

PAEA Policies and Procedures Manual



Last Updated: October 26, 2016

ASSOCIATION OVERVIEW.....	5
Mission.....	5
Vision Statement.....	5
Values Statement.....	5
Legal Effect of the PAEA Policies and Procedures Manual.....	5
PART 1. OPERATIONAL POLICIES.....	6
1.01. Purpose of the PAEA Policies and Procedures Manual.....	6
1.01.01. Definition of Policy and Procedure.....	6
1.02. Updating Policies and Procedures Manual.....	7
1.03. Business Meeting Standing Rules.....	8
1.04. Submission of Motions for Annual Business Meeting.....	10
1.05. Board Responsibility for Approved Motions.....	11
1.06. Parliamentarian.....	11
2.01. Voting Members.....	12
2.01.01 Member Benefits.....	12
2.01.02 Restrictions on Purchase of Member Benefits.....	13
2.02. Nonvoting Members.....	14
2.03. Dues.....	15
2.03.01. Voting Member Programs.....	15
2.03.02. Loss of Membership.....	15
2.03.03. Other Membership Categories.....	16
2.04. Definition of Program Representative.....	16
3.01. Board Authority.....	17
3.02. General Eligibility.....	17
3.03. Board Composition.....	17
3.04. Elections.....	18
3.05. Terms of Office.....	19
3.06. General Expectations.....	20
3.06.01. Attendance.....	20
3.06.02. Removal of a Board Member.....	20
3.06.03. Additional PAEA Positions for Board Members.....	21
3.07. Compensation of Board Members.....	21
4.01. Advisory Bodies.....	21
4.02. Divisions.....	22
4.02.01 Division Eligibility.....	22
4.02.02 Division Appointment.....	22
4.02.03 Division Terms of Service.....	22
4.02.04 Unexpected Division Vacancies.....	22
4.02.05 Number of Division Members.....	23
4.02.06 Funding for Division Meetings.....	23

4.02.07. Division Chair or Member Removal	23
4.03. Councils.....	23
4.03.01 Council Eligibility.....	23
4.03.02 Council Appointment.....	24
4.03.03 Council Terms of Service.....	24
4.03.04 Unexpected Council Vacancies.....	25
4.03.05 Number of Council Members	25
4.03.06 Funding for Council Meetings.....	25
4.03.07. Council Chair or Member Removal	26
4.04. Committees.....	26
4.04.01 Committee Eligibility	26
4.04.02 Committee Appointment.....	27
4.04.03 Committee Terms of Service.....	27
4.04.04 Unexpected Vacancies on Committees.....	28
4.04.05 Number of Committee Members	28
4.04.06 Funding for Committee Meetings	28
4.04.07. Committee Chair or Member Removal.....	28
4.05. Subcommittees.....	29
4.06. Additional Workgroups and Task Forces.....	29
4.07. Liaisons to External Organizations.....	30
4.07.01 Liaison Eligibility	30
4.07.02 Liaison Terms of Service.....	30
4.07.03 Liaison Appointment.....	30
4.07.04. Unexpected Vacancies of Liaisons.....	31
4.07.05 Funding for Liaison Meetings.....	31
4.07.06. Liaison Removal.....	31
4.08 Liaisons to PAEA.....	31
4.09. Special Interest Groups	32
4.10. Journal of Physician Assistant Education (JPAE) Editorial Advisory Board.....	33
4.11. PAEA Nominees to Accreditation Review Commission on Education for Physician Assistant, Inc. (ARC-PA).....	35
4.12. PAEA Nominees to the National Commission for Certification of Physician Assistants (NCCPA).....	35
5.01. Strategic Planning.....	37
5.02. Financial Management.....	37
5.02.01. Budget	38
5.02.02. Fiscal Year.....	38
5.03. Miscellaneous Finance.....	38
5.03.01. Authorization for Unanticipated Expenditures.....	38

5.03.02. Investment.....	39
5.03.03. Check Signing.....	39
5.04. Travel Reimbursement Guidelines.....	40
6.01 Code of Ethics	43
6.01.01 Responsibilities Under the Code.....	43
6.01.02 Ethics Council and Charge.....	44
6.01.03 Adherence to Code/Annual Dues Renewal	44
6.01.04 Identifying and Handling COI.....	45
6.01.05 COI Disclosure.....	45
6.01.06 Concerns.....	46
6.01.07 Known COI and Eligibility for Positions.....	46
6.01.08 Centralized Records.....	47
6.01.09 Leadership Positions in Other Organizations.....	47
6.01.10 EC Evaluation for Perceived or Actual COI	48
6.01.11 Disclosure Forms with Perceived or Actual COI.....	48
6.01.12 Conflict of Interest Sanctions.....	49
6.01.13 Alleged Violations of the PAEA Code of Ethics	51
6.01.14 Consideration of Inquiry	51
6.01.15 Hearing.....	53
6.01.16 Appeals Process for Cases Determined to Violate the Code	54
6.01.17 Appeals Task Force Review and Final Board Decision.....	55
6.01.18 PAEA Staff.....	56
6.02. Antitrust.....	57
6.03. Whistleblower Policy	57
6.04. Intellectual Property Policy.....	60
6.05. Communications and Public Relations	61
6.05.01. Commercial Considerations.....	61
6.05.02. Speaking for the Organization.....	61
6.05.03. Website	61
6.05.04. Use of Information Resources and Graphics	61
6.05.05. Copyright.....	62
6.06. Advertising.....	62
6.07. Staff Compensation Policy.....	62
6.08. Files and Record Management	63
6.09. Privacy Policy.....	63
6.09.01 Scope	64
6.09.02 Personal Information That PAEA Collects.....	64
6.09.03 How PAEA Uses the Personal Information It Collects	64
6.09.04 With Whom PAEA Shares Personal Information	65
6.09.05 Access To Personal Information In PAEA Database	67

6.09.06 Third Parties.....	67
6.09.07 How PAEA Protects Personal Information.....	67
6.09.08 Children’s Privacy.....	67
6.09.09 Changes to this Privacy Policy.....	67
6.09.10 How to Contact PAEA.....	67
6.10. Data Management and Dissemination.....	68
6.10.01. Ownership and Classification of Data.....	68
6.10.02. Release of Data.....	68
6.10.03. Obligations of Data Recipient.....	69
6.10.04. Cost of Data Processing.....	70
6.11. By the Numbers: Report on Physician Assistant Educational Programs in the United States.....	70
6.11.01 Obligation to Provide Data.....	70
6.11.02 Security and confidentiality.....	71
6.11.03 Access to Report Data.....	71
6.12. Mailing List Rental and Usage.....	72
6.13. Endorsement.....	72
6.13.02. Noncommercial Endorsements.....	73
6.14. Nondiscrimination.....	73
GLOSSARY.....	74
PART 2. POSITION POLICIES.....	75
PART 3. PAEA Volunteer Structure.....	78
PART 4. APPENDICES.....	81
Appendix A. PAEA Bylaws	81
Appendix B. Board Position Descriptions.....	81
Appendix C. PAEA Data Request Policies and Procedures	85
Appendix D. Ethics Submittal and Authorization Forms	85
Appendix E. Volunteer Application Policy	85
Appendix F. Document Retention Schedule	85
Appendix G. Voter Representative & Proxy form	87
<i>[year] PAEA Education Forum - Business Meeting and Election</i>	88

ASSOCIATION OVERVIEW

Mission

The Physician Assistant Education Association's mission is to pursue excellence, foster faculty development, advance the body of knowledge that defines quality education and patient-centered care, and promote diversity in all aspects of physician assistant education.

To accomplish its mission, PAEA seeks to:

- Encourage and assist programs to educate competent and compassionate physician assistants.
- Enhance programs' capability to recruit, select, and retain well-qualified PA students.
- Support programs in the recruitment, selection, development, and retention of well-qualified faculty.
- Facilitate the pursuit and dissemination of research and scholarly work.
- Educate PAs who will practice evidence-based, patient-centered medicine.
- Serve as the definitive voice on matters related to entry-level PA education, nationally and internationally.
- Foster professionalism and innovation in health professions education.
- Promote interprofessional education and practice.
- Forge linkages with other organizations to advance its mission.

Vision Statement

To improve the quality of health care for all people by fostering excellence in physician assistant education.

Values Statement

We uphold the values of community, pursuit of excellence, service, evidence-based decision-making, leadership, innovation and diversity of perspectives.
(Adopted November 20, 2013)

Legal Effect of the PAEA Policies and Procedures Manual

The provisions of the PAEA Policies and Procedures Manual may refine and augment, but not supersede or contradict provisions contained in either the PAEA Articles of Incorporation or Bylaws, which take priority in such order.

PART 1. OPERATIONAL POLICIES

SECTION I. GOVERNANCE

1.01. Purpose of the PAEA Policies and Procedures Manual

POLICY: This manual provides a framework to govern the management of programs and services of the Association by the PAEA Board of Directors (“the Board”), advisory bodies, and staff. The manual is divided into four parts.

Part 1 of the manual consists of the Association’s operational policies. It is a compilation of Board motions and the Board’s interpretation of the bylaws and other Association actions. The purpose of this part of the manual is to aid implementation of the bylaws through the recitation of officially adopted policies, and procedures for the administration and implementation of those policies. It contains only those policies that have been officially adopted by the Board.

Part 2 of the manual consists of the Association’s position policies.

Part 3 of the manual contains the organizational volunteer structure.

Part 4 of the manual contains the PAEA bylaws.

(Adopted October 16, 2007; most recent revision December 8, 2014)

1.01.01. Definition of Policy and Procedure

POLICY: Policies provide the operational framework within which the Association functions and ensure that efforts are aligned to achieve the mission and vision of the association. Policies reflect the principles and standards of the Association and define its beliefs and philosophy. They provide the formal guidance needed to address major operational issues. Policies, once adopted, set standards for judging all new proposals dealing with the subject covered by a particular policy. Policies are infrequently modified, have widespread application, and are statements of “what” and/or “why” expressed in broad terms.

The Association has two categories of policies: operational policies and position policies. Operational policies, which govern the functioning of the Association’s constituent components and internal operations, including

financial operations, are within the purview of the Association’s Board of Directors and must be approved by the Board. Some actions taken by the membership may generate the need for new operational policy language; this is developed by the Governance Council and forwarded to the Board for approval.

Position policies are philosophical statements that reflect the Association’s beliefs about the desired state of the world and actions that should be taken by governments and other external bodies. Position policies may originate with either the membership or the Board. Position policies must be approved by the Association’s membership. If a position policy on a particular issue is lacking, and is needed in order for the Association to take action on the issue in a timely manner, the Board may develop provisional policy to guide the Association’s actions until the next opportunity for the membership to debate and act on the policy. The Board brings forward the provisional policy as a motion on the next business meeting agenda.

Procedures describe in detail how a particular policy or operational function is implemented and managed within the Association. Procedures can be specific to a particular task or function within the Association or can be applicable across the entire organization. Procedures are statements that describe the elements involved in carrying out policy, including the “how,” “when,” and/or sometimes “who.” Procedures are delineated by advisory bodies and/or the Board, and managed by the Association’s staff.

(Adopted July 17, 2009; most recent revision December 8, 2014)

1.02. Updating Policies and Procedures Manual

POLICY: The Governance Council is responsible for maintaining the Policies and Procedures Manual and for regular review of policies due to sunset. All policies must have a date of origin and will sunset in five years. Any Board member or chair of an advisory body may recommend to the Board at any time a new or revised operational policy. Proposed changes to position policies may be submitted as motions for the annual business meeting or to the Board for consideration as provisional policy. (See policy 1.04). The date of reaffirmation or amendment of the policy begins a new five-year sunset date. All proposed policies and amendments must be submitted in writing.

PROCEDURES:

- The Secretary or designated staff forwards any proposed policies and procedures generated by Board action (calls, meetings, and recommendations) to the Governance Council for review.
- Governance Council members or staff draft the policy.
- The draft policy is returned to the Board for approval.
- Upon approval, staff insert the date of adoption or reaffirmation for each policy and insert it into the Policies and Procedures Manual.
- The Governance Council and designated staff are responsible for regular review of expiring policies at the Governance Council's annual meeting.
- The Governance Council serves as a resource in helping advisory bodies to draft policies and procedures.
- The Governance Council notifies the membership of policies due to sunset, at least 30 days prior to the due date for business meeting motions.

(Adopted October 16, 2007; most recent revision December 8, 2014)

1.03. Business Meeting Standing Rules

POLICY: Pursuant to PAEA Bylaws Article V, an annual business meeting is conducted at the PAEA Forum. The purpose of this meeting is to provide members with updates from various organizational activities, hold elections (see Section 3.04), and act on motions. The current edition of American Institute of Parliamentarians *Standard Code of Parliamentary Procedure* governs PAEA in parliamentary situations not provided for by law, PAEA Bylaws, or other PAEA-adopted procedures.

PROCEDURES:

Following are the standing rules governing PAEA business meetings:

1. The Physician Assistant Education Association conducts at least one annual membership meeting. Typically, this is conducted at the organization's Annual Education Forum. Special meetings may be called at the discretion of the Board; these require written notification of Member Programs no less than 10 and no more than 50 days prior to the scheduled meeting. (*PAEA Bylaws Article 5.02.*)
2. The presence of one-third of PAEA Member Programs, either in person or by proxy, constitutes a quorum. A majority of members present,

although less than a quorum, may adjourn the meeting without notice. (*PAEA Bylaws Article 5.03*)

3. Each Member Program has one voting representative officially designated and has one vote.
4. Each voting representative must submit a signed voting representative form, located in Appendix G, to receive the program's voting device. A program may also designate a proxy voter, who must be a voting member of the Association. No individual may hold more than two voting devices. (*PAEA Bylaws article 3.02.*)
5. Voting representatives and alternates must sit in the designated area.
6. A gallery area is designated for guests, visitors, and dignitaries, separate from the voting representative area.
7. Voting representatives leaving the floor of the annual business meeting must turn in their voting device to designated PAEA staff. If the voting representative returns to the floor and wishes to vote, they must retrieve the device.
8. Any interested party may testify on pending business. Only voting representatives can make motions on the floor. Debate on a motion and discussion on an issue includes input from proponents and opponents. The President may limit the length of time allotted for debate on a particular topic. Someone who has not spoken is privileged over an individual who has already discussed the motion. Each speaker is limited to five minutes on their first presentation, and three minutes on any subsequent presentation. The President may call on individuals to provide information as "expert witnesses" whose testimony shall be limited to the provision of information. When attempting to end the debate, a voting representative may not precede the motion to vote immediately with testimony.
9. Persons who have a financial, commercial, or other interest in the matter under consideration must publicly disclose that interest before initially testifying on the motion, and before initially speaking on the floor about that resolution.
10. Motions not submitted by the deadline will only be considered under the New Business segment of the membership meeting. Such motions require a two-thirds majority vote to be considered

(Adopted October 16, 2007; most recent revision December 16, 2015)

1.04. Submission of Motions for Annual Business Meeting

POLICY: Member Programs, advisory bodies, or the Board may submit motions. Motions for consideration at the Association's annual business meeting must be submitted in writing, on the appropriate motion form, by the announced deadline.

