



PAEA Policies and Procedures Manual

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ASSOCIATION OVERVIEW

Mission

The Physician Assistant Education Association (PAEA) is the only national organization in the United States representing physician assistant (“PA”) educational programs.

PAEA’s mission is “leadership, innovation, and excellence in PA education.”

Vision Statement

Health for all

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 Physician Assistant Education Association (“the Association”) by the PAEA Board of Directors (“the BOD”), 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 BOD motions and the BOD’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 BOD.

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 June 10, 2019)

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 BOD and must be approved by the BOD. Some actions taken by the membership may generate the need for new operational policy language; this is developed by the Governance and Ethics Board (GEB) and forwarded to the BOD 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 BOD. 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 BOD 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 BOD 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 BOD, and managed by the Association's staff. Proposed changes to procedures should be reviewed by the GEB for clarity and consistency. Changes in procedure do not need to be approved by the PAEA BOD, though they will be informed of such changes as a courtesy.

(Adopted July 17, 2009; most recent revision June 10, 2019)

1.02. Updating Policies and Procedures Manual

POLICY: The GEB 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 BOD member or chair of an advisory body may recommend to the BOD 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 BOD 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 GEB and designated staff review the Policies and Procedures Manual for sunseting policies at the beginning of each year, as well as for policies and procedures that need review and revision. The GEB notifies members of policies due to sunset, at least 30 days prior to the due date for business meeting motions.

The GEB serves as a resource in helping the BOD and advisory bodies to draft policies and procedures.

Procedures for proposed new policies:

1. The Secretary or designated staff forwards any proposed policies and procedures generated by BOD action (calls, meetings, and recommendations) to the GEB for review.
2. The GEB reviews and makes recommended revisions to align new policies with the Association's bylaws and current policies.
3. The draft policy is returned to the BOD for approval.
4. Upon approval, staff insert the date of adoption or reaffirmation for each policy and insert it into the Policies and Procedures Manual.

(Adopted October 16, 2007; most recent revision June 10, 2019)

1.03. Business Meeting Standing Rules

POLICY: Pursuant to PAEA Bylaws Article V, an annual business meeting is conducted at the PAEA Education 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 the Association in parliamentary situations not provided for by law, in PAEA Bylaws, or other Association-adopted procedures.

Following are the standing rules governing Association business meetings:

- The Association conducts at least one annual membership meeting. Typically, this is conducted at the Association's Education Forum. Program directors will be notified of the date, time and location of the

meeting. Special meetings may be called at the discretion of the BOD; 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.*)

- The presence of one-third of 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 until a later specified time to try to obtain a quorum. (*PAEA Bylaws Article 5.03*)
- Each Member Program has one voting representative officially designated and has one vote. (*PAEA Bylaws article 3.02.*)
- Each voting representative must submit a signed voting representative form, 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.*)
- 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.

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.

- Voting representatives and alternates must sit in the designated area.
- A gallery area is designated for guests, visitors, and dignitaries, separate from the voting representative area.
- Voting representatives leaving the floor of the annual business meeting must turn in their voting device to designated Association staff. If the voting representative returns to the floor and wishes to vote, they must retrieve the device.

(Adopted October 16, 2007; most recent revision June 10, 2019)

1.04. Submission of Motions for Annual Business Meeting

POLICY: Member Programs, advisory bodies, and the BOD may submit motions. Motions for consideration at the Association's annual business meeting must be submitted in writing by the announced deadlines.

