/or deliverables, which may include educational programming; guidelines; case studies; published articles; proposed ACAPT motions for membership voting; tools for implementation; documents; and other resources.
- The outcomes of a task force will be focused on results that benefit institutions.
- Task forces will meet virtually based on the timeline as reference in their charge to review tasks completed and next steps to meet deadlines and objectives.
- The Chair will meet quarterly with the Institute Chair and Vice Chair, providing written progress reports on the work of the task force.
- The Vice Chair will deliver all documents to ACAPT staff for archiving.
- Task forces will develop presentations for ELC, and possibly CSM, sharing the Outcomes of the task force.
- The Chair and Vice Chair will provide information to the Institute Chair and Vice Chair that will be used for the ACAPT annual report.

- **What is the length of time for a Task Force?**

- Task forces will begin their work in January of the following year, if not sooner.
- Task forces will be designed to run between 12 to 18 months, which will depend on the charge and outcomes desired. Most task forces will be expected to conclude their work within 12 months.

- The activity of the task force will be monitored by the Institute Chair and Vice Chair to ensure they are staying on task, within the timeline constructed, and meeting the outcomes intended.
 - If a task force needs more time than that which has been identified in the charge, the Chair of the task force will notify the Institute Chair. Together, they will evaluate what is causing the delay, evaluate if there are new circumstances informing the work not previously identified, and if there are additional resources needed. If the need for additional time is determined worthy by the Institute Chair, they will submit a request to the Board for an extension, to include how that may impact resources. The Board will make an assessment based on the charge, needed outcomes, and resources available and either extend the work for a limited time, expand the size of the task force to increase productivity to meet the charge and timeline, or disband the task force.
 - When a task force finishes their work, those members may be eligible to apply to serve on another task force.
- **How will work be coordinated within each Institute/across Task Forces?**
 - Institute Chairs and Vice Chairs will meet with one another quarterly to evaluate the work in progress and determine where support may be provided between institutes and to ensure redundancy is avoided.
- **To whom will the task force report/be accountable?**
 - The task forces are accountable to their institute Chair and Vice Chair, who are accountable to the ACAPT Board of Directors.
- **When do members hear about the work of the Task Forces?**
 - Members will hear about the work and progress of the task forces through the Institute, as outlined above.
- **What resources will be made available to support Task Forces?**

The following resources will be made available

 - Support by ACAPT staff and the ACAPT Board
 - Use of a dedicated *Basecamp* project management space within which to conduct online discussions, share documents, schedule meetings, and more.
 - Opportunity to disseminate surveys via ACAPT’s Qualtrics account, following [ACAPT’s survey policies and procedures](#). All surveys to be considered will be approved by the Institute Vice Chair. Those will be evaluated by the ACAPT Center for Excellence Advisory Committee.
 - Dedicated funding within the ACAPT budget as determined by the Board of Directors
 - Access to ACAPT’s governing documents, policies and procedures.
 - Additional resources as may be requested and upon approval of the Board of Directors
 - ACAPT meeting/webinar resources, live and recorded (zoom, YouTube, etc.)

Timeline

	2023	Annual
Jan		Task forces begin work
Feb		Institute and/or task force mtgs at CSM, as necessary Updates on activities from prior year and upcoming
March	Candidate bios/consents due (24 th)	Candidate bios/consents due
April	Slate announced (24 th)	Institute chair check-in Progress reported to Board Slate announced
May	Board retreat – define needs for next year Elections open (8 th)	Board retreat – define needs for next year Elections open
June	Elections close (12 th)	Elections close
July	Institute chairs orientation and discussion	Task forces for next year proposed (charges, budgets)

	Chairs and transition adv. cmtee help develop task forces charges & budgets	
Aug	Task forces approved, budgeted	Task forces for next year approved, budgeted
Sept	Call for volunteers circulated	Call for volunteers circulated
Oct	Call for volunteers circulated	Institute mtgs, presentations, networking, and updates at ELC Call for volunteers circulated
Nov	Applications reviewed; recommendations made	Applications reviewed; recommendations made
Dec	Task force appointments made Consortia sunset	Task force appointments made Consortia sunset
Monthly		Each task force meets
Biannually		The 8 Institute Chairs and Vice Chairs meet along with the Center for Excellence Committee chair.
Quarterly		Institute Chairs and Vice Chairs meet with their Institute's Task Force Chairs; Institute Chairs prepare report for ACAPT board

2024 – environmental scan to include a member survey; to be conducted every 3 years