PROCEDURES:

1. A call for motions is announced through appropriate PAEA communications vehicles at least 30 days before the submission deadline.
2. Motions to be brought forth at the annual membership meeting must be submitted in writing to the PAEA National Office a minimum of 75 days prior to the annual membership meeting to be considered timely and must be signed by the program director of the Member Program, advisory body chair, or President.
3. Sponsors must submit any financial implications associated with the motion.
4. The Governance Council reviews motions to ensure that the author's intent is clear and that motions are in order.
5. As needed, the Governance Council or staff designee contacts the motion's author and attempts to modify a motion deemed to be out of order or unclear.
6. Once the motions have been reviewed by the Governance Council and modified by the authors, if necessary, they are referred to the Finance Council for financial evaluation prior to dissemination to the membership.
7. All motions submitted by the deadline, including financial implications and a statement from the Governance Council on the motion's implications, must be published in the *PAEA Networker* and/or other appropriate communications vehicles at least 20 days prior to the Business Meeting.
8. A general forum for discussion of motions is held at the Education Forum prior to the business meeting. The time and the location of this meeting is published in the Forum program.

(Adopted October 16, 2007; most recent revision October 26, 2016)

1.05. Board Responsibility for Approved Motions

POLICY: The Board is accountable to the membership for all motions approved at the annual business meeting. The Board must report on the status of all approved motions at the next business meeting.

PROCEDURES:

- The Board reviews all motions approved at the annual business meeting at its next regular meeting and develops a plan to implement a course of action.
- Following this meeting, motions requiring policy language are forwarded to the Governance Council for crafting of policy and procedure format, labeling and numbering, and/or recommendations for incorporation into existing policy.

(Adopted October 16, 2007; most recent revision December 8, 2014)

1.06. Parliamentarian

POLICY: PAEA may appoint a professional registered parliamentarian to advise the President during the business meeting at which the motions are brought forward and to serve as an advisor to the Governance Council.

(Adopted October 16, 2007; most recent revision December 16, 2015)

SECTION II. MEMBERSHIP

2.01. Voting Members

2.01.01 Member Benefits

POLICY: Pursuant to Bylaws article 3.01, “The Corporation has a single category of voting members (each such member, a “Member Program”). Only accredited entry-level educational institutions that operate PA programs and meet the other membership criteria set forth in these Bylaws are eligible to become Member Programs.”

and

Membership is open to individuals and entities interested in and supportive of the Association and its purposes and that timely remit applicable dues within classes of membership as established by the Board.

All categories of membership must satisfy the following criteria:

- Provide PAEA information and data on program operations and characteristics as specified in the PAEA Policies and Procedures Manual.
- Comply with the PAEA Policies and Procedures Manual.

All Member Programs must satisfy the following criteria:

- Be accredited through the Accreditation Review Commission on Education for the Physician Assistant (“ARC-PA”).
- Provide annual data for the Annual Report on Physician Assistant Educational Programs

Benefits received by PAEA Member Programs include:

- Voting rights
- Eligibility for CASPA participation
- Opportunities for participation in service and governance of the Association
- Eligibility to establish a Pi Alpha chapter
- Eligibility to purchase designated products and services
- *PAEA Networker*
- Quarterly *Journal of Physician Assistant Education*
- *Report on PA Educational Programs in the United States*
- Listing in the Online PA Programs Directory

- Access to the Members Only section of the PAEA website, which contains important reports and exclusive faculty development products
- Listing in the Online Faculty Directory
- Member rates to PAEA conferences and workshops

PROCEDURES:

A. Attaining Membership.

An accredited program that wishes to achieve membership in PAEA must submit a completed application form, payment of one year's dues, and a one-time application fee.

Programs that are accredited during the membership year are charged dues on a prorated basis.

B. Maintaining Membership.

To remain a member in good standing in PAEA, a program is required to:

- Maintain accreditation
- Submit data for the Report on Physician Assistant Educational Programs in the United States
- Provide annual updates to the Online PA Programs Directory
- Maintain an accurate roster of faculty and staff for the Faculty Directory
- Pay annual dues on or before August 1

C. Regaining Membership.

A program that has lost its PAEA membership for any reason (e.g., loss of accreditation, failure to submit data for the Annual Report) may reapply for membership (as a new member) as soon as the conditions leading to its loss of membership are removed.

(Adopted October 16, 2007; most recent revision December 16, 2015)

2.01.02 Restrictions on Purchase of Member Benefits

POLICY: A PA program that is eligible for PAEA membership but elects not to join or maintain membership is not eligible for any member services.

2.02. Nonvoting Members

POLICY: Pursuant to Bylaws article 3.03, “The Board may establish additional categories of nonvoting membership at its discretion. Such additional categories may include (by way of example, not limitation) Institutional Colleague, Individual Colleague, or such other categories as approved by the Board and set forth in these Bylaws or in the Policies and Procedures Manual. Such additional members are nonvoting unless voting rights are specifically approved by a two-thirds majority vote of the PAEA member programs.”

Current nonvoting membership categories are:

2.02.01 Institutional Colleague – any institution with an interest in PA education that is ineligible for voting membership

Benefits received by Institutional Colleague programs are:

- Monthly *PAEA Networker*
- CASPA participation one year prior to anticipated accreditation
- Quarterly *Journal of Physician Assistant Education*
- Eligibility to purchase designated products and services
- Access to the Online PA Programs Directory
- Access to the Members Only section of the PAEA website, which contains important reports and exclusive faculty development products
- Access to the annual Online Faculty Directory
- Member rates to PAEA conferences and workshops
- Opportunities for participation in service to the Association

PROCEDURES:

A. Attaining Membership.

A PA program that wishes to achieve Institutional Colleague status in PAEA must submit a completed application form, payment of one year’s dues, and a one-time application fee.

B. Maintaining Membership.

To remain a member in good standing in PAEA, an Institutional Colleague program is required to:

- Pay annual dues on or before August 1

(Adopted October 16, 2007; revised May 29, 2010; most recent revision December 16, 2015)

2.02.02 Individual Colleague – any individual with an interest in PA education

Benefits received by Individual Colleagues are:

- Monthly *PAEA Networker*
- Quarterly *Journal of Physician Assistant Education*
- Member rates to PAEA conferences and workshops
- Opportunities for participation in service to the Association

PROCEDURES:

A. Attaining Membership.

An individual who wishes to attain Individual Colleague status in PAEA must submit a completed application form and payment of one year's dues.

B. Maintaining Membership.

To remain a member in good standing in PAEA, an Individual Colleague is required to:

- Pay annual dues on or before the membership anniversary date

(Adopted October 16, 2007; most recent revision December 16, 2015)

2.03. Dues

2.03.01. Voting Member Programs

POLICY: The PAEA Board of Directors, with input from the Treasurer and the Finance Council, may raise dues annually by an amount not to exceed 4 percent, and that further, this process will sunset in five years (FY 2021-2022).

(Adopted October 23, 2010; most recent revision October 15, 2015)

2.03.02. Loss of Membership

POLICY: Dues are not refunded if a program loses its PAEA membership for any reason during the membership year.

(Adopted May 29, 2010; reapproved December 16, 2015)

2.03.03. Other Membership Categories

POLICY: Dues for nonvoting membership categories are set by the Board of Directors, with input from the Treasurer and the Finance Council.

(Adopted October 16, 2007; most recent revision December 16, 2015)

2.04. Definition of Program Representative

POLICY: Program Representative is the term used by PAEA to refer to an individual who is eligible to serve the Association, as defined in PAEA Bylaws Article 3.08. Program representatives should be integral to the teaching or administration of a member PA program. Program Representatives are authorized to designate themselves as “members” of PAEA.

PROCEDURES:

Each program director regularly updates the program’s roster of Program Representatives through the PAEA online program portal. These names, along with contact information, are published in the online PAEA Faculty Directory and constitutes the list of Program Representatives eligible for PAEA member benefits.

(Adopted October 16, 2007; most recent revision December 16, 2015)

SECTION III. BOARD OF DIRECTORS

3.01. Board Authority

POLICY: Pursuant to Bylaws article 4.01, “Authority for all PAEA affairs rests with the Board. The Board implements policy and conducts the business of PAEA.”

(Adopted October 16, 2007; most recent revision December 8, 2014)

3.02. General Eligibility

POLICY: Except for the student director, a member of the Board must be a Program Representative at a PAEA member program as defined in Section 2.04. A Board member who is no longer a faculty member at a Member Program or whose program loses its PAEA membership for any reason remains eligible to serve in the Board position for up to one year, provided the Board member joins the Association as an Individual Colleague or a faculty member at an Institutional Colleague program within 90 days of change in status. Failure to attain status as a representative of a Member Program after one year results in loss of eligibility to serve on the Board.

The Leadership Development & Recruitment Council is responsible for verifying the eligibility and qualifications of candidates for office.

(Adopted October 16, 2007; most recent revision October 26, 2016)

3.03. Board Composition

POLICY: Pursuant to Bylaws article 4.03, the Board of Directors consists of the President, the President Elect, the Immediate Past President, the Secretary, the Treasurer, the Student Director, and six (6) Directors at Large.

The Chief Executive Officer (CEO) is an *ex officio* nonvoting member of the Board.

See Appendix B for specific eligibility, qualifications, terms of office, and position descriptions.

(Adopted October 16, 2007; most recent revision December 8, 2014)

3.04. Elections

POLICY: Pursuant to Bylaws article 4.04, “The President Elect, the Secretary, the Treasurer, and the Directors at Large is elected by the affirmative vote of a simple majority of valid ballots cast by the voting representatives (including by proxy).”

PROCEDURES:

Nominations.

- Vacancies on the Board are announced annually in a call for nominations in the *PAEA Networker*.
- Officer and director candidates must meet eligibility criteria published in the Policies and Procedures Manual (see Appendix B) and qualifications established by the Leadership Development and Recruitment Council.
- Nominations are due to PAEA national office 145 days prior to the election. Platform statements and candidate curricula vitae are published no later than 20 days prior to the election.
- Any voting representative may make nomination of additional candidates from the floor at a membership meeting. The Leadership Development and Recruitment Council is responsible for ensuring that the nominee is eligible for office.

Elections.

- Elections are conducted during the Forum. Each Member Program is entitled to one vote.
- Voting representative forms and instructions are distributed to each program director prior to the Education Forum to facilitate designation of each program’s voting representative.
- Electronic balloting opens 24 hours before the annual business meeting and remains open for a minimum of 24 hours. In the case of technical failure, balloting may be extended at the direction of the PAEA Secretary or Board designee. In such a circumstance, all Program Representatives are notified of the extension.
- Elections are administered by at least two PAEA staff members and supervised by either the CEO or designee. The Secretary or Board designee verifies results.

A simple majority is required for election of Board officers. A simple majority is here defined as 50% plus one of the votes cast.

In an election in which no candidate for an office (including the Director at Large positions) receives the required majority vote, or there is a tie vote, another membership election is held. For officer positions, the runoff election will consist of the two candidates who received the greatest number of votes. For the Director at Large positions, the number of candidates in the runoff election will equal the number of positions remaining to be elected, plus one. This number of candidates shall be placed on the runoff ballot from the candidates having the highest number of votes, but who did not attain a majority.

If for any reason any election cannot be held or is not held at a membership meeting the Board may arrange for the election to occur by ballot submitted by postal mail and/or by electronic transmission.

In such circumstances requiring another membership election, all Program Representatives is notified that a second ballot is required. Notification is distributed one week before balloting opens. Electronic balloting is accessible for a 24-hour period.

In the case of technical failure during the second ballot, balloting may be extended at the direction of the PAEA Secretary or Board designee. In such a circumstance, all Program Representatives are notified of the extension.

3.04.01. Appointment of the Student Director

Candidates for the office of the Student Director are sought by open call to the PAEA membership and approved by the PAEA Board. The Leadership Development & Recruitment Council conducts the call.

(Adopted October 16, 2007; most recent revision October 26, 2016)

3.05. Terms of Office

POLICY: The terms of service for all elected and appointed positions commence January 1 and end December 31.

Terms of office for Board positions are outlined in Article 4.05 of the PAEA Bylaws.

(Adopted October 16, 2007; most recent revision December 8, 2014)

3.06. General Expectations

3.06.01. Attendance

BACKGROUND/RATIONALE: Regular attendance at Board meetings and participation in the monthly conference calls are essential so that decisions made represent the opinions of the Board as a whole.

POLICY: A PAEA Board member may forfeit their position as a result of poor attendance. A Board member may be removed for lack of attendance under these conditions:

- The member has two unexcused absences in a row (“unexcused” means the member did not notify either the President or the Secretary before the upcoming meeting or within a reasonable timeframe after the meeting, to indicate they would not be able to attend).
- The member has three excused absences in a row.
- The member misses one third of the total number of Board meetings in a 12-month period.

The President intervenes and mediates directly with the Board member in question to address a Board member’s attendance problem. If mediation is not successful, the President submits the issue to the Board for final resolution.

(Adopted October 16, 2007; most recent revision October 26, 2016)

3.06.02. Removal of a Board Member

POLICY: Pursuant to Bylaws article 4.16 "An elected Board member may be removed with cause by a majority vote of either the membership; or, the Board, whenever in the Board’s judgment the best interest of the Corporation would be served. All Board members must have at least 21 days notice of the proposed removal. The member at issue has an opportunity personally to address the Board. The Board specifies the format of the meeting to be at an in-person, via video conference, or a telephone.”

PROCEDURE:

Aside from cases of attendance as defined in Section 3.06.01, all other concerns are handled in accordance with Section 6.01 Code of Ethics.

(Adopted October 16, 2007; most recent revision October 26, 2016)

3.06.03. Additional PAEA Positions for Board Members

POLICY: PAEA Board members must not hold additional appointments, including positions on advisory bodies, liaisons, and positions related to the *Journal of Physician Assistant Education*, within the Association while serving on the Board. Individuals who are members of Association advisory bodies will resign their position upon assuming Board membership. At the Board's discretion, Board members may be appointed to additional positions as needed.

For all external positions, refer to Section 6.01 Code of Ethics.

PROCEDURE: Incoming Board members must resign from internal PAEA positions by submission of a letter of resignation to the Secretary.

(Adopted May 1, 2008; most recent revision December 8, 2014)

3.07. Compensation of Board Members

POLICY: Board members are not compensated for any Association activities in which they engage during their board tenure. Per Section 5.04 they are reimbursed for any expenses incurred as part of their Board or Association activities.

(Adopted July 17, 2009; most recent revision December 8, 2014)

SECTION IV. ADVISORY BODIES

4.01. Advisory Bodies

POLICY: Pursuant to Bylaws articles 6.01, the Board creates and dissolves such volunteer leadership groups, as it deems necessary. Current advisory bodies are listed in part 3 of this manual.

(Adopted December 8, 2014)

4.02. Divisions

POLICY: The Board oversees the work of the divisions. The Board, on the recommendation of the divisions, approves the divisions' charges. Divisions consist of two Board members and the council chairs under each division.

(Adopted December 8, 2014)

4.02.01 Division Eligibility

POLICY: Members of divisions are deemed eligible by virtue of their Board position or council chairmanship.

(Adopted December 8, 2014)

4.02.02 Division Appointment

POLICY: The President appoints Board members serving on divisions. The remaining membership consists of the council chairs under each division.

PROCEDURE: The President appoints Board members annually to divisions. Chairs automatically become division members upon appointment to their chair position by the Board. The President appoints the division chairs annually.

(Adopted December 8, 2014)

4.02.03 Division Terms of Service

POLICY: Terms of service for all division positions commence January 1 and end December 31.

PROCEDURE: Board members serve for a term of one year; however, the President may extend their term. Council chairs serve on their respective division for the duration of their council chair term.