PROCEDURES:

- A call for motions is announced through appropriate Association communications vehicles at least 30 days before the submission deadline.
- Motions to be brought forth at the annual business meeting from member programs or advisory bodies must be submitted in writing, to the Association's National Office a minimum of 75 days prior to the annual business meeting to be considered timely and must be signed by the program director of the Member Program or advisory body chair. (PAEA Bylaws Article 9.01)
- Motions to be brought forth at the annual business meeting from the BOD must be submitted in writing, to the Association's National Office a minimum of 30 days prior to the annual business meeting to be considered timely and must be signed by the President. (PAEA Bylaws Article 9.01)
- The GEB reviews motions to ensure that the author's intent is clear and that motions are in order.
- As needed, the GEB or staff designee contacts the motion's author and attempts to modify a motion deemed to be out of order or unclear.
- Once the motions have been reviewed by the GEB and modified by the authors, if necessary, they are referred to the Finance Steering Committee for financial evaluation prior to dissemination to the membership.
- All motions submitted by the deadline, including financial implications and a statement from the GEB 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 annual business meeting.
- A general forum for discussion of motions may be held at the Education Forum prior to the business meeting. The time and the location of this meeting is published in the Forum program. Late motions are defined as those motions submitted after the deadline but prior to the 20-day notice of publication. The GEB will review each late motion and report to the BOD. A two-thirds (2/3) vote of the Member Programs present and

voting at the business meeting is necessary to accept the late motions for consideration.

- Emergency motions shall be defined as those motions submitted after the 20-day notice. Emergency motions are to be submitted under “additional new business” and distributed to the Member Programs for review. Emergency motions require an 80 percent vote of Member Programs present and voting for consideration.

(Adopted October 16, 2007; most recent revision June 10, 2019)

1.05. Board Responsibility for Approved Motions

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

PROCEDURES:

- The BOD 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 GEB 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 June 10, 2019)

1.06. Parliamentarian

POLICY: The Association may appoint a professional registered parliamentarian to advise the President during the business meeting and to serve as an advisor to the GEB.

(Adopted October 16, 2007; most recent revision June 10, 2019)

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.
- Abide by the PAEA Code of Ethics

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 program survey and curriculum survey upon PAEA request.

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*
- Access to survey reports

- Listing in the Online PA Programs Directory
- Access to the Members Only section of the website, which contains important reports and exclusive faculty development products
- Listing in the Online Faculty Directory
- Member rates to conferences and workshops
- Access to PAEA Learning Hub and Professional Learning Communities
- PAEA Assessment Exams

A. Attaining Membership.

An accredited program that wishes to achieve membership must submit 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, a Member Program is required to:

- Maintain accreditation
- Submit data for the program survey and curriculum survey upon request
- 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 membership for any reason (e.g., loss of accreditation, failure to submit data for the program survey and curriculum survey) 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 June 10, 2019)

2.01.02 Restrictions on Purchase of Member Benefits

POLICY: A PA program that is eligible for 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 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, for a one-time fee
- 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 website, which contains important reports and exclusive faculty development products
- Access to the annual Online Faculty Directory
- Member rates to conferences and workshops
- Opportunities for participation in service to the Association
- Access to PAEA Learning Hub and Professional Learning Communities
- PAEA Assessment Exams

PROCEDURES:

A. Attaining Membership.

To achieve Institutional Colleague status, an organization must submit payment of one year’s dues and a one-time application fee.

B. Maintaining Membership.

To remain a member in good standing, an Institutional Colleague program is required to pay annual dues on or before August 1

(Adopted October 16, 2007; most recent revision June 10, 2019)

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 conferences and workshops
- Opportunities for participation in service to the Association
- Access to PAEA Learning Hub and Professional Learning Communities

PROCEDURES:

A. Attaining Membership.

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

B. Maintaining Membership.

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

- Pay annual dues on or before the membership anniversary date

(Adopted October 16, 2007; most recent revision June 10, 2019)

2.02.03 International Colleague – any international institution with an interest in PA education that is ineligible for voting membership

Benefits received by International Programs are:

- Monthly *PAEA Networker*
- CASPA participation one year prior to anticipated accreditation, for a one-time fee
- 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 website, which contains important reports and exclusive faculty development products
- Access to the annual Online Faculty Directory
- Member rates to conferences and workshops
- Opportunities for participation in service to the Association
- Access to PAEA Learning Hub and Professional Learning Communities
- International Program members may purchase exams at the discretion of PAEA

PROCEDURES:

A. Attaining Membership.

To achieve International Program status, an organization must submit payment of one year's dues and a one-time application fee.

