



ICRS – International Cartilage Repair Society

Guideline for ICRS Committees & Board Members

(Revised August 07, 2019)

Welcome

The ICRS would like to thank you for your willingness to serve as a volunteer committee member for the upcoming term of office and welcomes you on board of your committee, through which you will help us carry the ICRS to a brilliant and successful future. **Your nomination and appointment as a committee member comes along with a few responsibilities and duties.**

The purpose of this document is to provide you with background information, guidelines and management principles of our society. Associations often fail to succeed because the elected individuals do not have enough information to perform in their position in a satisfactory way or they do not know where to get all the information. Read this document carefully, it may make your committee work easier, allowing you to better understand the overall society management and to perform with your duties and responsibilities as an ICRS committee member.

Mission Statement & By-Laws

Associations and Societies all over the world are governed by “By-Laws”, also called “Articles of Association”. These most important governance documents establish our legal constitution and **all committee members must adhere to both, the letter and the spirit of these documents.** The ICRS Mission Statement gives you the strategic direction and reminds you who we are and where we want to go. Committee Members are expected to read, review and study carefully the ICRS By-Laws and the Mission Statement (encl. 1 and 2).

Management Principles & Obligations

The ICRS is fostering a collegial and target-oriented management style. The principle duty of a committee member is to lead and care for our organisation. Individual committee members should demonstrate selflessness, objectivity, integrity, accountability, openness, honesty and leadership. Furthermore, you are responsible to always act in the best interest of the ICRS when making decisions as a collective group. The group holds joint responsibility for these decisions. Committee members ideally use the same benchmarks of performance, as they would do in running their own business. Financial responsibility in any committee is extremely important for the long-

term fiscal health of our organisation. Committee members must be able to serve effectively and should be aware that it is necessary to invest considerable time and energy if they are to perform their committee work to a high standard.

1. Main Tasks

Besides your specific committee activities, you are requested to actively assist the society with the following tasks and duties:

- ☉ Be an example for other members and pay your membership fees on time.
- ☉ Attend the ICRS World Congress and other educational events
- ☉ Attend you committee meetings (by phone, Skype or any physical meetings) Act as an abstract and/or poster reviewer upon invitation
- ☉ Actively engage with ICRS Social Media (Facebook, Twitter, LinkedIn etc.) Help executive office to update and improve the website on a continuous basis
- ☉ Help us to recruit new members on an ongoing basis by recommending the ICRS membership to your colleagues and peers
- ☉ Help us to recruit new industry partners and sponsors by forwarding interesting company details and its key decision makers to the Executive Office
- ☉ Collaborate actively with contributions to the ICRS Newsletters
- ☉ Work and collaborate proactively with the ICRS Executive Office
- ☉ Submit or encourage others to submit manuscripts to our journal “Cartilage”
- ☉ Assist your committee to prepare biannual reports of your committee activities and elaborate upcoming projects
- ☉ Promote the ICRS and its educational events, whenever you have a chance
- ☉ Inform your committee chair and/or the executive office when you are going to be absent for an extended period of time
- ☉ Try to respond ICRS emails within 24 hours
- ☉ Put-on the ICRS “hat”, be loyal, unbiased and always promote our society and its reputation

2. Confidentiality

Information shared within committee meetings must be kept confidential. Discussions and votes must be protected. Listen to your colleagues in the committees. All committee members should feel comfortable to express their opinions without fear of recrimination. This is vital for the well-functioning of any committee. This concern does not eliminate the responsibility to report activities and decisions to the entire organization.



International Cartilage Repair Society

3. Conflicts of Interest

Conflicts of interests sometimes arise when a committee member has a specific relationship, personal interest or a situation that may appear to others to influence your decision or your vote. It may be real or just perceived as a conflict by the others. **In such a situation, it is your obligation to disclose a potential conflict to your committee members and eventually abstain from a vote or leave the discussion.**

4. Administrative Issues

A. Addresses and Contacts:

The International Cartilage Repair Society is a Not-For-Profit Organisation (NPO) registered in Switzerland and is VAT tax exempt.

The Cartilage Executive Office GmbH manages the International Cartilage Repair Society affairs and all its educational events. The GmbH is 100% owned by the ICRS and is one of the first Swiss NPO GmbH with tax exemption.