(Adopted December 8, 2014)

4.02.04 Unexpected Division Vacancies

POLICY: In the event a Board-designated division member seat is vacant, the President may make a new appointment. The interim chair fills the vacant council chair-designated position for that council on the division.

(Adopted December 8, 2014)

4.02.05 Number of Division Members

POLICY: The number of councils within the division plus two Board member positions establish the number of division members.

(Adopted December 8, 2014)

4.02.06 Funding for Division Meetings

POLICY: It is not anticipated that each division will have an in-person meeting after their inception. However, divisions may submit funding requests to the Board via their staff advisor utilizing the Financial Request Form.

(Adopted December 8, 2014)

4.02.07. Division Chair or Member Removal

POLICY: The Board may remove any division chair or member for cause. Grounds for removal may include, but are not limited to: excessive absences, an unmanageable conflict of interest, failure to carry out the responsibilities of the position, and unethical behavior.

PROCEDURE: Any member with evidence of grounds for removal should present it to the President. If the Board determines the evidence for removal has merit, the division chair or member is notified and provided with an opportunity to respond. After the Board considers the response, it convenes to determine its decision. The majority decision of the Board is final.

(Adopted December 8, 2014)

4.03. Councils.

POLICY: On the recommendation of the division the Board approves the charges for the councils. The divisions oversee council work within their division.

(Adopted December 8, 2014)

4.03.01 Council Eligibility

POLICY: A nominee for a PAEA council chair must be a Program Representative at a Member Program or Institutional Colleague. Individual Colleagues may serve on PAEA councils but are not eligible to chair councils. Council members are eligible to serve on only one council. Dual program representation on a

council is prohibited. In case of a duplication of program representation on one council after appointment, both members may serve out their respective terms. At the end of the term, usual eligibility policies apply.

A council chair who leaves their program or whose program loses its PAEA membership for any reason remains eligible to serve in the appointed position for up to one year, provided they join the Association within 90 days as a representative of a Member Program or Institutional Colleague or as an Individual Colleague or as a representative of a Member Program. Failure to attain status as a representative of a Member Program or Institutional Colleague after one year will result in loss of eligibility to continue service as the council chair.

A council member who leaves their program or whose program loses its PAEA membership for any reason remains eligible to serve in the appointed position provided they join the Association within 90 days as a representative of a Member Program or Institutional Colleague or as an Individual Colleague or as a representative of a Member Program.

PROCEDURE: All candidates for council positions must sign the Statement of Eligibility for Service.

(Adopted December 8, 2014; most recent revision October 26, 2016)

4.03.02 Council Appointment

POLICY: The Board appoints council chairs and members. The President assigns Board members to councils as necessary.

PROCEDURES: Annual calls for council chairs and members are announced in the *PAEA Networker Blog* and posted in the leadership opportunity section of the PAEA website. The council reviews applications and make recommendations to the Board. The Volunteer Application Policy is located in Appendix E in Part 4 of this document.

(Adopted December 8, 2014)

4.03.03 Council Terms of Service

POLICY: Terms of service for all council positions commence January 1 and end December 31 provided eligibility is maintained.

Council Chairs

Terms of service for chairs are three years, and chairs are eligible for a one-term reappointment, except where otherwise designated by the Board. An individual who has served as chair of a council for two consecutive terms remains eligible to apply for a member position after one year off the council.

Council Members

Terms of service for members are two years and members are eligible for a one-term reappointment, except where otherwise designated by the Board. A member who has completed two consecutive terms is eligible for membership after one year off the council.

(Adopted December 8, 2014)

4.03.04 Unexpected Council Vacancies

POLICY: The Board may appoint a replacement for any council chair or council member position that is unexpectedly vacated before the end of the appointed term. The appointee may complete the remainder of the calendar year. Interim appointments will not affect eligibility for subsequent terms of office.

PROCEDURE: To fill an unexpected vacancy, the procedure for initial appointment will be followed.

(Adopted December 8, 2014)

4.03.05 Number of Council Members

POLICY: The Board determines the number of members of each council.

PROCEDURE: The Board determines the appropriate number of members of each council in consultation with the division.

(Adopted December 8, 2014)

4.03.06 Funding for Council Meetings

POLICY: Each council is funded for face-to-face council meetings each fiscal year as necessary, typically in the PAEA national office. All council members are reimbursed for the full cost of travel and accommodation, to the extent permitted by the travel reimbursement guidelines (5.04). Chairs or members based outside of the United States are reimbursed only for travel costs incurred within the continental United States.

Council chairs are partially funded for costs associated with the Annual Education Forum; council members are not.

(Adopted December 8, 2014)

4.03.07. Council Chair or Member Removal

POLICY: The Board may remove any council chair and the division may remove any council member for cause. Grounds for removal may include, but are not limited to: excessive absences, an unmanageable conflict of interest, failure to carry out the responsibilities of the position, and unethical behavior.

PROCEDURE: Any member with evidence of grounds for council chair or member removal should present it to the President. If the Board determines the evidence for removal has merit, the council chair or member is notified and provided with an opportunity to respond. After the Board considers the response it convenes to determine its decision. The majority decision of the Board is final.

(Adopted December 8, 2014)

4.04. Committees.

POLICY: Divisions maintain decision rights regarding the establishment of committees and any volunteer groups under committees. The number of council members determines the maximum number of committees a council may have, as those members serve as committee chairs. The councils oversee committee work. The division, on the recommendation of the council, approves charges for committees.

(Adopted December 8, 2014; revised February 23, 2015)

4.04.01 Committee Eligibility

POLICY: A nominee for a committee chair or membership position must be a Program Representative at a Member Program, Institutional Colleague program, or an Individual Colleague. Committee members are eligible to serve on only one committee. Dual program representation on a committee is prohibited. In case of a duplication of program representation on one committee after appointment, both members may serve out their respective terms. At the end of the term, eligibility policies apply.

A committee chair or member who leaves their program or whose program loses its PAEA membership for any reason remains eligible to serve in the appointed position, provided they join the Association within 90 days as either an Individual Colleague or as a representative of a Member Program or Institutional Colleague.

PROCEDURE: All candidates for committee positions must sign the Statement of Eligibility for Service.

(Adopted December 8, 2014)

4.04.02 Committee Appointment

POLICY: Divisions appoint committee chairs and members. The Volunteer Application Policy is located in Appendix E in Part 4 of this document.

PROCEDURES: Annual calls for committee chairs and members are announced in the *PAEA Networker Blog* and posted in the leadership opportunity section of the PAEA website.

PROCEDURES: Annual calls for committee chairs and members are announced in the *PAEA Networker Blog* and posted in the leadership opportunity section of the PAEA website. The committee will review applications and will make recommendations to the division via the council.

(Adopted December 8, 2014)

4.04.03 Committee Terms of Service

POLICY: Terms of service for all committee positions commence January 1 and end December 31 provided eligibility is maintained.

Committee Chairs

Committee chairs must be members of the council in which the committee resides; council chairs must not serve as committee chairs. Terms of service for chairs are three years, and chairs are eligible for a one-term reappointment, except where otherwise designated by the division; however, the Board must approve council member term extensions. An individual who has served as chair of a committee for two consecutive terms remains eligible to apply for a member position after one year off the committee. A volunteer may not serve as chair of more than one committee at a time.

Committee Members

Terms of service for members are two years and members are eligible for a one-term reappointment, except where otherwise designated by the division. A member who has completed two consecutive terms becomes eligible for membership after one year off the committee.

(Adopted December 8, 2014; revised February 23, 2015)

4.04.04 Unexpected Vacancies on Committees

POLICY: The division chair may appoint a replacement for any committee chair or member position that is unexpectedly vacated before the end of the appointed term. The appointee may complete the remainder of the calendar year. Interim appointments will not affect eligibility for subsequent terms of office.

PROCEDURE: To fill an unexpected vacancy, the procedure for initial appointment is followed.

(Adopted December 8, 2014)

4.04.05 Number of Committee Members

POLICY: The division determines the number of members of each committee.

PROCEDURE: The division determines the appropriate number of members of each committee in consultation with the council.

(Adopted December 8, 2014)

4.04.06 Funding for Committee Meetings

POLICY: Committees are not funded for in-person meetings. However, committees may submit funding requests to the Board via their staff advisor utilizing the Financial Request Form.

(Adopted December 8, 2014)

4.04.07. Committee Chair or Member Removal

POLICY: The division may remove any committee chair or member for good cause. Grounds for removal may include, but are not limited to: excessive absences, an unmanageable conflict of interest, failure to carry out the

responsibilities of the position, and unethical behavior. A committee chair may be removed while still maintaining council membership; however, removal as a council member automatically removes the member from committee chairmanship.

PROCEDURE: Any member with evidence of grounds for removal must present it to the division chair. If the chair determines the evidence for removal has merit, the committee chair or member is notified and provided with an opportunity to respond. After the division considers the response it convenes to determine its decision. The majority decision of the division is final.

(Adopted December 8, 2014; revised February 23, 2015)

4.05. Subcommittees.

POLICY: Committees may request establishment of subcommittees for specific purposes.

PROCEDURES: To establish a subcommittee, a committee chair submits a request to the council. Once the subcommittee is established, a chair and members are solicited through a call to the membership. All policies governing eligibility of committee members pertain to subcommittee members. The Association, except when specifically approved by the Board, does not support travel and other expenses for subcommittee members.

(Adopted December 8, 2014)

4.06. Additional Workgroups and Task Forces

POLICY: Pursuant to Bylaws article 6.01, the Board creates task forces, work groups, or other time-limited bodies as needed to accomplish the goals of the Association.

PROCEDURES: The Board appoints a chair and members for Board-designated task forces with appropriate expertise related to the topic at hand. The Board promulgates charges and set the timeline for completion of objectives. Workgroups work under committees and subcommittees and are overseen by those entities.

(Adopted December 8, 2014)

4.07. Liaisons to External Organizations

BACKGROUND/RATIONALE: To formalize and strengthen its relationships with related medical and educational organizations, the Board appoints PAEA members to serve as liaisons with such groups. Recommendations to establish a formal relationship with an external organization are made to the Board by a member or by staff. The Board must approve formal relationships.

4.07.01 Liaison Eligibility

POLICY: A nominee for a PAEA liaison must be a Program Representative at a Member Program. A liaison who leaves their Member Program or whose program loses its PAEA membership for any reason remains eligible to serve in the appointed position for up to one year, provided they join the Association within 90 days as either an Individual Colleague or as a representative of a Member Program. Failure to attain status as a representative of a Member Program after one year results in loss of eligibility to serve as liaison. Representatives of Member Programs are eligible to serve in one liaison position at a time.

PROCEDURE: All candidates for liaison positions must sign the Statement of Eligibility for Service. Annually, the Board conducts a review, to be based in part upon the liaison's report, to determine if maintaining liaison with an external organization continues to remain in the strategic best interest of PAEA.

(Adopted November 20, 2013; most recent revision December 8, 2014)

4.07.02 Liaison Terms of Service

POLICY: Because each organization has a unique schedule of meetings and activities, the liaison's timelines are negotiated individually at orientation, but must not extend beyond two three-year terms.

(Adopted November 20, 2013; most recent revision December 8, 2014)

4.07.03 Liaison Appointment

POLICY: The Board appoints liaisons.

PROCEDURES: Calls for liaisons are announced in the *PAEA Networker* and other appropriate communications vehicles. The call requests a letter of intent and a

CV from all applicants. A subcommittee of the Board interviews selected applicants.

(Adopted November 20, 2013; most recent revision December 8, 2014)

4.07.04. Unexpected Vacancies of Liaisons

POLICY: The Board may appoint a replacement for any liaison that is unexpectedly vacated before the end of the appointed term. The appointee may complete the remainder of the calendar year. Interim appointments do not affect eligibility for subsequent terms of office.

PROCEDURE: To fill an unexpected vacancy, the procedure for initial appointment is followed.

(Adopted November 20, 2013; most recent revision December 8, 2014)

4.07.05 Funding for Liaison Meetings

POLICY: Each liaison typically is funded for one meeting of the external organization each fiscal year as necessary.

(Adopted November 20, 2013; most recent revision December 8, 2014)

4.07.06. Liaison Removal

POLICY: The Board may remove any liaison for good cause. Grounds for removal may include, but are not limited to: excessive absences, a conflict of interest, failure to carry out the responsibilities of the position, and unethical behavior.

PROCEDURE: Any member with evidence of grounds for removal should present it to the President. If the Board determines the evidence for removal has merit, the liaison is notified and provided with an opportunity to respond. After the Board considers the response it convenes to determine its decision. The majority decision of the Board is final.

(Adopted November 20, 2013; most recent revision December 8, 2014)

4.08 Liaisons to PAEA

BACKGROUND/RATIONALE: To formalize and strengthen its relationships with related medical and educational organizations, the Association may recognize liaisons from external organizations as liaisons to PAEA.

POLICY: The Board approves liaisons nominated from external organizations to PAEA.

PROCEDURES:

The Board, upon recommendation of a member or staff, may invite an external organization to establish a liaison relationship with PAEA. Generally, the external organization funds its own liaison representative.

(Adopted November 20, 2013; most recent revision December 8, 2014)

4.09. Special Interest Groups

POLICY: Any group of Program Representatives may form a special interest group for the purpose of meeting to discuss common interests.

PROCEDURES: To be recognized as a special interest group, the organizing individuals must provide the following information, in writing, to the Board for consideration:

- A statement of purpose that includes how the special interest group's focus is consistent with the Association's mission and values.
- An identified facilitator who serves as a liaison between the group and the Board.
- A petition that contains at a minimum eight signatures of Program Representatives, from at least three different Member Programs.

Benefits to the group include

1. Meeting space (subject to availability) at the Forum, up to one two-hour block, which must be requested no later than July 1 each year.
2. Inclusion of the meeting in the final program
3. Use of PAEA listserv software
4. Listing on the PAEA website

To maintain recognition, the group must

1. Show evidence of activity
2. Operate within the mission and values of the Association

Failure to comply with the requirements listed above results in the group no longer being recognized by the organization. Per policy 6.05.02, special interest groups may not speak on behalf of the Association.

(Adopted October 16, 2007; most recent revision December 8, 2014)

4.10. Journal of Physician Assistant Education (JPAE) Editorial Advisory Board

POLICY: The *Journal of Physician Assistant Education (JPAE)* is a publication funded by PAEA and overseen by the Editor in Chief and the *JPAE* Editorial Advisory Board, which is ultimately responsible to the PAEA Board, The Editor in Chief, and the Editorial Advisory Board have significant autonomy and operational discretion due to the nature of publishing a scholarly journal. This section outlines the policies and procedures regarding *JPAE* operations, the journal's relationship to PAEA, the roles of the Editor in Chief and *JPAE* Editorial Advisory Board, and the appointment process.

PROCEDURES:

- The *JPAE* Editor in Chief makes recommendations to the PAEA Board for approval of editorial board appointments.
- Editorial board members may serve the Association in more than one capacity due to the unique qualifications required to serve on the editorial board
- *JPAE* editorial board members may serve on editorial boards of other journals.
- PAEA Board members are not appointed to the Editorial Advisory Board (as stated in 3.06.03)

(Adopted March 6, 2013; most recent revision December 8, 2014)

4.10.01. JPAE Eligibility

POLICY: A nominee for the Editor in Chief must be a program representative at a Member Program. Program Representatives at Member Programs, Institutional Colleague members, and Individual Colleagues members may be appointed to the *JPAE* Editorial Advisory Board or serve as *JPAE* Feature Editors.