B. Maintaining Membership.

To remain a member in good standing, an International Program is required to pay annual dues on or before August 1.

(Adopted June 10, 2019)

2.03. Dues

2.03.01. Voting Member Programs

POLICY: The PAEA Board of Directors, with input from the Treasurer and the Finance Steering Committee, 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 membership for any reason during the membership year.

(Adopted May 29, 2010; reaffirmed August 17, 2020)

2.03.03. Other Membership Categories

POLICY: Dues for nonvoting membership categories are set by the BOD, with input from the Treasurer and the Finance Steering Committee.

(Adopted October 16, 2007; reaffirmed August 17, 2020)

2.04. Definition of Program Representative

POLICY: Program Representative is the term used 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 the Association.

PROCEDURES:

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

(Adopted October 16, 2007; most recent revision June 10, 2019)

SECTION III. BOARD OF DIRECTORS (BOD)

3.01. BOD 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 June 10, 2019)

3.02. General Eligibility

POLICY: Except for the student director, a member of the BOD must be a Program Representative at a member program as defined in Section 2.04. A BOD member who is no longer a faculty member at a Member Program or whose program loses its membership for any reason remains eligible to serve in the BOD position for up to one year, provided the BOD 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 BOD.

Officer and director candidates must meet eligibility criteria published in the Policies and Procedures Manual (see Appendix B) and qualifications established by the Association.

PAEA staff are responsible for verifying the eligibility and qualifications of candidates for office. The nominations of all eligible candidates will be sent to the GEB for a potential conflict of interest review. Candidates will be notified of their eligibility upon completion of the GEB’s review.

(Adopted October 16, 2007; most recent revision June 10, 2019)

3.03. BOD 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 June 10, 2019)

3.04. Elections

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

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 simple 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 following will apply:

- In the event that two or more candidates tie and receive a simple majority of votes, and there is one less seat to be elected than the candidates remaining, there will be a runoff among the candidates.
- In the event that no candidate receives a simple majority of votes, there will be a runoff for the candidates receiving the highest number of votes equal to the number of positions remaining to be elected, plus one (to be modified if there is a tie).
- In the event that fewer candidates than open positions receive a simple majority, those with a simple majority will be elected and a runoff will be held for remaining open position, among candidates receiving the highest number of votes equal to the number of positions remaining to be elected, plus one (to be modified if there is a tie).
- When all remaining candidates in a runoff election tie, a random selection method will be advised by our registered Parliamentarian.

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 voting representatives are 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 Association's Secretary or Board designee. In such a circumstance, all voting representatives are notified of the extension.

PROCEDURES:

Nominations.

- Vacancies on the BOD are announced annually in a call for nominations in the *PAEA Networker*.
- Nominations are due to the Association's 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 (per PAEA Bylaws 4.04).

Elections.

- Elections are conducted during the Education 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 long enough in advance of the annual business meeting to allow the election to be completed by the business meeting. Balloting remains open for a minimum of 24 hours. In the case of technical failure, balloting may be extended at the direction of the Secretary or BOD designee. In such a circumstance, all voting representatives are notified of the extension.
- Elections are administered by at least two Association staff members and supervised by either the CEO or designee. The Secretary or BOD designee verifies results.

(Adopted October 16, 2007; most recent revision June 10, 2019)

3.04.01. Appointment of the Student Member at Large

POLICY: Candidates for the office of the Student Member at Large are sought by open call to the Association membership and approved by the BOD.

PROCEDURES:

Nominations from candidates for the office of Student Member at Large are reviewed by a Board subcommittee chosen by the President, with selected candidates interviewed before a final candidate is submitted to the BOD for approval.