ICRS Managing Office & Visiting Address:

Cartilage Executive Office (CEO) GmbH

Spitalstrasse 190 – House 3 CH-
8623 Wetzikon – Switzerland

Phones: +41 44 503 73 70 / +41 44 503 73 71 Fax: +41 44 503 73 72

Email: office@cartilage.org Website: www.cartilage.org

Official Office Business Hours: 08.00 AM – Noon and 01.00 PM – 5.00 PM from Monday to Friday (Central European Time CET)

Contacts:

Stephan Seiler, Executive Director: sseiler@cartilage.org

Valentina Zigrino, Assistant Executive Director: valentina.zigrino@cartilage.org

Melanie Twerenbold, Executive Assistant: melanie.twerenbold@cartilage.org

The **ICRS Executive Office** is responsible to administrate the day-to-day business of the society, organise its educational events, collaborate with strategic directions, elaborate marketing activities and is managing the ICRS website. It administratively assists the committees to perform their work.

Committee members must bear in mind that the ICRS Executive Office, compared with other similar societies, has limited human resources and



International Cartilage Repair Society

currently employs 2 full time and 1 part time staff member. Therefore, it is not always possible to execute all requested tasks immediately and the work needs to be planned and organised well in advance. **It is fundamental for successful management that our office receives precise instructions from committee chairs for tasks to be completed together with predefined timelines.**

B. Successful and easy communication

First Step: Start by updating and completing your personal contact data. It is of utmost importance for a smooth communication that you fill in all fields in your **personal ICRS member account (also your private contact data and mobile phone)**. Make sure that your postal address is correct and complete and according to the postal mailing standards in your country. Do not forget to add an alternative email address that in urgent cases we may easier contact you. Please set your preferred mailing address to either “business” or “private” and add your professional fields of interest, bio sketch and portrait picture to your file. It is desirable that other members know who you are and what your special professional fields of interest. The ICRS works with an online database only. That means if you update your member account on your end, we do get your updates at the same time. No further action is needed.

Second Step: Secure Email Senders: 90% of all ICRS Communication is done by Email. Please set the ICRS email addresses

office@cartilage.org,

sseiler@cartilage.org,

valentina.zigrino@cartilage.org,

melanie.twerenbold@cartilage.org

anouk.bourgisser@cartilage.org

as well as the email addresses from your committee members in your computer to secure email senders. This ensures that you receive all emails and information from the ICRS and they do not fall into your spam filter. You will not miss any important information.

C. Contact with ICRS Members

There are 2 possibilities for getting in touch with your colleagues and members of the Society. Either you use the **Membership Directory** in your personal ICRS account or you can use the “**Find a Doctor/Member**” tool in the **Patient & Public** section. If you do not find the requested person, the Executive Office might also assist you. The office can assist you in your communication with committee members but you should prepare messages in your own words and define to whom exactly the message has to be sent to. Please note that the official language of the society has been set to British English.



International Cartilage Repair Society

D. ICRS Website: www.cartilage.org

The ICRS Website, permanently updated and revised by our office, is the most important information channel for all our members. You are requested to **visit the website frequently** and to know all important features, tools and be updated with new information.

Set our website to your standard opening page, when starting your browser or at least add it to your favourite sites. This gives you the opportunity to quickly look at the “**Breaking News**”, where we communicate important updates and direct you to the right section of the site. Besides, you will generate important Hits to our site, which are essential for potential sponsors of the site.

Revise the information: The website consists of more than 250 different pages and links. It is not always easy for our staff to supervise and update all information on time. If you discover inconsistencies, mistakes or any missing information, please report it to the Executive Office. With your precious help, we will be able to eliminate wrong information or to update old ones. If you have ideas to add new important information or links useful for our members please send your input to our office and we will carefully consider them for inclusion.

All committee members should be aware of all the facilities that the ICRS website offers to its members. We would particularly like to recommend that you visit the educational facilities in the member’s area.

ICRS Social Media: The ICRS has invest significant efforts to establish the presence on the major social media platforms, such as [Twitter](#), [Facebook](#), [LinkedIn](#), etc., as part of its communication and marketing channels to inform and engage its existing and potential members, industry partners as well as the general public. More and more features and campaigns will be rolling out and we expect you to active participate, engage and spread the news accordingly. Please do not hesitate to provide us feedback and suggestions.

5. Organisation and Organs of the Society

The **General Assembly** is the supreme authority of our society; it consists of all members holding voting rights. The ordinary general assembly of the ICRS is held at least every 18 months at a time determined by the General board and ratified by the previous general assembly. The regular general assembly is always held during the ICRS world congress. Extraordinary General Assemblies may be convened by the general board on very rare occasions for exceptional circumstances.