An Editor in Chief who leaves their Member Program or whose program loses its PAEA membership for any reason will remain eligible to serve in the appointed position for up to one year, provided they join the Association within

90 days as an either Individual Colleague or as a representative of a Member Program or Institutional Colleague. Failure to attain status as a representative of a Member Program after one year results in loss of eligibility to serve as Editor in Chief.

(Adopted March 6, 2013; most recent revision December 8, 2014)

4.10.02. JPAE Terms of Service

POLICY: Terms of service for members of the Editorial Advisory Board commence January 1 and end December 31. Terms of service for editorial board members are three years with eligibility for reappointment to a second three-year term. Terms of service for feature editors are two years with eligibility for reappointment to a second two-year term.

An individual who has served on the Editorial Advisory Board for two consecutive three-year terms is eligible to apply for reappointment after one year off the Advisory Board.

(Adopted March 6, 2013; most recent revision December 8, 2014)

4.10.03. JPAE Editorial Advisory Board

POLICY: Editorial board members are recommended for appointment by the Editor in Chief, and their names are forwarded to the PAEA Board for approval.

PROCEDURES:

Nominations for positions are solicited by a call for candidates in the *PAEA Networker* and other appropriate communications vehicles. Candidate application includes letter of interest, CV, statement of eligibility, and references with contact information. Nominees to fill editorial board positions are provided to the PAEA Board for approval.

(Adopted March 6, 2013; most recent revision December 8, 2014)

4.10.04. JPAE Meetings

POLICY: The *JPAE* Editorial Advisory Board meets twice per year in person, at the Forum and at PAEA's national office.

(Adopted March 6, 2013; most recent revision December 16, 2015)

4.10.05. JPAE Feature Editors

POLICY: The *JPAE* Editor in Chief appoints feature editors.

PROCEDURES:

Nominations for positions are solicited by a call for candidates in the *PAEA Networker* and other appropriate communications vehicles. Exception: The Editor in Chief has the discretion to appoint the feature editor for Abstracts and Brief Reports (ABR) without publication of a call for candidates. Application includes letter of interest, CV, and statement of eligibility.

(Adopted March 6, 2013; most recent revision December 8, 2014)

4.11. PAEA Nominees to Accreditation Review Commission on Education for Physician Assistant, Inc. (ARC-PA)

POLICY: The ARC-PA requests PAEA to nominate at least two members for service as a commissioner, final selection is the purview of the requesting organization.

PROCEDURES: In the spring of each year, the ARC-PA notifies PAEA of any PAEA-nominated commissioners whose terms are ending that year.

1. PAEA staff execute a call for member faculty to apply including guidelines provided by ARC-PA.
2. Board members designated by the President review submitted applications for this nomination and conduct interviews of potential nominees.
3. Nominations are put forward to the ARC-PA upon Board approval.

(Adopted November 20, 2013; most recent revision January 27, 2015)

4.12. PAEA Nominees to the National Commission for Certification of Physician Assistants (NCCPA)

POLICY: The NCCPA requests PAEA to nominate two members for service as an NCCPA board member; final selection is the purview of the requesting organization.

PROCEDURES: In the spring of each year, the NCCPA makes notification to PAEA of any PAEA-nominated board members whose terms are ending that year. PAEA staff will:

1. Execute a call for member faculty to apply. Guidelines provided by NCCPA will be included.
2. Board members designated by the President review all applications for this nomination and conduct interviews with potential nominees.
3. Nominations are put forward to the NCCPA upon Board approval.

(Adopted November 20, 2013; most recent revision December 8, 2014)

SECTION V. PLANNING AND FINANCE

5.01. Strategic Planning

POLICY: The Board engages in a strategic planning process at a minimum of every five years.

PROCEDURES: In order to facilitate the ongoing growth and development of the Association the Board reviews and updates the current strategic plan annually. Strategic plans include immediate goals (1-2 years), intermediate goals (3-5 years) and long-term goals (8-10 years) with primary focus on the first two. At the conclusion of the fourth year of a strategic plan, the President Elect, working with the CEO, will convene the Board along with such other experts as may be required to review accomplishments to date, update the long-term goals, and engage in development of immediate, intermediate, and long-term goals as the environment and needs of the Association dictate.

(Adopted October 16, 2007; most recent revision December 8, 2014)

5.02. Financial Management

POLICY: Pursuant to Bylaws article 4.01, “Authority for all PAEA affairs rests with the Board” The responsibility for financial management and allocation of Association resources lies with the Board.

PROCEDURES: The Chief Executive Officer (CEO) is responsible for the implementation of and adherence to the financial policies and procedures as delineated in the Financial Policies and Procedures Manual. It is the responsibility of the PAEA Finance Director to maintain an effective system of internal controls in order to monitor compliance with policies and procedures established by the Board. This manual focuses on internal accounting controls and is designed to achieve the five basic objectives - validation, accuracy, completeness, maintenance, and security.

Financial policies and procedures are reviewed annually by the Finance Council with oversight of the Treasurer and approval by the Board of Directors.

Only the Board may adopt amendments to the Financial Policies and Procedures Manual.

(Adopted October 16, 2007; most recent revision December 8, 2014)

5.02.01. Budget

POLICY: The Finance Council presents a budget to the Board for approval each year.

PROCEDURES: Annually, the CEO shall develop, in conjunction with the Treasurer and the Finance Director, develops a detailed operational budget.

The Treasurer, in conjunction with the Finance Council, shall solicit budgetary requests from advisory body chairpersons to ensure appropriate allocation of funds to address the Board's charges to the advisory bodies. Generally, these requests should be provided to the Finance Council no later than January to ensure inclusion in the budget for the coming fiscal year.

A preliminary budget, including assumptions for the next fiscal year, is presented to the Finance Council. The detailed budget proposal is presented and reviewed by the Finance Council. The Finance Council presents a budget to the Board for approval each year no later than its spring meeting.

(Adopted October 16, 2007; most recent revision December 8, 2014)

5.02.02. Fiscal Year

POLICY: The Association's fiscal year runs from July 1 to June 30.

(Adopted October 16, 2007; reapproved December 19, 2012)

5.03. Miscellaneous Finance

5.03.01. Authorization for Unanticipated Expenditures

POLICY: Authorization for unanticipated expenses and therefore outside the Board-approved budget must be approved by the Board when that expense is more than \$5,000 or exceeds the original budget allocation by 10% or more for that particular line item.

PROCEDURE: The CEO provides the Board with an accurate accounting of the amount and justification of said expenses at the time the request is made. If the funds are needed emergently (e.g., when there are more than 2 weeks until a regularly scheduled Board meeting) such funds may be allocated based on the formal approval of the President and the Treasurer with notification to the Board.

(Adopted October 16, 2007; most recent revision December 8, 2014)

5.03.02. Investment

POLICY: The Board directs the Finance Council to maintain and regularly review the Investment Policy Statement, which establishes investment strategies and goals and directs the CEO in the management of the Association's funds.

PROCEDURES: The CEO is responsible for implementing approved policies, as outlined in the Financial Policies and Procedures Manual. The CEO may seek the assistance of professionals in the management of the operational reserve fund.

(Adopted October 16, 2007; most recent revision December 8, 2014)

5.03.03. Check Signing

POLICY: Those who are authorized by the Board shall follow the check signing procedures as established by the Board.

PROCEDURES:

As stated in the Financial Policies and Procedures Manual, corporate checks must be signed by at least two persons, designated by the Board, if the amount is more than \$5,000 *and* outside budget parameters by 10% or more for that particular line item.

Checks are issued only when clearly within the approved budget and with the CEO or Treasurer's approval as designated by the Board.

The Finance Director or their designee prepares checks for automatic CEO signature. Once signed, the Finance Director or their designee mails the checks. In the absence of the CEO, the Chief Operating Officer may sign checks.

The Finance Director does not have check signing authority or withdrawal authority.

Note: Refer to the Financial Policies and Procedures Manual for other specific policies governing finance.

(Adopted October 16, 2007; most recent revision December 8, 2014)

5.04. Travel Reimbursement Guidelines

POLICY: PAEA reimburses eligible members for reasonable expenses incurred while conducting the business of the Association, subject to the requirements of section 4.07.

PROCEDURES:

1. Reimbursement forms must be submitted to PAEA within 30 days after expenses are incurred. This form must be submitted as completed and signed, with receipts (originals or scanned copies) attached before the reimbursement is processed. The form be returned to PAEA as directed in the reimbursement form.
2. Expenses are reimbursed only for travel/meeting days specified in original meeting travel guidelines received prior to the meeting.
3. Air Travel
 - a. Airline arrangements not made through PAEA's designated travel agent will only be reimbursed if PAEA is notified of arrangements provided with the original meeting travel guidelines.
 - b. Air travel must be confirmed no later than 21 days from travel date. If travel is confirmed within 21 days and the fare is higher, the individual is responsible for the difference unless fare is pre-approved by the PAEA meetings department. The 21-day rate is determined by inquiry to PAEA's travel agency.
 - c. PAEA supported travel is coach cabin only. Upgrades will be at the individual's expense.
 - d. Any charges due to flight changes or cancellations are the responsibility of the individual, unless pre-approved by PAEA's meetings department. PAEA staff must be notified of all changes.
4. Mileage and Rental Cars
 - a. Travel by personal automobile is reimbursed at current government rate if such travel is necessary or other modes of travel are not feasible.
 - i. PAEA will only reimburse for mileage up to the cost for coach airfare.
 - b. Use of personal automobile to and from the airport is reimbursed at the current government rate.
 - c. The use of a rental car is not reimbursable unless pre-approved by PAEA.

5. Parking and Public Transportation Costs
 - a. Airport parking and travel to and from the airport is reimbursed at cost upon submission of receipts.
 - b. Usual and customary charges for these services can be reimbursed. Expenses over \$150 must be authorized by PAEA.
 - c. Private limousine services will not be reimbursed unless pre-approved by PAEA.
6. Lodging
 - a. Lodging is reimbursed at actual expenses up to the negotiated meetings rate being offered the Association.
 - b. Lodging expenses are not reimbursed if already charged to PAEA.
 - c. PAEA will pay for room, tax, and internet charges for hotel rooms.
 - d. Hotel incidentals such as pay-per-view movies or room service for additional food and beverage are not reimbursable.
 - e. Internet connection in hotel rooms are reimbursed up to \$15.00 a day.
7. Meals
 - a. Meals are reimbursed for actual cost, up to a maximum of \$75 per one day of travel. The calendar day (midnight to midnight) or any part of a calendar day is the unit for computing per diem allowance. Additionally, this limit applies per person if more than one person's meal expenses are included in the reimbursement request. When submitting meal expenses for more than one person, identify the participants and the reason for the expense. The meal expenses of family members or individuals not on approved PAEA business are not reimbursed.
 - b. If meals are provided by PAEA as part of the meeting, expenses for those same meals are not reimbursed. PAEA will reduce the per diem when meals are provided during a meeting or event by \$10 per breakfast provided, \$15 per lunch provided, and/or \$50 per dinner provided.
 - c. Alcohol is not a reimbursable expense.
 - d. Detailed receipts for meals must be included with request for reimbursement.
8. Tips
 - a. Tips for skycaps, bellhops, and maids will be reimbursed at \$1.00 per bag or \$1.00 per day, with a maximum of \$10.00 per day total.
 - b. Tips are only reimbursable to the days of travel.
 - c. Receipts for tips are not necessary.

9. Other Expenses

- a. Reimbursement for all other expenses must be pre-approved by PAEA.

(Adopted October 16, 2007; most recent revision December 16, 2015)

SECTION VI. GENERAL AND ADMINISTRATIVE POLICIES

6.01 Code of Ethics

PURPOSE: To establish principles and standards of conduct by which Physician Assistant Education Association (PAEA) elected and appointed volunteer leaders (hereinafter referred to as “leaders”) and PAEA members, including Member Programs and Institutional Colleagues and their respective faculty and staff, and Individual Colleague members-(hereinafter referred to as “members”) are expected to adhere to when interacting with PAEA. The intention is for this PAEA Code of Ethics (hereinafter referred to as “the Code”) to set forth the expectations about how members and leaders are to conduct themselves responsibly, lawfully, and ethically, with honesty and integrity when interacting with PAEA.

6.01.01 Responsibilities Under the Code

Membership in PAEA is open to individuals and entities interested in and supportive of the purposes of the Association. Membership is contingent upon the satisfaction of membership criteria and timely remittance of applicable dues within classes of membership as established by the Board. Members and leaders must abide by this Code.

Each member and leader agrees to:

Professional Excellence

- Conduct oneself toward other members and leaders with fair judgment, professional courtesy, and respect for others.
- Act with integrity and in accordance with academic standards when developing professional and educational materials for PAEA.
- Present credentials, knowledge, skills, and experience fairly and accurately.

Standards, Expectations, Accountability

- Interact with, or on behalf of, PAEA in accordance with all applicable federal, state, and local laws.
- Abide by the PAEA Articles of Incorporation, Bylaws, and *Policies and Procedures Manual*.

- Refrain from using the association with PAEA for personal gain or private inurement. (Also see 6.05.)

Leaders must also agree to additional standards, expectations and accountability, including to

- Support and promote PAEA's interests, mission, vision, core values, and policies, including this Code.
- Exercise reasonable care, good faith, and due diligence in the performance of responsibilities.
- Preserve PAEA confidential information (i.e., information that is not publicly available and/or that is acquired due to membership or service) to be used or disclosed only as part of the authorized PAEA duties.

(Adopted May 21, 2014; most recent revision December 16, 2015)

6.01.02 Ethics Council and Charge

The Ethics Council (EC) is charged with upholding the Code, developing resources to educate members and leaders and PAEA staff about the Code, and reviewing disclosure forms. As part of its effort to review perceived and actual ethics violations or conflicts of interest (COI), the EC shall, as necessary, determine if there has been a violation of the Code.

(Adopted May 21, 2014)

6.01.03 Adherence to Code/Annual Dues Renewal

POLICY: As a condition of membership in PAEA, Member Programs and Institutional Colleague Members will be required to affirm they have notified their faculty and staff of their responsibility of adherence to the Code. By completing a membership application or annual renewal form, members are agreeing to adhere to the Code.

PROCEDURES:

- Annual membership renewal notices shall contain a mandatory affirmation for Member Programs and Institutional Colleague Members that they have notified their faculty and staff of their responsibility to adhere to the Code.
- The PAEA application and annual renewal materials will include a link to the Code.

- Calls for open positions to serve in PAEA will require applicants to agree to adhere to the Code and remain in adherence for the duration of their term, if appointed.

(Adopted May 21, 2014; most recent revision December 16, 2015)

6.01.04 Identifying and Handling COI

BACKGROUND/RATIONALE: Under law, there is a Duty of Loyalty that requires nonprofit leaders to act in the interests of the organization and not in conflict with those interests for the personal gain, commercial interest, or financial enrichment of themselves or other individuals or entities. In order to maintain the integrity, legal compliance, well-being, and honorable reputation of PAEA with its membership and the public as not being influenced by individual, corporate, or other interests in its philosophy, decision-making, and other actions, it is important for members and leaders to be supportive of the organization and fulfill their duties by identifying, addressing, and resolving actual, as well as perceived, COI.

(Adopted May 21, 2014; most recent revision December 16, 2015)

6.01.05 COI Disclosure

POLICY: When a perceived or actual COI arises, leaders are expected to and members are encouraged to disclose the potential conflict and all material facts to the EC in writing utilizing the provided disclosure form. Following disclosure, the EC determines whether the activity is in conflict with PAEA interests and advises what, if any, action to take. The EC's decision can be appealed to the Board of Directors.