(Adopted October 16, 2007; most recent revision June 10, 2019)

3.05. Terms of Office

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

Terms of office for BOD 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 BOD meetings and participation in the monthly conference calls are essential so that decisions made represent the opinions of the BOD as a whole.

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

- The member has two unexcused absences in a row (“unexcused” means notification was not provided to the President or the Secretary by the member)
- The member has three excused absences in a row.

- The member misses one third of the total number of BOD meetings in a 12-month period.

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

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

3.06.02. Removal of a BOD 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 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 BOD Members

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

For all external positions, refer to the Code of Ethics, 6.01.04-6.01.07.

PROCEDURE: Incoming BOD members must resign from internal Association positions by informing the executive assistant and CEO.

(Adopted May 1, 2008; most recent revision August 17, 2020)

3.07. Compensation of BOD Members

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

(Adopted July 17, 2009; most recent revision June 10, 2019)

SECTION IV. PAEA VOLUNTEER STRUCTURE

4.01. Advisory Bodies

POLICY: Pursuant to Bylaws articles 6.01, the Board creates and dissolves such advisory bodies as it deems necessary. All bodies in PAEA's current volunteer structure are listed in part 3 of this manual. The BOD appoints all chairs of PAEA standing bodies.

PAEA has two main types of advisory bodies:

Standing bodies are Mission Advancement Commissions (MAC), steering committees, review committees, and Boards.

Ad hoc bodies are task forces and work groups.

(Adopted August 12, 2019; most recent revision August 17, 2020)

4.02. Standing Bodies

POLICY: Standing bodies are long-term components of PAEA's volunteer structure, established by the BOD and dissolved only when the BOD chooses to do so. Members are appointed for fixed terms.

Certain exceptions to these policies are made for the Exam Development Boards (EDBs). See section 4.10.

(Adopted August 12, 2019)

4.02.01. Standing Bodies Eligibility

POLICY: A member of a standing body must be a Program Representative at a Member Program or Institutional Colleague.

PROCEDURE: All candidates for steering committee or board positions must sign the Statement of Eligibility for Service and Conflict of Interest at the time of application.

(Adopted August 22, 2018; most recent revision August 17, 2020)

4.02.02. Standing Bodies Chair

POLICY: A chair of an advisory body must be a Program Representative at a Member Program or Institutional Colleague. Individual Colleagues are not eligible to chair standing bodies, except temporarily as provided below.

A 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. 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 chair.

(Adopted August 12, 2019)

4.02.03. Standing Bodies Terms of Service

POLICY: Terms of service for all standing bodies positions commence January 1 and end December 31. The exception is the Exam Development Boards, for which terms commence March 1 and end February 28 for chairs and vice chairs and March 31 for members.

Member terms will be two two-year staggered terms. Chair terms will be two three-year terms. Members must be recommended by the chair to seek a second two-year term. The Board may elect to offer extensions to members or chairs in the event of turnover exceeding 50 percent of the body.

PROCEDURES:

In the selection process for advisory bodies, selection subcommittees and the BOD may give additional weight to applicants who have not served on such a body in the past, in order to allow opportunities for service to a larger number of members.

(Adopted August 12, 2019)

4.02.04. Standing Bodies Appointment

POLICY: The BOD appoints standing body chairs and members. The President selects BOD liaisons. The CEO appoints staff partners. To be appointed chair, a member should have served at least one full year on the standing body.

PROCEDURES:

- PAEA puts out a call each year for candidates to fill vacant member or chair positions.
- Applications are evaluated according to a rubric and selected candidates may be interviewed.

(Adopted August 12, 2019)

4.02.05. Standing Bodies Unexpected Vacancies

POLICY: In the event a member or chair seat on a standing body becomes vacant, the President makes a new appointment to fill the position until the end of the current term. If the remainder of the term is more than half of the term, the term counts toward the total number of terms for which the member is eligible. If it is less than half the term, the appointment does not affect the member's eligibility for future terms.