International Cartilage Repair Society

The **General board** is composed of the President, First Vice President, Second Vice President, Secretary General, Treasurer and the Past President (these 6 positions also forming the Executive board), the chairpersons of each Standing Committee, the chairperson of the Editorial Board of “Cartilage” and the upcoming congress chairmen. The General Board does not run the society itself. It is responsible to delegate, conduct and supervise the society business, elaborate the macro strategy of the Society and decide on all matters that are not expressly under the authority of the general assembly or the executive board. The general board issues regulations and proceedings for the management of the Society subject to compliance of the articles of our association and evaluate decisions of the standing committees or working groups.

Remember, the General board as a whole has a legal duty to ensure that the association acts lawfully and is managed properly. This responsibility cannot be transferred.

The **Executive board** shall assist, prepare and facilitate the work of the General board and perform other tasks and duties as assigned to it by the General board. In order to grant an efficient decision making process, the Executive board shall take decisions regarding the common day-to-day business of the Society and advise the Executive Director to take care of its execution. The **Executive Director** can represent the Society in its dealings with third parties; the Society shall be bound by all formal decisions of the Executive board and General board.

The purpose of the **Standing Committees** is to assist in the management and the general board of the society carrying out a continued and permanent administrative or scientific function, summarise the results of its activities in an annual report, and present this report if required at the next general assembly. Standing committees include, but may not be limited to the following committees: Communication Committee, Membership & By-Laws Committee, Scientific Programme Committee, Meeting & Education Committee, Financial Committee, Industry Liaison Committee and newly established Scientist Committee.

Committee Duties

The overall success of a committee (and therefore of the society) can often be directly linked to the effectiveness of the committee chair. Since this individual is ultimately responsible for planning the work of the group, conducting meetings, maintaining records and appropriate information about their decisions, getting action taken and evaluating their results, it is no wonder so much depends upon their effectiveness. Committee chairs must communicate clear and efficiently. They should also have a basic knowledge of parliamentary procedures, believe in and respect democratic values.

Committees are the operating system of our association. Many of us know examples of committees that do not work well. These are committees where meetings drag on and no actions are agreed or committee members do not take part in the meetings or in its discussion.

Committees should always act as a unit. Whenever a decision is made, committee members should support the decision of the majority by working together. All committee members have equal voting rights, with the exception of the Chair, who has an additional casting vote, should this be needed. The following official charges and duties (also available on our website) gives you an overview of which standing committees are actually in place and what are the main responsibilities and charge of each committee.

6. Standing Committee Charges and Responsibilities

a. Finance Committee

Charge: The mission of the Finance Committee is to oversee the financial activities of the society and to ensure the financial health of the society.

Responsibilities: The Finance Committee shall prepare, for approval by the Executive board, an annual budget for the Society and shall make recommendations for the financing long-range plans of the Society. The committee will review the financial performance and plans of the Society. Establish short and long-term financial goals for the society. The Finance Committee shall recommend to the Executive board the amounts to be established for annual dues for each category or membership within the society and shall perform such other duties as from time to time may be assigned to the Committee. The Finance Committee shall supervise the preparation of, shall examine and shall forward the membership all financial statements and reports, which the membership describes as necessary and proper for carrying out the functions of the society. The Finance Committee should work closely with the Administrative managing entity of the Society to ensure transparency in all financial operations.

b. Scientific Programme Committee

Charge: To develop and organize the scientific program for the ICRS World Congress.

Responsibilities: The Co-Chairs will develop the scientific programme, oversee the broad content of the congress, validate it for scientific integrity, and review it to ensure lack of personal or commercial bias. After this process, the speakers are selected. The

Co-Chairs will also provide final review and editing of the abstract book prior to publication.

c. Communication and Publication Committee

Charge: To provide general oversight of ICRS communications with its members and communication with other societies and to promote discoveries and breakthroughs in cartilage repair science through press releases distributed to members and to a wide range of media sources to spread information about cartilage and our society.

Responsibilities: The Communication and Publication Committee exists to ensure the professional publication, presentation, and maintenance of ICRS documents including the following types of material: ICRS informative brochure of membership application, development of an ICRS membership handbook, special committee publications (such as the Educational and Meeting Committee publications, website content including a monthly review of the website for contents and to ensure that information and links are current and functional. The committee's duties shall further consist of oversight of the actual production of the documents, including copyediting, proofreading, designing, print/paper quality. In this capacity, they will work with the Executive Office. Creating and/or providing document templates for all publications, such as ICRS's mission statement, oversight of ICRS production schedule for all publications, oversight of Electronic Voting with the Executive Office.

d. Education and Meeting Committee

Charge: To provide the overall direction, guidance, and coordination for the spectrum of educational activities of the ICRS.