A COI for a PAEA member or leader under this policy is defined as

- Any material impediment to being loyal to PAEA
- Any situation that could predispose or bias a member or leader in any manner other than being completely supportive of the material interests of PAEA

Specific to PAEA leaders, COI includes perceived or actual COI such as, but not limited to individuals who:

- Hold a leadership position in an external organization whose mission and activities constitute a COI for PAEA
- Have a conflicting duty to another entity or other external interests that affect the loyalty to and support for PAEA

- Provide consulting services in an area related to service as a PAEA leader or member
- Are seeking to do business with PAEA
- Use the leader position with PAEA to promote commercial interests
- Have business relationships with PAEA vendors of goods and services

PROCEDURES:

The EC staff advisor or a staff designee reviews disclosure forms and brings forward to the EC chair any disclosure forms that indicate a perceived or actual COI.

The disclosure form will (1) list external positions and relationships and (2) identify any COIs. The form shall list:

- Position(s) or title held for each external position and appointment
- Volunteer and paid positions
- Elected and appointed positions
- Memberships in other associations or external organizations
- Relationships with business associates, family, and colleagues who have, or are seeking, a business relationship with a PAEA vendor of goods and services or who have a financial or commercial interest in PAEA-type activities, such as marketing of educational services and products in the health care/medical field
- Disclosure of perceived or actual COI

(Adopted May 21, 2014; most recent revision December 16, 2015)

6.01.06 Concerns

Anyone within or outside PAEA who has a concern about a perceived or actual COI, will advise the EC by submitting the “Inquiry Form: Alleged Violations of PAEA Code of Ethics,” and other required forms/documents as contained herein.

(Adopted May 21, 2014; most recent revision December 16, 2015)

6.01.07 Known COI and Eligibility for Positions

As part of PAEA’s calls for open positions, both elected and appointed, the EC will disseminate information about types of positions and relationships with external entities that are known to be COI. Questions regarding COI and

eligibility for a position(s) should be directed to the appropriate PAEA staff advisor. Specifically, PAEA shall

- Publish a public webpage that lists types of positions within external organizations that are deemed or considered to be a COI and would either preclude appointment or that would require relinquishing the external position in order to be appointed.
- Include the link to the public webpage in the open calls for volunteer groups or activities for both elected and appointed positions.

(Adopted May 21, 2014; revised December 8, 2014)

6.01.08 Centralized Records

PAEA maintains a centralized, secured electronic record of disclosure forms for those who have been appointed or elected to PAEA. The records are maintained for the duration of the individual's term of service.

(Adopted May 21, 2014; most recent revision December 16, 2015)

6.01.09 Leadership Positions in Other Organizations

POLICY: Because members of the Board and division/council/committee chairs receive and handle confidential, sensitive and/or proprietary information about PAEA finances, strategic planning, and organizational strengths and weaknesses, it would be a persistent and unresolved COI for those PAEA leaders to hold director, officer, chair, or other leadership positions in organizations whose missions and activities constitute a COI for PAEA.

PROCEDURE FOR MEMBERS OF THE BOARD OF DIRECTORS

During their tenure, members of the Board must not serve:

- As site visitors for the Accreditation Review Commission on Education for the Physician Assistant
- On the Board, as a Commissioner, or in a similar position for the National Commission on Certification of Physician Assistants, the nccPA Health Foundation's Board, Accreditation Review Commission on Education for the Physician Assistant, PA Foundation, or the American Academy of Physician Assistants
- As an external liaison except by appointment of the Board
- In positions that are directly related to PAEA products (e.g., testing products)

- As a paid consultant for a case or engagement that may involve PAEA, PAEA members, PAEA vendors, or their direct competitors.

Board candidates must agree to cease any of the aforementioned involvement prior to start of service if elected to the Board.

Board members' COI disclosure statements are made publically available.

(Adopted May 21, 2014; most recent revision December 16, 2015)

6.01.10 EC Evaluation for Perceived or Actual COI

PROCEDURES:

The EC staff advisor conducts preliminary reviews for perceived or actual COI and answer questions regarding COI.

The EC will:

- Review disclosure forms brought forward by the EC staff advisor
- Consider COI cases/inquiries
- Request additional information and allow the input of the leader or member with the COI, in its discretion
- Make a determination on the existence of a COI
- Formulate and advise a course of action to resolve the COI and/or advise other related actions

PAEA reserves the right to modify a timeline for any procedure or process. If a change occurs, PAEA will notify the affected party or parties.

(Adopted May 21, 2014; most recent revision December 16, 2015)

6.01.11 Disclosure Forms with Perceived or Actual COI

When the EC staff advisor identifies a disclosure form with a perceived or actual COI, the form is forwarded to the EC chair. The EC staff advisor also notifies the CEO and the appropriate staff advisor. The EC reviews the disclosure forms brought forward by the EC staff advisor. The EC also conducts reviews when a PAEA member initiates self-disclosure by submitting an inquiry to the EC and when a perceived or actual COI is identified by a PAEA member and leader.

When a perceived or actual COI is identified, the following steps are taken:

1. The EC chair and CEO determine if legal counsel is needed to consult with the review panel.
2. In its discretion, the EC Chair and CEO may request additional information from the individual with the perceived or actual COI.
3. Members of the Board who serve on the EC will recuse themselves from deliberations in the event that the case is appealed to the Board.
4. The EC chair appoints a review panel consisting of a total of three members. The chair may serve as one of the three members. If the chair is not included as a named member of the review panel, he/she is consultative only and will not participate in the vote of the review panel.
5. If the perceived or actual COI is reported as an inquiry, the EC chair will state in a written communication to the Inquirer that
 - a) PAEA has reviewed the inquiry and is taking further corrective action or
 - b) PAEA has reviewed the inquiry, and it has been determined that there is no violation of the Code.

The review panel will:

- Review cases of perceived or actual COI.
- Confer via telecommunication, electronic documents, or in person.
- Make decisions by consensus.
- Keep their deliberations non-public.
- Report the decision within 10 business days of appointment.
- Report its decision in writing regarding whether a violation has taken place and, if there is a violation, the recommended course of action to the full EC minus those members who serve on the Board of Directors. The EC, minus members of the Board of Directors, reviews the panel's recommendations and reviews and affirms by consensus.

For each case, the review panel may make one of the following determinations

- 1. Unmanageable COI.** The person cannot be considered for appointment to the PAEA position due to the identified conflict.
- 2. Manageable COI.** The person is notified that certain actions are considered necessary in the event of appointment as a PAEA leader.
- 3. No Concern.**

(Adopted May 21, 2014; most recent revision December 16, 2015)

6.01.12 Conflict of Interest Sanctions

When a leader's manageable or unmanageable COI is determined to exist, potential actions and sanctions include

- Recusal on discussion and decision-making on certain issues/topics.
Recusal includes
 - The person should not speak to an issue nor vote
 - May be asked to leave the room
- In order to be considered for a PAEA position, the leader or member shall resign from an external position.
- Removal of the leader from his/her PAEA position.
- Termination or suspension of PAEA benefits and privileges.
- Recommendation to the Board of Directors to revoke PAEA membership.

POLICY: The Board of Directors approves sanctions for manageable or unmanageable COI.

For cases deemed of no concern, no further action is required. For cases deemed unmanageable and manageable by the EC, the EC forwards the recommended sanction(s) to the Board of Directors within three business days. The Board of Directors will:

- Consult with legal counsel
- Review the EC's recommended sanctions including the EC's comments on the pros and cons of each possible recommended course of action
- Ask questions and seek any additional information needed
- Make the final decision about course of action(s) to be imposed
- Make the final decision on whether to report the EC decision and Board-approved course of action to the person's institution/program.
- Make a final decision within seven business days
- Notify the EC of its decision and provide the EC with any reports or written documentation regarding its review

After receipt of the determination by the Board of Directors, the EC will:

- Notify the affected PAEA member within three business days of the final decision including sanction(s) to be imposed
- Notify the appropriate council and division chairs if a determination is made that a member's COI is manageable and how the COI will be managed
- Notify the program or institution as determined by the Board of Directors

(Adopted May 21, 2014; most recent revision December 16, 2015)

6.01.13 Alleged Violations of the PAEA Code of Ethics

Submittal of Inquiry

POLICY: To register an inquiry regarding an alleged violation of the Code, including COI, the inquirer submits the required forms and documents as listed herein. Anonymous inquiry is discouraged given the difficulty in evaluating such an inquiry because of the inability to follow up with inquirer during and following investigation. Note: See Section 6.01.01 for the policies and procedures that apply to resolution of COIs.

PROCEDURES:

All inquiries must be:

- Filed in writing and signature by the Inquirer(s) is highly encouraged (see policy above)
- Submitted on the required forms and documents, as outlined below
- Sent to PAEA through the U.S. postal service to the PAEA national office, email (ethics@PAEAonline.org), Fax (703-548-5539), or express delivery services.

Required Forms and Documents

The following forms and documents must be submitted in order for the EC to review and process an inquiry:

- Cover letter
- Submittal Form: Alleged Violations of PAEA Code of Ethics (Appendix D)
- Authorization Form: Waiver of Confidentiality. Alleged Violations of PAEA Code of Ethics (Appendix D)
- All available supporting documentation, data, and information to support the allegation

(Adopted May 21, 2014; most recent revision December 16, 2015)

6.01.14 Consideration of Inquiry

The EC chair in consultation with the CEO and, as needed, legal counsel, determines whether the inquiry

- Is frivolous/unfounded, or
- Can be readily addressed and resolved, or
- Merits EC review

- o If the CEO and EC chair do not agree, an EC review panel reviews the inquiry.
- If the EC chair and CEO determine that the complaint merits a full review, the complaint is submitted to an EC review panel. The EC chair states in a written communication to the Complainant that PAEA has reviewed the complaint and is taking further corrective action.
 - o If the EC chair and CEO determine the inquiry is unfounded and there is no violation of the Code, the EC chair states in a written communication to the Inquirer that PAEA has reviewed the inquiry, and it has been determined that there is no violation of the Code. In this event, the Inquirer is allowed to resubmit his/her inquiry and provide further clarification.
 - o If the EC chair and CEO determine that the inquiry merits a full review, the inquiry is submitted to an EC review panel.
 - o The EC chair states in a written communication to the Inquirer that PAEA has reviewed the inquiry and is taking further action.

The EC chair appoints a review panel consisting of three members. The chair may serve as one of the three members. If the chair is not included as a named member of the review panel, he/she is consultative only and will not participate in the vote of the review panel.

Ethics Council Review Panel will:

- Review the inquiry and response and m.
- Review items and issues raised in the documentation.
- Be responsible for contacting the Inquirer and Respondent for any follow-up or additional information that may be needed.
- Determine if there is sufficient information supporting a possible violation.
- Notify the Respondent and the Inquirer of their decision within five business days as to whether or not there is sufficient information supporting a possible violation.
- Make a determination on whether to hold a hearing within five business days of receiving the Respondent's response to the inquiry, make a determination on whether to hold a hearing.
- Make a determination after the hearing on whether a violation has taken place.
- Make a recommendation on course of action, if a violation has taken place.

PAEA reserves the right to modify a timeline for any procedure or process. If a change occurs, PAEA will notify the affected party or parties within 5 business days.

If the review panel determines there is sufficient information supporting a possible violation, the Respondent has 25 business days from the day of notification to file a formal response to the inquiry along with appropriate documentation which is sent to PAEA through the U.S. postal service to the PAEA national office, email (ethics@PAEAonline.org), Fax (703-548-5539), or express delivery services. Failure by the Respondent to provide a response within 25 business days results in a default judgment with no right to appeal. The Respondent's response to the inquiry will include all data, information, and documentation supporting his/her position.

The Inquirer's inquiry and Respondent's response are provided to the full EC except to the members of the Board of Directors serving on the EC.

(Adopted May 21, 2014; most recent revision December 16, 2015)

6.01.15 Hearing

If the review panel holds a hearing, the hearing may be conducted through electronic media or face-to-face. A written record of the hearing is prepared by the EC staff advisor, or as otherwise determined by the PAEA attorney or EC chair.

The following individuals may be present at the hearing:

- Respondent
- Respondent's representative(s)
- Members of the EC review panel
- The EC chair if he/she is not a member of the panel
- PAEA attorney
- PAEA CEO
- PAEA EC staff advisor

The Respondent

- Has the right to appear at the hearing along with representation (advocate, attorney)
- Notifies the EC in advance of the hearing if he/she will have representation at the hearing
- Will not have the power to subpoena
- Will pay his/her expenses to be present at the hearing

The review panel may recommend:

- Reprimand in writing
- Suspend, for a specified period, certain PAEA benefits and privileges (e.g., loss of eligibility to serve on a volunteer group or activity for two years; loss of eligibility to present at the Forum for two years)
- Removal of the PAEA leader or member from their position
- Informing other agency/institution/organization/board/legal counsel
- Reporting the decision to the person's institution/program. Legal counsel/review shall be sought in such situations
- Termination of PAEA membership

The review panel reports its determination in writing regarding whether a violation has taken place and its recommended sanction to the full EC. The EC reviews the panel's recommendations and reviews and affirms by consensus.

The EC sends a notification of determination and course of action to the Respondent and his/her representation. PAEA notifications are sent via a method that requires a signed receipt. PAEA sends notifications to the:

1. Board of Directors within two business days
2. PAEA attorney, if not present, within two business days
3. Respondent within four business days

The Respondent may appeal the decision to the Board. The appeal to the Board must be filed within 15 business days of the date of notification of the decision.

(Adopted May 21, 2014; most recent revision December 16, 2015)

6.01.16 Appeals Process for Cases Determined to Violate the Code

POLICY: The Respondent has the right to file an appeal of decisions by the EC. Appeals are submitted to the Board. The Board's determination on an appeal is final and binding; no further appeals are allowed.

PROCEDURE:

If the Respondent wishes to appeal the EC decision, they must submit their appeal in writing to the PAEA President in care of the PAEA office. Acceptable methods of delivery include U.S. postal service, email, Fax, or express delivery services. If the action is against the PAEA President, the appeal is submitted to the President Elect. The Appeal states the specific grounds for the appeal.

Grounds may include, but are not limited to:

- Material errors of fact
- New facts of the case, including newly identified means of COI management

- Perceived violations of procedure

The Respondent may request to present their case to an appeals task force during the appeals hearing. The Respondent includes in the appeal if they are requesting that their legal counsel be present at the appeals hearing. The request for legal counsel to be present is subject to prior approval and sole discretion of the chair of the appeals task force. Notification of receipt of the appeal is sent to the Respondent by a method requiring signed receipt. The notification to the Respondent includes a summary, including timeline, of the process.

PAEA reserves the right to modify a timeline for any procedure or process. If a change occurs, PAEA will notify the affected party or parties.

(Adopted May 21, 2014)

6.01.17 Appeals Task Force Review and Final Board Decision

After the appeal is received, the PAEA President, within five business days, appoints an appeals task force consisting of three members of the Board, one of whom is appointed as chair. The EC chair is a non-voting member of the task force.

The appeals task force determines if the appeal is accepted or denied. The Respondent is notified of this decision within five business days. Within 45 business days of its formation, the appeals task force will meet in person, by telephone, or by videoconference for a hearing. The decision of the appeals task force is made within 25 business days after the appeals task force hearing.