(Adopted December 8, 2014; most recent revision August 12, 2019)

4.02.06. Standing Bodies Chair or Member Removal

POLICY: The BOD may remove any standing body 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 BOD determines the evidence for removal has merit, the chair or member is notified and provided with an opportunity to respond. After the BOD considers the response, it convenes to determine its decision. The majority decision of the BOD is final.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.03. Mission Advancement Commissions (MACs)

POLICY: MACs are advisory groups focused on the mission pillars: diversity & inclusion, faculty development, leadership, and research. MACs advise the BOD on issues related to their mission area, conduct environmental scanning for trends and best practices, and provide guidance on products and services.

(Adopted August 22, 2018)

4.03.01. MAC Composition

POLICY: Each MAC will have a minimum of six and maximum of 10 members, including the chair and not including the ex officio staff partner.

PROCEDURES:

Each MAC will partner with two staff members: one senior staff (director-level or above) who will serve as an *ex officio* member of the MAC and one additional staff person.

Each MAC will have two BOD liaisons serving as intermediaries between the BOD and MAC.

The Immediate Past President serves as BOD liaison for the Leadership MAC. All other BOD liaison assignments are determined by the President.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.03.02. Annual Work of the MACs

POLICY: The BOD and MAC chairs together develop goals for each MAC annually.

PROCEDURES:

- Each year, the MAC chairs meet with the BOD and senior staff to develop goals for each MAC to address during that year.
- Annually, each MAC will identify opportunities for progress within their mission area and for sharing of content knowledge with PAEA members.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.03.03. MAC Meetings

POLICY: MAC chairs will meet with the BOD as needed to maintain clear lines of communication.

PROCEDURES:

Each year, the MAC chairs will meet with the BOD at in-person meetings when possible, which may include regular BOD meetings or other Association meetings, such as Leadership Summit.

Each MAC will have one annual in-person meeting and conference calls as needed.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.03.04. Funding for MACs

POLICY: Each MAC will be funded for one annual in-person meeting. Additionally, each MAC will be allocated a budget of \$2,500 for conferences, books, and other materials to inform the group's thinking.

(Adopted August 22, 2018)

4.04. Committees and Boards

POLICY: Steering Committees, Review Committees, and Boards are functional groups that provide guidance, advice, recommendations, and insights from the PA education community on a specific area, project, or initiative. The work of these groups contributes directly to the ongoing work of PAEA, manifested in specific products, services, and activities.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.04.01. Committees and Boards Composition

POLICY: Committees and Boards will have a minimum of five and maximum of eight members, including one chair. The exception is the Exam Development Boards (EDBs), where each group determines the minimum and maximum numbers needed based on the work requirements that are approved by the BOD.

All committees and Boards will have a staff partner who is directly responsible for the corresponding area of work in the staff organization.

The Finance Steering Committee, Future Educator Development Steering Committee, and Governance & Ethics Board will have a BOD liaison serving as intermediary between the BOD and group.

PROCEDURES:

- The BOD Student Member at-Large (SMAL) serves as liaison to the Future Educator Development Steering Committee.
- The BOD President Elect serves as liaison to the Governance & Ethics Board.
- The BOD Treasurer is the exception and chairs the Finance Steering Committee for the length of their BOD term.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.04.02. Annual Work of the Committees and Boards

POLICY: Each year, the committee and board chairs and staff partners work together with staff volunteer leadership to develop annual goals for their shared work. These goals will be approved by the BOD to ensure they align with and advance the Association's broader strategy.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.04.03. Committee and Board Meeting Funding

POLICY: Each steering committee and board may be funded for one in-person meeting annually, at the BOD's discretion.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.05. Task Forces

POLICY: Task forces are ad hoc advisory groups assembled by the BOD to provide strategic thinking on important emergent issues, typically resulting in a product to submit to the BOD.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.05.01. Task Force Composition

POLICY: Each task force will include at least one member of the BOD, who will serve as the task force chair, and one senior staff member (director-level or above). The number of members will be determined based on need at the time the task force is created.