Responsibilities: Generate and maintain an agenda and budget with dates for coming meetings in collaboration with the executive office. This should include a one, three and 5-year plan. The committee should suggest program chairs and program members, not only coming from their own committee, but they should work together with the local groups to produce effective meetings. The committee should work to maintain and develop existing meetings: Surgical Skills Courses, Laboratory Skills Courses, World Series Meetings, ICRS National Clubs Meetings, etc. The committee should work to develop new meeting types: Cartilage Imaging Skills Meeting, Cartilage Histology Skills Meeting, and Biologics Meeting. They should work to advance dissemination of education in cartilage sciences by providing information in new developments in cartilage science by informing the communication committee continuously. The committee should work together with the communication committee to make education on cartilage science easy to find via web, newsletter and other forms of communication

for the members. The committee will provide the Society journal CARTILAGE with educational supplements at certain time intervals. The committee should address the acquisition and maintenance of competence across the continuum of lifelong learning. The committee is also responsible for evaluation of the educational programs and laboratory practices performed at meetings of the Society and implementation of changes using a comprehensive program of continuous quality improvement.

e. **Emeritus Committee**

Charge: To advise the President and Executive Committee on matters of protocol, politics and strategic direction of the organization.

Responsibilities: The members shall give advisory input to the Scientific Programme Committee on Annual Meeting content suggestions. This committee might have a rotating Emeritus lecture by one member each year at the Congress Meeting. The members shall act as liaison with other Orthopaedic and Arthritis Organizations throughout the world i.e. ESSKA/OARSI/ORS/AAOS/ISAKOS, etc.

f. **Regulatory & Industry Liaison Committee**

Charge: To develop and maintain relationships with industry members and with world regulatory agencies to address issues related to cartilage repair

Responsibilities: Devise and disseminate an ICRS consensus opinion on regulatory matters confronting World Regulatory agencies regarding Cell therapies and scaffold Technology. Develop and maintain relationships with Regulatory bodies such as the FDA, EMEA, AMA and other world regulatory bodies. Host and develop joint meetings including regulators, industry representatives, scientists and physicians for the purpose of maintaining lines of communication and fostering better understanding between the various stakeholders. Develop and maintain relationships with Industry members and aide Scientific Program Committee and Executive Office in fostering sponsorship opportunities for the Society and its Scientific Program meeting.

g. **Fellowship, Scholarship & Research Grant Committee**

Charge: To develop and maintain fellowships, scholarships and research grants to foster the development of junior ICRS scientists and surgeons.

Responsibilities: To organize highly accredited Fellowship and Scholarship programs which will give young ICRS Scientists and Orthopaedic Surgeons the ability to increase their involvement in the exciting field of cartilage research and improve their skills at

leading internationally recognized Centres of Excellence in our field. To support further development of cartilage research through a research grant program. The Committee will continue the solicitation, organization and management of established Fellowship and Scholarship programmes. The committee will ensure that clear selection processes will be created for each program. The committee will establish a clear time-line and contact person for solicitation of funding from Industry Partners for the awards. New Fellowship and Scholarship programs will be created through collaboration with industry and other international and national societies in order to create common and new Fellowship and Scholarship Programs. The committee will further develop the existing ICRS research grant programs in collaboration with industry and other scientific societies.

h. ICRS NextGen

Charge: Our mission is to identify and to facilitate the development of next generation cartilage surgeons and scientific leaders. We will achieve this goal by maintaining a scholarly and social collaborative network to link the present generation of thought leaders with the next generation.

i. Registry Committee

Responsibility: The Registry Steering Committee is responsible to run the system together with Amplitude, operational Issues, software adaptations, applications to ethic committees, implementation of new languages/scores, training/education, reporting to doctors, data analysis, annual report, helpdesk

l. Membership & Bylaws

Charge: To assess the membership profile of the ICRS and identify areas for expansion. To review the society by-laws and ensure they are contemporary with society business.