Exception COI Case Process and Timeline:

- The appeals task force determines and submits its recommendation to the Board within 10 business days.
- The Board considers the recommendation and makes its final determination within five business days.
- The Respondent and the Respondent's program are notified within three business days.

The recommendation of the appeals task force is determined by consensus.

- The chair of the appeals task force may consult PAEA legal counsel.
- The appeals task force may request additional information from any party.
- The appeals task force receives all the EC records of the case for review.

- The recommendation includes whether to affirm, modify, or overturn the decision and sanctions imposed by the EC.
- If the task force determination is to modify the EC's recommendation regarding a course of action, the task force determines what course of action is imposed.
- The appeals task force reports its recommendation to the full Board.

The Board reviews the task force's recommendation and makes the final determination on the appeal including any changes in course of action.

The Board of Directors

- Confers via telecommunication, electronic documents, or in person.
- Makes decisions by consensus.
- Renders its final decision within 15 business days from receipt of the task force's report.
-
- The Respondent is informed of the decision, including potential course of action, in writing within four business days of the hearing via a method that requires a signed receipt.

Copies of the final decision are sent to the EC. The final decision is recorded in PAEA's centralized records.

(Adopted May 21, 2014; most recent revision December 16, 2015)

6.01.18 PAEA Staff

POLICY: The conduct (behavior and attitudes) of PAEA staff is consistent with the ethical guidelines laid out in this document.

PROCEDURE:

The Board makes determinations regarding alleged violations by the CEO. The CEO makes determinations for PAEA staff. Unmanaged conflicts and unethical conduct may result in termination. Determinations regarding employment status in such cases are consistent with the laws governing the District of Columbia.

(Adopted May 21, 2014; most recent revision December 16, 2015)

6.02. Antitrust

BACKGROUND/RATIONALE: PAEA is organized to ensure quality PA education through the development and distribution of educational services and products specifically geared toward meeting the emerging needs of PA programs, the PA profession, and the healthcare industry. PAEA supports the policy of competition served by the antitrust laws and is uncompromising in its intent to comply strictly in all respects to those laws. It is an individual responsibility of every member of PAEA to be guided by PAEA's policy of strict compliance with the antitrust laws in all PAEA activities.

POLICY: PAEA is not intended to, and may not, play any role in the competitive decisions of its members or their employers or employees, or in any way restrict competition among its member programs or the PA profession. It is the special responsibility of any committee chairperson and Association officers to assure that this policy is known and adhered to in the course of activities pursued under their leadership. It is not PAEA's role to act as an arbiter or judge of competitive conduct of its members. As such, this statement of antitrust policy is not a mechanism through which members should charge another member with alleged illegal action. Courts of law are the proper places for such allegations.

PROCEDURES: The CEO of PAEA or designee will ensure that all Association officers and chairpersons, upon appointment or election, review the PAEA antitrust policy and sign a statement acknowledging their responsibility to adhere to it.

The signed statement will be retained in the national office files for the duration of the officer or chair's term.

(Adopted October 16, 2007; most recent revision December 16, 2015)

6.03. Whistleblower Policy

POLICY: PAEA's Code of Ethics requires Board members, other volunteers, and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. Employees and representatives of the organization must practice honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations.

This policy governs:

- The submission of concerns regarding questionable accounting or auditing matters by employees, directors, officers and other stakeholders of the organization, on a confidential and anonymous basis.
- The receipt, retention, and treatment of complaints received by the organization regarding accounting, internal controls, or auditing matters.
- The protection of directors, volunteers, and employees reporting concerns from retaliatory actions.

Reporting Responsibility

Each PAEA director, volunteer, and employee has an obligation to report in accordance with this policy (a) questionable or improper accounting or auditing matters, and (b) violations and suspected violations of PAEA's Code.

Authority of Audit Committee

All reported concerns will be forwarded to the Audit Committee in accordance with the procedures set forth herein. The Audit Committee is responsible for investigating, and making appropriate recommendations to the Board of Directors, with respect to all reported concerns.

No Retaliation

This policy is intended to encourage and enable directors, volunteers, and employees to raise concerns with the Organization for investigation and appropriate action. No Board member, volunteer, or employee who, in good faith, reports a concern will be subject to retaliation or, in the case of an employee, adverse employment consequences. Moreover, a volunteer or employee who retaliates against someone who has reported a concern in good faith is subject to discipline up to and including dismissal from volunteer position or termination of employment.

PROCEDURES:

Employees

Employees should first discuss their concern with their immediate supervisor. If, after speaking with his or her supervisor, an individual continues to have reasonable grounds to believe the concern is valid, he or she should report the

concern to PAEA's director, human resources. In addition, if the individual is uncomfortable speaking with his or her supervisor, or the supervisor is a subject of the concern, the individual should report his or her concern directly to the director, human resources.

If the concern was reported verbally to the director, human resources the reporting individual, with assistance from the director, human resources, will reduce the concern to writing. The director, human resources coordinator is required to promptly report the concern to the chair of the Audit Committee, who has specific and exclusive responsibility to investigate all concerns. If the director, human resources coordinator for any reason, does not promptly forward the concern to the Audit Committee, the reporting individual should directly report the concern to the chair of the Audit Committee. Contact information for the chair of the Audit Committee may be obtained through the electronic library documents/rosters. Concerns may also be submitted anonymously. Such anonymous concerns should be in writing and sent directly to the chair of the Audit Committee.

Directors and Other Volunteers

Directors and other volunteers submit concerns in writing directly to the chair of the Audit Committee. Contact information for the chair of the Audit Committee may be obtained from the director, human resources.

Handling Reported Violations

The Audit Committee addresses all reported concerns. The chair of the Audit Committee immediately notifies the Audit Committee and the President, of any such report. The chair of the Audit Committee notifies the sender and acknowledges receipt of the Concern within five business days, if possible. It will not be possible to acknowledge receipt of anonymously submitted concerns.

The Audit Committee will promptly investigate all reports, and appropriate corrective action will be recommended to the Board of Directors, if warranted by the investigation. In addition, action taken must include a conclusion and/or follow-up with the inquirer for complete closure of the concern.

The Audit Committee has the authority to retain outside legal counsel, accountants, private investigators, or any other resource deemed necessary to conduct a full and complete investigation of the allegations.

Acting in Good Faith

Anyone reporting a concern must act in good faith and have reasonable grounds for believing the information disclosed indicates improper accounting or auditing practice, or a violation of the Code. The act of making allegations that prove to be unsubstantiated, and that prove to have been made maliciously, recklessly, or with the foreknowledge that the allegations are false, will be viewed as a serious disciplinary offense and may result in discipline up to and including dismissal from the volunteer position or termination of employment. Such conduct may also give rise to other actions including civil lawsuits.

Confidentiality

Reports of concerns, and investigations pertaining thereto, will be kept confidential to the extent possible, consistent with the need to conduct adequate investigation.

Disclosure of reports of concerns to individuals not involved in the investigation will be viewed as a serious disciplinary offense and may result in discipline, up to and including termination of employment. Such conduct may also give rise to other actions, including civil lawsuits.

(Adopted May 26, 2009; most recent revision December 16, 2015)

6.04. Intellectual Property Policy

POLICY: It is the policy of PAEA that Intellectual Property created or worked on by employees, volunteers, or independent contractors in the performance of service to PAEA is to be the property of PAEA. The Intellectual Property under this policy includes works, developments, and creative ideas conceived or worked on individually, in any PAEA Advisory body or Board of Directors and encompasses such works as photographs, website content, written works, works of art, video/music works, computer software, as well as names, slogans, logos, and symbols that identify any PAEA product or service. Intellectual property created by employees within the scope of their employment is considered a “work made for hire” under the U.S. copyright laws and PAEA automatically owns all copyright rights to the work. By virtue of their appointment, volunteers and independent contractors who create intellectual property for PAEA agree to assign and transfer their rights in the property to PAEA.

(Adopted February 12, 2014; revised December 8, 2014)

6.05. Communications and Public Relations

BACKGROUND/RATIONALE: The Association can either greatly profit or suffer irreparable harm through poor public relations or communications policies. This policy is intended to help protect against conflicting statements or endorsements made by the Association.

6.05.01. Commercial Considerations

POLICY: Positions or actions of the Association must be representative of its members and must not be influenced by commercial considerations. All Association interaction with commercial entities must benefit the Association and be consistent with the mission and goals of the organization.

(Adopted October 16, 2007; reapproved December 19, 2013)

6.05.02. Speaking for the Organization

POLICY: Only the President, CEO, and other persons designated by the Board of Directors may make public statements concerning Association policies or activities. No member may use membership or official position in the Association to promote personal proprietary gain. This policy is not to restrict the activities of members and staff when not acting on behalf of the Association.

(Adopted October 16, 2007; reapproved December 19, 2012; revised December 8, 2014)

6.05.03. Website

POLICY: The materials contained on the Physician Assistant Education Association website (www.PAEAonline.org) are copyrighted to the Physician Assistant Education Association. PAEA is not responsible for the content of any materials on the website provided by third parties and makes no claims regarding the ownership, accuracy, or completeness of the information or materials contained on external websites.

(Adopted October 16, 2007; revised June 4, 2011)

6.05.04. Use of Information Resources and Graphics

POLICY: The information resources of the Physician Assistant Education Association are provided to facilitate the business of PAEA and its members.

Use of PAEA information or graphics, icons, and logos for commercial purposes, other than those approved by the Association, is not permitted.

(Adopted October 16, 2007; reapproved December 19, 2012)

6.05.05. Copyright

POLICY: Unless otherwise noted, all materials contained on the website or published materials of the Association are copyright protected. Materials may be downloaded or reprinted only under the terms of the “fair use” provisions applicable to noncommercial scientific and educational purposes. Reprinting or electronic reproduction of any document or graphic in whole or in part for any commercial use is expressly prohibited unless prior written consent is obtained from PAEA and/or the author of such documents.

(Adopted October 16, 2007; revised June 4, 2011)

6.06. Advertising

POLICY: Physician Assistant Education Association (PAEA) publications and services will contain only advertising that is consistent with the Association’s mission and goals. PAEA editorial staff for appropriateness will review all advertisements. PAEA accepts advertisements for the Journal of Physician Assistant Education from companies and institutions with products and services related to the course of study of physician assistant students. The appearance of advertising in the Journal of Physician Assistant Education does not constitute an endorsement by the Physician Assistant Education Association of a product’s value or of any claims made by the vendor.

PROCEDURES: Advertisements will be submitted to the PAEA national office staff for review and acceptance. Advertising charges will be listed on the PAEA website. Advertising policy appeals are to be made in writing and submitted to the national office.

(Adopted October 16, 2007; reapproved December 19, 2012)

6.07. Staff Compensation Policy

POLICY: PAEA seeks to provide a competitive salary and benefits package for all Association employees. Toward that end, salaries and benefits are reviewed annually during a formal evaluation process. PAEA establishes as its compensation philosophy that it will target its employee compensation and

benefits at the median of the market with the ability to pay above that range in cases of strong performance and increased tenure. The market is defined as organizations similar to PAEA in size, type of mission, budget and geographic area. Benchmarking is conducted primarily through salary survey reviews of comparable organizations.

(Adopted August 21, 2009; revised May 29, 2010; revised April 30, 2014; revised July 16, 2014)

6.08. Files and Record Management

POLICY: The Association will retain records in an orderly fashion for time periods that comply with legal and governmental requirements and as needed for general business requirements.

PROCEDURES: This policy applies to all business documentation generated by the Association. However, this does not necessarily cover internal or certain day-to-day business correspondence. The Association will retain records according to the schedule provided as Appendix F.

(Adopted May 26, 2009; most recent revision December 16, 2015)

6.09. Privacy Policy

Note: *This policy is externally focused and is posted on the website and elsewhere as a “stand alone” policy. For this reason, the tone, formatting, and structure are slightly different from other policies in this manual.*

Physician Assistant Education Association Privacy Policy — Your Privacy Rights

Last Updated: May 29, 2010

The Physician Assistant Education Association (“PAEA”) is concerned about user privacy, and has prepared this privacy policy to provide details about the personal information it collects and how it uses and protects that information. PAEA encourages individuals to read this policy carefully and to contact PAEA with questions about PAEA’s privacy practices using the contact information that is listed at the end of this policy.

6.09.01 Scope

This Privacy Policy governs the collection, use, and disclosure of personal information by PAEA. For purposes of this policy, “personal information” means non-public information that could be used to identify an individual or the program in which an individual is enrolled or employed. Personal information does not include information about an individual that cannot reasonably be used to identify or be associated with an identifiable individual. Much of this policy, which covers all aspects of PAEA’s activities, is applicable only to certain categories of users.

6.09.02 Personal Information That PAEA Collects

PAEA collects different types of personal information about different categories of individuals, including information submitted through PAEA’s websites, as part of registration or participation in PAEA educational programs (including workshops and seminars), participation in PAEA surveys or other research efforts, and through the Central Application Service for Physician Assistants (CASPA). For instance, PAEA may collect individuals’ contact information, demographic data (such as gender, ethnicity, or age), and financial information (such as the credit card numbers that individuals use to pay for PAEA products or services).

PAEA’s websites also include technologies that are standard on the Internet. For instance, our web server automatically logs user agent information (such as IP address and information about a user’s web browser). Other standard technologies include “cookies,” which users usually can decline to provide by modifying their browser settings, and “beacons,” which identify that a particular web page or e-mail has been opened.

Occasionally, PAEA might also obtain information about individuals from other sources, such as educational institutions or organizations serving the needs of physician assistants (PAs) and combine this data with other information that it has collected.

6.09.03 How PAEA Uses the Personal Information It Collects

PAEA uses the personal information that it collects in the following ways.

- *CASPA*. The centralized application service available through the CASPA Web Portal provides applicants a simplified process for applying to PA programs. PAEA uses the personal information that is collected on the centralized application for the purpose of sending the materials to PA

programs designated by an applicant and to administer the CASPA program.

- *Provision of Services.* PAEA uses personal information to provide and enhance products and services, including, but not limited to, conferences, workshops, reports, faculty resources, and various student and educational institution services.
- *Research and Survey Responses.* PAEA uses personal information to perform analysis, including analysis for the purposes of enhancing recruitment, selection, and retention of well-qualified PA students; operating and improving programs in the recruitment, selection, development, and retention of well-qualified faculty; promoting interprofessional education and practice; and facilitating the pursuit and dissemination of research and scholarly work.
- *Other Purposes.* PAEA also may use the personal information it collects to respond to requests for information; to communicate with individuals about products or services that may be of interest; to investigate possible violations of and enforce its contracts, including any terms and conditions associated with PAEA products and services and protect its legal rights; and to perform other functions as described to individuals at the time of collection or with their consent.

6.09.04 With Whom PAEA Shares Personal Information

PAEA does not share personal information in identifiable form except as described in this policy. Further, when PAEA does share information, it will only share information to the extent PAEA determines the information is reasonably needed to fulfill the purposes described below:

- *PA Programs and Applications.* Personal information that PA program applicants provide to PAEA through CASPA will be shared with the PA programs designated by the applicant. In addition, PAEA may share personal information obtained through CASPA with other entities (including programs not designated by the applicant and central application services for other professions) to investigate any questions about the accuracy of that information or if PAEA believes that an applicant does not conform with PAEA policies. In these circumstances, PAEA also may share personal information with others to the extent that

it believes it is appropriate in connection with any investigation that PAEA conducts.