(Adopted August 22, 2018)

4.05.02. Task Force Eligibility

POLICY: A PAEA nominee for a task force must be a Program Representative at a Member Program or Institutional Colleague, or an Individual Colleague. Task forces may also include representatives from external organizations.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.05.03. Task Force Appointment

POLICY: The BOD appoints task force members. The CEO appoints staff partners.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.05.04. Task Force Terms of Service

POLICY: Terms of service for all task force positions will be determined based on need at the time the task force is created.

(Adopted August 22, 2018)

4.05.05. Unexpected Task Force Vacancies

POLICY: In the event a BOD-designated task force member seat becomes vacant, the President may make a new appointment.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.05.06. Work of the Task Force

POLICY: Each task force is organized for a specific, narrowly defined, and time-limited purpose. Task force charges typically involve strategic work products including specific and actionable guidance to the BOD, policies and positions to adopt, or motions for the membership.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.05.07. Task Force Meetings

POLICY: Task forces will meet, either in person or on the phone, as defined in the group's initial charge. Funding for meetings will be determined with the group's initial charge.

(Adopted August 22, 2018)

4.05.08. Task Force Member Removal

POLICY: The BOD may remove any task force 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 BOD determines the evidence for removal has merit, the task force chair or member is notified and provided with an opportunity to respond. After the BOD considers the response, it convenes to determine its decision. The majority decision of the BOD is final.

(Adopted August 22, 2018)

4.06. Work Groups

POLICY: Work groups are ad hoc functional groups assembled by the staff to address specific initiatives that are either short-term or periodic in nature.

(Adopted August 22, 2018)

4.06.01. Work Group Composition

POLICY: Each work group will be chaired by a staff member. The number of members will be determined based on need at the time the work group is created.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.06.02. Work Group Eligibility

POLICY: A nominee for a work group must be a PAEA staff member, a Program Representative at a Member Program or Institutional Colleague, or Individual Colleague.

PROCEDURE: All candidates for work group positions must sign the Statement of Eligibility for Service and Conflict of Interest at the time of application.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.06.03. Work Group Appointment

POLICY: The work group chair, President, and CEO together approve the members of the work group.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.06.04. Work Group Terms of Service

POLICY: Terms of service for all work group positions will be determined based on need at the time the work group is created.

(Adopted August 22, 2018)

4.06.05. Unexpected Work Group Vacancies

POLICY: In the event a work group member seat is vacant, the President may make a new appointment.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.06.06. Work of the Work Group

POLICY: Each work group is organized for review of or input on a specific project or initiative for a short period of time. Work groups are often reassembled as needed.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.06.07. Work Group Meetings and Funding

POLICY: Work groups will meet, either in person or on the phone, as defined in the group's initial charge. Funding for meetings will be determined with the group's initial charge.

(Adopted August 22, 2018; most recent revision August 12, 2019)

4.06.08. Work Group Member Removal

POLICY: The BOD may remove any work group 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 BOD determines the evidence for removal has merit, the work group chair or member is notified and provided with an opportunity to respond. After the BOD considers the response, it convenes to determine its decision. The majority decision of the BOD is final.

(Adopted August 22, 2018)

4.07. Liaisons to External Organizations

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

4.07.01. Liaison Eligibility

POLICY: A nominee for a liaison position must be a Program Representative at a Member Program or Institutional Colleague, or an Individual Colleague.

PROCEDURE: All candidates for liaison positions must sign the Statement of Eligibility for Service. Annually, the BOD 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 the Association.

(Adopted November 20, 2013; most recent revision August 12, 2019)

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; readopted August 12, 2019)

4.07.03. Liaison Appointment

POLICY: The BOD appoints liaisons.

PROCEDURES: Calls for liaison positions 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 BOD interviews selected applicants.