Responsibilities: The committee will review Bylaws every two years to suggest any changes needed or updates to be brought to General membership for vote. These changes will be brought first to the Executive committee for review and approval and then be must be ratified by the General Board and the General Membership. The committee will identify candidates for fellows and invite them to apply with their curriculum vitae to become a Fellow of the Society with a goal to promote at least 20-30 members to become a fellow every year. As per the Bylaws, candidates for Fellows need to send in their formal application and this would be a task for the membership committee to review. This committee will also identify candidates for Honorary Fellows and recommend a list of at least 5-10 names outlining the reason for the candidate's selection to the General Board. The General Board would then select 1-3 candidates from

this list to be promoted to become an Honorary Fellow of the Society. The committee will act worldwide to recruit physician and scientist new members. They should also help the office to identify and motivate new industrial companies to become corporate members. This charge includes expanding candidates in Western and Asian countries already well represented in ICRS but also include helping to develop and expand membership in under-served areas i.e. Africa, Asia and South America.

m. Basic Science

Charge: To promote the engagement of basic scientists with governance and with activities of the ICRS.

Responsibilities: The committee shall recommend measures to be taken to actively increase the engagement of clinical and basic scientists with governance and with ongoing activities of the ICRS. Initiative to further engage junior members will given special attention since this group of membership is regarded as the future of the society. Further, the Basic Science Committee will review the scientific quality of the ICRS events, in order to 1) ensure significant attendance of ICRS events by basic scientists, and 2) foster the mission of the ICRS as a forum for international collaboration in cartilaginous tissue research by bringing together basic scientists and clinical researchers.

The chair of each committee is responsible to call for committee meetings / conference calls and define the agenda well in advance to allow members to be well prepared and to use the meeting time efficiently.

As a committee member, you always need to make sure that you may commit and actively participate in your committee meetings. Your committee depends upon all its members to be able to produce and succeed in its mission. By missing a meeting, a committee member misses the opportunity to personally contribute and vote for any motion within its committee.

Executive Board Meetings: are held regularly each month on predefined dates proposed by the President. The Executive Board meets face to face during the ICRS World Congresses and when possible, during the AAOS. Other meetings may be called at any time whenever necessary.

General Board Meetings: are held typically by phone conference call at least twice a year and are called by the President. The General Board meets face to face during the ICRS World Congresses and when possible, during the AAOS. Other meetings can be called at any time whenever necessary.

Standing Committee Meetings: Each standing Committee chair is responsible to call for regular meetings at least twice a year. Standing committees may meet physically at least during the ICRS World Congress by reserving a meeting room in advance with the

executive office. Other meetings may be called at any time whenever necessary.

8. Minutes / Protocol

The minutes, also called “meeting protocol” normally are recorded by the committee chairs. (Except the Executive Committee and General Board Meetings, where the

minutes are recorded by the Executive Office together with the Secretary General). They should be brief, contain the date, time and location, those present during the meeting and any actions or decisions made and if carried out by vote, the number of votes in favour or against any motion. Minutes from committee meetings should be forwarded to the executive office to be filed and to the general board for their information, discussion and for taking decisions for actions.

9. Elections

Committee members should be well aware of the basic principles and procedures of the ICRS election process for different committees and their positions. A detailed official document for the election process is available for your information (enclosure 3).

10. Finances / Compensation / Reimbursement

As with most other medical associations, the ICRS does not compensate financially committee members for their time, work and dedication to the society. It is considered a volunteer work or an honorary task to serve the society. Our By-Laws state specifically that no funds of the society shall insure to any member.

However, committee members may be reimbursed for reasonable expenses if incur on behalf of the society. Typically such expenses can include travelling expenses (if travelling is specifically requested), postage and phone calls. Travelling for the world congress is not reimbursed, as all members should attend independently of their committee member position. Travelling to committee meetings at the AAOS and others may be refunded if the member would not attend these congresses on their own and only if no industry sponsoring has been obtained by the individual to attend the congress or the meeting in question.

For committee projects that depend on financial funding from the Society, the committee chair may requests funds well in advance to the general board. The general board together with the financial committee will discuss the request and if approved, include the funding into the upcoming budget. As a principle, the request needs to be submitted together with a detailed project and a project budget, which should include possible fundraising from potential industry partners. Although not possible, the ICRS itself has very limited possibilities to financially support individual committee projects. Permission must be obtained in advance and costs approved before a project is started.

11. Final Considerations

These few guidelines and the information in these document should help committee members to understand what is expected from their side and how the ICRS works.

It is an impossible mission to include all society mechanisms and information in these few pages. In summary, the success of a committee work is based on personal enthusiasm, commitment and the fact that committee members always need to be well informed, updated and be prepared for meetings. If you need any information, try first to find it on our website. If you do not find it, the ICRS Executive Office is pleased to help and assist you.

Using and respecting this background information, it will certainly be a truly rewarding experience for you to act as a volunteer in your committee. We wish you a successful term in the office and do not hesitate to contact us for any further information you may need.