- *Service Providers.* PAEA may share personal information with organizations or individuals that perform functions on PAEA's behalf. For example, service providers may process payments for PAEA products and services or may operate PAEA's website. These service providers are granted access to PAEA information for the sole purpose of performing their functions for PAEA.
- *Data Reporting and Analysis.* For research purposes, PAEA may share personal information (either on an individualized or aggregated basis) with the Physician Assistant Data Consortium (which consists of PAEA, the American Academy of Physician Assistants (AAPA), and the National Commission on Certification of Physician Assistants (NCCPA)) and similar collaborations, subject to confidentiality commitments from those recipients. PAEA also may publicly release survey results and data analysis, but any personal information so released will be in aggregated or anonymized form only.
- *Marketing.* It is PAEA's policy not to share information with third parties for those parties' marketing purposes, with the sole exception of sharing e-mail addresses of conference attendees with exhibitors.
- *Legal Matters.* PAEA may share personal information in response to a subpoena or similar investigative demand, a court order, a request for cooperation from a law enforcement or other government agency, or as otherwise required by law; to defend against legal claims; to investigate, prevent, or take other action regarding illegal activity, suspected fraud, suspected violations of terms and conditions associated with PAEA products or services, or other wrongdoing; to protect and defend the rights, property or safety of the company, its users, its employees, or others; or in connection with a substantial corporate transaction, such as a merger.
- *Other Purposes.* PAEA may share personal information as otherwise described at the point of collection or pursuant to an individual's consent.

Also, to the extent an individual posts information about himself or herself in a public setting, such as a public forum or social media service that PAEA operates, PAEA would not consider that information confidential and may share it with others.

6.09.05 Access To Personal Information In PAEA Database

Users can make a request to review and update personal information contained in PAEA's databases that they have supplied by contacting PAEA at info@paeaonline.org.

6.09.06 Third Parties

The privacy practices of third parties are not covered by this policy, which only applies to the collection, use and disclosure of personal information by PAEA. However, when PAEA shares information with one of its vendors or service providers, it will obligate them by contract to comply with this privacy policy.

6.09.07 How PAEA Protects Personal Information

PAEA uses commercially reasonable security measures (including physical, electronic and procedural measures) to help safeguard personal information from unauthorized access and disclosure. However, no system for transmitting or storing information electronically can be guaranteed to be completely secure.

6.09.08 Children's Privacy

PAEA does not knowingly collect personal information from children under the age of 13. If PAEA learns that it has collected personal information from a child under the age of 13, it will delete that information from its database.

6.09.09 Changes to this Privacy Policy

PAEA may occasionally update this privacy policy, and any personal information that it collects will be subject to the version of the policy that is in effect at the time of the collection. PAEA will post the current version of this policy on its website, www.paeaonline.org.

6.09.10 How to Contact PAEA

Individuals with questions about this policy or PAEA's personal information-handling practices should contact PAEA at info@paeaonline.org, (703) 548-5538.

6.10. Data Management and Dissemination

POLICY: PAEA’s practices related to general management and dissemination of its data are governed by its comprehensive privacy policy (see section 6.09). In addition, specific data policies in this section may apply. The comprehensive PAEA Research Department Data Request and Sharing Policies are located in Appendix C of this Manual.

(Adopted May 29, 2010; Revised June 5, 2013)

6.10.01. Ownership and Classification of Data

POLICY: PAEA retains ownership of all data collected via its surveys. These data are classified into three categories:

Unrestricted data are easily or generally available through web sites, reports, publications, or other means of public access.

EXAMPLE: *Report on PA Educational Programs in the United States, PA Programs Directory, CASPA Summary Report*

Restricted data are generally not published or available for general consumption, and can only be released by permission of the Research Council, the PAEA Board of Directors, or designated staff. Released restricted data will not include program or individual identification.

Example: Annual Survey data; CASPA applicant and matriculant data

Confidential data contain individual or program-identifying information and cannot be released without specific permission from PAEA following a written request for data.

Example: Program-specific data on curriculum changes

PROCEDURE:

- The Research Council PAEA Data will classify PAEA datasets or PAEA designated staff.

(Adopted May 29, 2010; revised December 8, 2014)

6.10.02. Release of Data

POLICY: PAEA will not release restricted or confidential data (as defined in 6.10.01) that identifies any individual, PA program, or institution. Data

representing subsets of PA programs will be released only when a minimum of five programs meet the subset criteria.

Unrestricted data may be publicly reported by PAEA and may be released on request by the appropriate PAEA staff member. Release of restricted and confidential data must be approved by the Research Council or designated PAEA staff. Appeal of a rejection of data release can be made to the Research Council first and final decision rests with the Board of Directors of PAEA.

PROCEDURES:

- PAEA staff will disseminate data according to the stipulated guidelines.
- Research Council, directs and supervises staff action related to release of data.
- All requests for restricted or confidential data will be reviewed for approval by PAEA staff with oversight by the chair and members of the Research Council.
- In cases of dispute, the PAEA Board of Directors makes the final decision on granting or denying data requests.
- Requests for data must be in writing, and must include
 - Name of the person requesting data/principal investigator
 - Affiliated institution (academic, research, or governmental)
 - Program director name (if applicable)
 - Contact information
 - Others involved in the research effort
 - A description of what data are requested
 - Purpose/aims of the study
 - Methodology
 - Methods of dissemination of findings
 - IRB status

(Adopted May 29, 2010; revised December 8, 2014)

6.10.03. Obligations of Data Recipient

POLICY: Data released by PAEA upon written request may be used only for the specific requested reasons or purposes. The dataset or subset of it cannot be re-released in any form to any other individual or entity for any purpose. The source of the data must be properly cited in any published works or other forms of dissemination.

PROCEDURES:

- Violation of these stipulations may result in forfeiture of any further access to PAEA data and possible legal action.

(Adopted May 29, 2010; most recent revision December 16, 2015)

6.10.04. Cost of Data Processing

POLICY: Program Representatives may make a reasonable number of requests for specific datasets from PAEA staff, as long as the requests do not exceed one hour will be charged at an hourly rate noted in the PAEA Research Department Data Request and Sharing Policies in the Appendix C to this Manual. Requests from non-members for data analysis will be subject to approval and to a fee negotiated in advance.

PROCEDURES:

- The Board of Directors is responsible for setting any fees related to processing and release of data.

(Adopted May 29, 2010; most recent revision December 8, 2014)

6.11. By the Numbers: Report on Physician Assistant Educational Programs in the United States

6.11.01 Obligation to Provide Data

POLICY: Pursuant to Bylaws article 3.07, “Member Programs must agree to provide, and Member Programs must provide, data for the annual program survey and curriculum survey upon PAEA request. Furthermore, Member Programs are strongly encouraged to cooperate with PAEA staff to facilitate strong response rates for other Association surveys”.

PROCEDURES FOR ANNUAL PROGRAM SURVEY:

- PAEA staff will send each member program a link to the annual program survey. Programs will have a specific period of time in which to complete the survey by the published deadline. Staff will send periodic reminders and make every effort to assist programs with providing their data.
- Research staff will notify the Board of programs that have not completed the survey by the deadline.

- The CEO will formally notify programs of noncompliance with the bylaws requirement to supply data, by writing to the program director and copying the program director's immediate supervisor.
- From receipt of the letter, a program will have 30 days to respond and 60 days to complete the survey.
- Failure to complete the survey within 60 days will result in the program's membership being revoked.

(Adopted August 21, 2009; most recent revision December 16, 2015)

PROCEDURES FOR OTHER PAEA SURVEYS:

- PAEA staff will send each member program a link to the survey. PAEA may request that the program director forward the survey invitation to program staff, faculty, or students. Programs will have a specific period of time in which to complete the survey. Staff will send periodic reminders and make every effort to assist programs with providing their data. PAEA staff will provide the Board with notification of non-respondent programs.

6.11.02 Security and confidentiality

POLICY: PAEA will take all reasonable precautions with staff access limited to the Research Department and those with IRB training and a need to know to protect data submitted by PA programs and will report data only in the aggregate. Access to salary and other confidential data will be available only to designated staff.

(Adopted August 21, 2009; most recent revision December 16, 2015)

6.11.03 Access to Report Data

POLICY: All PAEA member programs will have access to all reports of survey data collected from programs, faculty, and students. Reports will be available online to the general public after one year.

(Adopted August 21, 2009; most recent revision December 16, 2015)

6.11.04 Benchmarking

POLICY: PAEA member programs may request specific data reports for purposes of accreditation, promotion, research, and other program uses.

Multiple requests for data reports by member programs may be subject to limitations based on availability of staff time and other resources.

PROCEDURES: All filled requests will be in accordance with the most recent data policies and procedures found in the Research section of PAEA website.

(Adopted August 21, 2009; most recent revision December 16, 2015)

6.12. Mailing List Rental and Usage

POLICY: PAEA does not rent its mailing list, either US mail or e-mail, for commercial purposes. PAEA will make its mailing lists available, in whole or in part, to PAEA member programs for educational and informational purposes. PAEA may distribute its mailing lists to other non-commercial organizations for purposes that support the advancement of PA education, the PA profession, or the provision of high quality, cost-effective healthcare by PAs. Provision of mailing lists does not imply endorsement by PAEA. PAEA reserves the right to deny any request at their discretion.

PROCEDURES: Requests for use of the mailing list should be addressed to Member and Administrative Services. Requests must include the intended use of the mailing list and the educational/informational purpose. Each request will be considered on an individual basis.

(Adopted October 16, 2007; most recent revision December 16, 2015)

6.13. Endorsement

BACKGROUND/RATIONALE: This policy is intended to provide guidance in endorsing commercial and noncommercial products or positions.

POLICY: Endorsements are requested through the Board. The Board will determine whether a product for which endorsement is requested falls under commercial endorsement, the purview of the board, or noncommercial endorsement, the purview of the membership. Nothing in this policy will restrict the activities of members and staff when not acting on behalf of the Association.

(Adopted October 16, 2007; revised July 17, 2009; revised December 8, 2014)

6.13.01. Commercial Endorsements

POLICY: Endorsement of commercial products, i.e., educational products, program equipment, or consulting services, will be evaluated and approved by the Board. The Board may refer requests to the appropriate PAEA advisory bodies and/or consultants for review and recommendations. All commercial endorsements will be subject to legal contract between the Association and the commercial vendor.

(Adopted October 16, 2007; revised July 17, 2009; revised December 8, 2014)

6.13.02. Noncommercial Endorsements

POLICY: The Board will bring Endorsement of noncommercial products and position statements from other organizations to the general membership for their vote and approval. The Board may refer requests for noncommercial endorsements to the appropriate PAEA advisory bodies and/or consultants for review and recommendations prior to presentation to the general membership for their vote and approval. Nothing in this policy will constrain the Board's ability to respond to time-sensitive policy issues.

(Adopted October 16, 2007; revised July 17, 2009; revised December 8, 2014)

6.14. Nondiscrimination

POLICY: PAEA will not discriminate against the Association's staff or other employees, members, or students on the basis of gender, age, race, color, religious belief, national origin, marital status, disability, citizenship status, sexual preference or any other basis as defined in federal, state, or local civil right laws.

PROCEDURES: Incidents of discrimination for any reason should be brought to the immediate attention of the Association's CEO or president as is appropriate. The charge of discrimination will be brought to the attention of the Board and legal counsel as appropriate.

(Adopted April 17, 2008; most recent revision December 16, 2015)

GLOSSARY

Program Representative: The term used by PAEA to refer to individuals who are eligible to serve the Association, as defined in PAEA Bylaws Article 3.08: A program director of a Member Program or designee may name an unlimited number of Program Representatives. A Program Representative is an individual integral to the teaching or administration of the Member Program.

Program Representatives should be integral to the teaching or administration of a member PA program; these may include: PA faculty, program and medical directors, academic/clinical coordinators, basic science faculty, or other individuals who hold appointments and actively contribute to the PA educational process for that program. Program Representatives are authorized to designate themselves as “members” of PAEA.

Advisory Bodies: Per Bylaws Article 3.09: All volunteer groups with non-Board members as members shall be considered advisory bodies. Per Bylaws Article 6.01: The Board may, by resolution adopted by a majority of the Board members then in office, create and dissolve such advisory bodies as it deems appropriate, whether standing or ad hoc. Advisory bodies may include, but are not limited to, divisions, councils, committees, and subcommittees.

PART 2. POSITION POLICIES

As defined in section 1.01, position policies are philosophical statements that reflect the Association's beliefs about the desired state of the world and actions that should be taken by governments and other external bodies. Position policies may originate with either the membership or the Board. Position policies must be approved by the Association's membership.

1. Certification to Practice

PAEA supports the entry-level certification examination administered by the National Commission on Certification of Physician Assistants as the only examination requirement for PAs to obtain state licensure and to qualify for employment as a PA.

(Adopted October 18, 2014)

2. Clinical Training

PAEA supports an expansion in the number of PA clinical training opportunities. PAEA supports policy, federal grant and regulatory actions that ensure an adequate supply of high quality clinical training sites for all health care professionals and encourages the development of sites committed to educating interprofessional teams of health care providers.

(Adopted October 18, 2014)

3. Competencies of the PA Profession

The association endorses the [Competencies for the Physician Assistant Profession](#) (revised January 2012), and PAEA Board of Directors should continue to work with the NCCPA, AAPA and ARC-PA to maintain a process for regular review and revision of the physician assistant competencies.

(Adopted November 10, 2012)

4. Cultural Competencies for PA Students

PAEA adopts the Committee on Diversity and Inclusion's "[Cultural Competencies for Physician Assistant Students](#)" as the Association's model for domains for PA cultural competency education. The PAEA Inclusion & Diversity Council should create a subcommittee to review these competencies.

(Adopted October 27, 2007; reaffirmed November 10, 2012)

5. Expansion of Stafford Loan Program

PAEA supports an expansion of the Stafford Loan Program to provide loan limits for PA students that are sufficient to assist in the financing of their education and commensurate with other health care professions.

(Adopted October 18, 2014)

6. Generalist Education

PAEA supports a generalist framework and comprehensive approach to entry-level PA education. PA education prepares graduates to meet the primary care workforce needs of the nation and provides the PA graduate with flexibility in career choices.

(Adopted October 18, 2014)

7. Graduate Medical Education

PAEA supports the modernization of graduate medical education (GME) in a manner that promotes and funds PA-physician interprofessional educational experiences designed to prepare effective teams that provide safe health care.

(Adopted October 18, 2014)

8. Health Reform

PAEA supports comprehensive health care reform that improves access and quality of care for all patients with PAs as an integral part of team-based delivery systems.

(Adopted October 18, 2014)

9. Interprofessional Education

The Physician Assistant Education Association endorses interprofessional education for PAs and encourages efforts to promote and encourage interprofessional education and practice.

(Adopted November 5, 2011, reaffirmed October 15, 2016)

10. Loan Repayment for Faculty

PAEA supports an expansion of loan repayment programs for PA faculty, especially those designed to improve the recruitment and retention of a diverse PA education workforce.

(Adopted October 18, 2014)

11. Loan Repayment for Students

PAEA supports an expansion of student loan repayment programs for PA graduates linked to service in medically underserved populations and communities.

(Adopted October 18, 2014)

12. PA Program Diversity

While PAEA recognizes PA programs utilize a range of educational models, focusing on unique mission-driven goals and regional needs, it strongly encourages programs to respond to the nation's need for a diverse health care workforce.

(Adopted November 14, 2015)

13. Pathway to Practice

PAEA supports graduation from ARC-PA accredited programs and certification by the National Commission on Certification of Physician Assistants as the sole pathway to practice as a PA in the nation.

(Adopted October 18, 2014)

14. Patient Centered Medical Home

The Physician Assistant Education Association (PAEA) is supportive of the patient centered medical home (PCMH) which incorporates all primary care providers (PCPs), as an approach for providing comprehensive team-based primary care.

(Revised October 15, 2016)

15. Technology

PAEA supports the increased utilization of technology within PA programs, to include electronic health records, patient simulators, and other innovations, that prepares graduates for entry into the health care system and supports patient safety.

(Adopted October 18, 2014)

16. Terminal Degree of the Profession

Despite the adoption of clinical doctoral degrees by other health professions, PAEA is confident in the preparation of PA graduates at the master's degree level to meet the competencies necessary for quality and cost-effective PA practice. PAEA reaffirms its endorsement of the

master's degree as the sole recognized entry-level and terminal degree of the profession.

(Adopted October 18, 2014)

17. Title VII Reauthorization and Updating

PAEA supports the reauthorization and expansion of Title VII as a vital source of federal funding for PA programs.

(Adopted November 7, 2009; Reaffirmed October 18, 2014)

18. Workforce

PAEA supports policies that ensure a diverse PA health care workforce sufficient to meet the current and projected healthcare needs of the nation and reflect the population it serves.

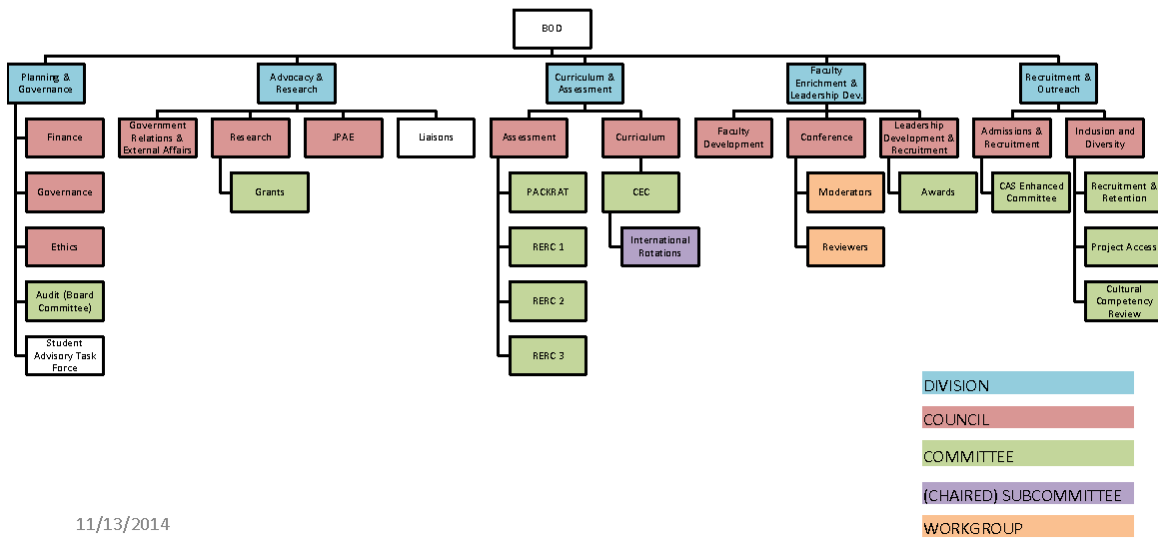
(Adopted October 18, 2014)

PART 3. PAEA VOLUNTEER STRUCTURE

1. Board of Directors
 - a. Planning & Governance Division
 - i. Ethics Council
 - ii. Finance Council
 - iii. Governance Council
 - b. Audit Committee
 - c. Advocacy & Research Division
 - i. Government Relations & External Affairs Council
 - ii. Research Council
 1. PAEA Research Grants Reviewers
 - d. Curriculum & Assessment Division
 - i. Assessment Council
 1. PACKRAT Committee
 2. Rotation Exam Review Committee Emergency Medicine/Surgery
 3. Rotation Exam Review Committee Internal Medicine & Family Medicine
 4. Rotation Exam Review Committee Women's Health, Pediatrics, & Psychiatry
 - ii. Curriculum Council

1. Committee on Clinical Education
 - a. International Clinical Rotations Subcommittee
 2. Committee on Didactic Education
- e. Faculty Enrichment & Leadership Development Division
- i. Faculty Development Council
 1. Workshop Committee
 - ii. Conference Council
 1. Proposal Reviewers
 2. Moderators
 - iii. Leadership Development & Recruitment Council
 1. Awards Committee
- f. Recruitment & Outreach Division
- i. Recruitment & Admissions Council
 1. CASPA Oversight Committee
 - ii. Inclusion & Diversity Council
 1. Cultural Competencies Review Committee
 2. Project Access Committee
 3. Recruitment and Retention Committee
2. Journal of Physician Assistant Education (funded by the Board, but operates outside the Association's division structure)

PAEA Volunteer Structure



PART 4. APPENDICES

Appendix A. [PAEA Bylaws](#)

Appendix B. Board Position Descriptions

A. OFFICE OF THE PRESIDENT

Term of office: Three years (one year as president elect, one year as president, and one year as past president).

Criteria for Service and Requirements

An applicant for the position of president elect must hold an appointment as a faculty/staff member in a PAEA member program and have at least three years' experience in a PAEA elected or board appointed position.

Candidates should be able to demonstrate their ability to:

- Solve problems in creative and innovative ways
- Lead and communicate with skill and diplomacy
- Conduct business in a professional and ethical manner
- Listen and employ public speaking skills effectively
- Work collaboratively and facilitate dialogue
- Fulfill the responsibilities of the office they seek
- Maintain confidentiality on sensitive issues

Responsibilities of the President Elect may include:

- Prepare for and participate in the Board's meetings and conference calls
- Serve on Board committees as assigned
- Represent PAEA to other organizations and the public, as requested by the president
- Participate in the annual evaluation of PAEA's business plan, strategic plan, and policy manual
- Recruit and cultivate prospective new leaders

- Assume a membership position on the Audit Committee

Responsibilities of the President may include:

- Advance PAEA's mission, values, and strategic plan
- Represent PAEA to other organizations and the public

- Serve as a primary spokesperson for the Association
- Represent PAEA on all issues affecting the Association, PA education, and the profession
- Partner with chief executive in achieving the Association's mission
- Assure that the Board fulfills its responsibilities for governance of the Association
- Prepare for and lead Board meetings and conference calls
- Mentoring president elect
- Assume a membership position on the Audit Committee

Responsibilities of the Immediate Past President may include:

- Help mentor the president and president elect
- Prepare for and participate in the board's meetings and conference calls
- Serve on Board committees as assigned
- Represent PAEA to other organizations and the public as requested by the president
- Participate in the annual evaluation of PAEA's business plan, strategic plan, and policy manual
- Perform duties as delegated by the president and/or the Board, including service on Board committees
- Recruit and cultivate prospective new leaders for PAEA, as requested
- Assume a membership position on the LDRC
- Assume a membership position on the Audit Committee

B. DIRECTOR AT LARGE

Term of office: Two years

Criteria for Service and Requirements:

An applicant for the position of Director at Large must hold an appointment as a faculty/staff member in a PAEA Member Program and have at least two years' experience in a PAEA elected or Board appointed position.

Candidates for the Director at Large position should be able to demonstrate their ability to:

- Lead and communicate with skill and diplomacy
- Facilitate, complete projects and meet deadlines
- Conduct business in a professional and ethical manner
- Work collaboratively and facilitate dialogue between individuals and groups
- Fulfill the responsibilities of the office they seek

Responsibilities may include:

- Prepare for and participate in the Board meetings and conference calls
- Serve on Board committees and regional consortia as assigned
- Participate in the annual evaluation of PAEA's business plan, strategic plan, and policy manual
- Mentor potential leaders
- Perform other duties as delegated by the president and/or the Board

C. TREASURER

Term of Office: Three years

Criteria for Service and Requirements:

An applicant for treasurer must hold an appointment as a faculty/staff member in a PAEA Member Program and have at least two years' experience in PAEA by the time the nominee takes office with prior experience on the Board, as the chair of a PAEA committee, or on the finance committee of a professional organization or constituent chapter.

Candidates should possess sound knowledge of budgeting and accounting principles and the ability to articulate these. They should also be organized and detail-oriented and able to communicate with skill and diplomacy.

Responsibilities:

- Chair the PAEA Finance Committee
- Review PAEA's financial status from previous years and prepare annual budget with other members of the Finance Committee
- Monitor disbursement of funds and ensure the accuracy of all financial transactions and records
- Ensure that the financial records are audited annually by an independent CPA

- Provide financial advice and investment strategies, with the assistance of other members of the Finance Committee, to the board of directors
- Report to the board and membership on the quarterly financials of the Association
- Participate in the annual evaluation of PAEA's business plan, strategic plan, and policy manual
- Submit proposals to the board of directors to generate non-dues revenue
- Serve on board committees as assigned
- Attend board meetings including those at the Annual Education Forum and participate on conference calls
- Maintain confidentiality on sensitive issues
- Assume a membership position on the Audit Committee

D. Secretary

Term of Office: Two years

Responsibilities:

- Advance PAEA's mission, values, and strategic plan
- Ensure accuracy of minutes taken during board meetings
- Accurate recording of executive session minutes
- Oversight of Association bylaws and manuals
- Participate in the annual evaluation of PAEA's business plan and strategic plan
- Serve on committees/work groups as assigned
- Attend board meetings, including those at the Annual Education Forum, and participate on conference calls
- Assume a membership position on the Audit Committee

E. STUDENT DIRECTOR AT LARGE

Term of Office: Two years

Responsibilities:

- Facilitate student participation and involvement in PAEA projects.
- Chair the committee to select the PAEA Graduate Advisor to SAAAPA.
- Serve as Board of Directors' advisor to assigned committees.

- Maintain regular communication channels with the PAEA Graduate Advisor to SAAAPA
- Serve as an intermediary between PA students and PA programs
- Attend and present at the Assembly of Representatives (AOR) annual meeting of the SAAAPA, as able, with the PAEA Graduate Advisor.
- Perform duties as delegated by the president and/or the board of directors.
- Participate in the annual evaluation of PAEA's business plan, strategic plan, and policy manual.
- Attend the Board meetings and the annual membership meeting.
- Submit an article for the PAEA Networker annually.

Criteria for Service

Experience needed to successfully serve in this position includes the following:

- Must be a PA student in a PAEA Member Program in didactic or clinical phase of training with demonstrated leadership experience and an interest in PA education.
- Leadership skills
- Organizational skills
- Communication skills
- Enthusiasm
- Willingness to learn
- Ability to keep project and assignment deadlines
- Dedication

Appendix C. [PAEA Data Request Policies and Procedures](#)

Appendix D. [Ethics Submittal and Authorization Forms](#)

Appendix E. [Volunteer Application Policy](#)

Appendix F. [Document Retention Schedule](#)

Accident reports/claims (settled cases)	6 years
Accounts payable ledgers and schedules	6 years
Accounts receivable ledgers and schedules	6 years
Audit reports	Permanently
Bank reconciliations	2 years
Bank statements	3 years
Cash books	Permanently

Charts of accounts	Permanently
Checks (canceled; see exception below)	6 years
Checks (canceled for important payments, i.e. taxes, purchases of property, special contracts, etc. Checks should be filed with the papers pertaining to the underlying transaction)	Permanently
Contracts, mortgages, notes, and leases (expired)	6 years
Contracts, mortgages, notes, and leases (still in effect)	Permanently
Correspondence (general)	2 years
Correspondence (legal and important matters only)	Permanently
Correspondence (routine) with customers and/or vendors	2 years
Deeds, mortgages, and bills of sale	Permanently
Depreciation schedules	Permanently
Duplicate deposit slips	2 years
Employment applications	3 years
Expense analyses/expense distribution schedules	6 years
Financial statements (year-end, other optional)	Permanently
Garnishments	6 years
General/private ledgers, year-end trial balance	Permanently
Insurance policies (expired)	3 years
Insurance records, current accident reports, claims, policies, etc.	Permanently
Internal audit reports (longer retention periods may be desirable)	3 years
Internal reports (miscellaneous)	3 years
Inventories of products, materials, and supplies	6 years
Invoices (to customers, from vendors)	6 years
Journals	Permanently
Minute books of directors, stockholders, bylaws, and charter	Permanently
Notes receivable ledgers and schedules	6 years
Option records (expired)	6 years
Payroll records and summaries	6 years
Personnel files (terminated)	6 years
Petty cash vouchers	3 years
Property appraisals by outside appraisers	Permanently
Property records, including costs, depreciation reserves, year-end trial balances, depreciation schedules, blueprints, and plans	Permanently
Purchase orders (except purchasing department copy)	1 year
Purchase orders (purchasing department copy)	6 years
Receiving sheets	1 year
Retirement and pension records	Permanently

Requisitions	1 year
Sales commission reports	3 years
Sales records	6 years
Scrap and salvage records (inventories, sales, etc.)	6 years
Stenographers' notebooks	1 year
Stock and bond certificates (canceled)	6 years
Stockroom withdrawal forms	1 year
Subsidiary ledgers	6 years
Tax returns and worksheets, revenue agents' reports, and other documents relating to determination of income tax liability	Permanently
Time books/cards	6 years
Trademark registrations and copyrights	Permanently
Training manuals	Permanently
Union agreements	Permanently
Voucher register and schedules	6 years
Vouchers for payments to vendors employees, etc. (includes allowances and reimbursement of employees officers, etc., for travel and entertainment expenses)	6 years
Withholding tax statements	6 years

Appendix G. Voter Representative & Proxy form



Voting Representative
& Proxy Form

[year] PAEA Education Forum - Business Meeting and Election

Date/Time
Location

For the PAEA member program named below:

(Print program's name and state)

CHOOSE ONE:

I will attend the business meeting and serve as my program's representative.

I will not attend the business meeting but do plan to cast my program's vote in the Board election and designate the representative named below to vote on my program's behalf on the business meeting motions only.

I will not attend the business meeting and do not plan to cast my program's vote in the Board election, I designate the representative named below to vote on my program's behalf in both the Board election and the Business Meeting.

Note: *If you plan to vote remotely in the Board election and not participate in the Business Meeting (either in person or by proxy), there is no need to submit a Voting Representative Form. Simply follow the voting instructions that will be emailed to you in October.*

I am designating the following individual to serve as the program's voting representative:

(Print voting representative's name)

In addition, I am exercising the option to designate the following individual as the program's alternate voting representative.

(Print alternate's name)

Signature of program director

Date

This form **MUST** be completed and presented to a designated PAEA staff member prior to the start of the business meeting. All voting representatives must register in person at the desk before the business meeting to obtain their program's voting mechanism. You may email your completed form in advance to Tia Carter at tcarter@PAEAonline.org **NO LATER THAN [Date]**. No forms will be accepted after [Date] via email. We will also accept forms at the voting table on [Date] in [Location]. **Note:** The **voting representative** for a program is typically the program director or another faculty member from that program. The voting representative may also be a representative of another PAEA member program — this is a “**proxy**” vote. In addition, each program may designate an **alternate**, for the purposes of mentorship and for taking over the program's voting card in the event that the designated voting representative leaves the meeting. This person should sit with the voting representative in the area designated for voting representatives.