(Adopted November 20, 2013; readopted August 12, 2019)

4.07.04. Unexpected Vacancies of Liaisons

POLICY: The BOD may appoint a replacement for any liaison position 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 August 12, 2019)

4.07.05. Funding for Liaison Meetings

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

(Adopted November 20, 2013; most recent revision August 12, 2019)

4.07.06. Liaison Removal

POLICY: The BOD may remove any liaison 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 BOD determines the evidence for removal has merit, the liaison is notified and provided with an opportunity to respond. After the

BOD considers the response it convenes to determine its decision. The majority decision of the BOD is final.

(Adopted November 20, 2013; readopted August 12, 2019)

4.08. Liaisons to the Association

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 the Association.

POLICY: The BOD approves liaisons nominated from external organizations to the Association.

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

(Adopted November 20, 2013; readopted August 12, 2019)

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 BOD 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 BOD.
- 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. Ability to develop a Professional Learning Community group on the Digital Learning Hub
4. Listing on the 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 Association. Per policy 6.05.02, special interest groups may not speak on behalf of the Association.

(Adopted October 16, 2007; most recent revision August 12, 2019)

4.10. Exam Development Boards

POLICY: The PAEA Assessment suite of exams are a set of exam products available to PA programs to test the medical knowledge of PA students. They are published by the Association and overseen by the Editor in Chief, who is ultimately responsible to the BOD. PAEA's exam development boards (EDB) write, review, and maintain the Association's suite of exams. Due to the special expertise and lengthy training time required for EDB members, the large number of members required, and the cyclical nature of their work, different policies apply to these volunteers. This section outlines the policies and procedures regarding EDB operations, PAEA Assessment's relationship to the Association, the roles of the Editor in Chief and the EDB members, and the appointment process.

(Adopted August 12, 2019)

4.10.01. Exam Development Boards: Composition

POLICY: The EDBs will have a sufficient number of members to meet item writing and review goals for the given year, plus one chair. The number is approved by the BOD through the budgeting process each year.

The EDBs will partner with a staff partner who is directly responsible for the corresponding area of work in the staff organization.

(Adopted August 12, 2019)

4.10.02. Exam Development Boards: Eligibility

POLICY: A nominee for the EDBs must be a Program Representative at a Member Program or Institutional Colleague, or an Individual Colleague.

EDB members may serve on multiple standing bodies as long as they acknowledge and agree to meet the time commitments involved in the work. No more than two representatives of any one program may serve on a single EDB.

(Adopted August 12, 2019)

4.10.03. Exam Development Boards: Chairs

POLICY: A chair must be a Program Representative at a Member Program or Institutional Colleague. Individual Colleagues are not eligible to chair EDBs, except temporarily as provided below. A vice chair may be appointed to meet temporary needs.

A 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. 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 chair.

(Adopted August 12, 2019)

4.10.04. PAEA Assessment Editor in Chief

POLICY: The PAEA Assessment editor in chief must have appropriate expertise in assessment and management to ensure the overall quality and coordination of the exam development, editorial, and production processes. The PAEA Assessment Editor in Chief will provide editorial oversight of PAEA Assessment exams, including of the EDBs. The editor in chief must present an annual report to the BOD, and present to the BOD, in collaboration with the Chief Assessment Officer, any changes to PAEA Assessment policy that could impact the legal risk to the Association.

(Adopted August 12, 2019)

4.10.05. Exam Development Boards: Terms of Service

POLICY: Terms of service for all Exam Development Board positions commence March 1 and end February 28 for chairs and March 31 for members, or after completion of Exam Development Summit responsibilities.

Member terms will be unlimited three-year terms. Members must have chair support to be considered for additional terms.

Chair terms will be two three-year terms. Chairs must have editor in chief support to be considered for renewal.

Editor in chief terms will be two three-year terms. The editor in chief must have BOD support to be considered for renewal.

(Adopted August 12, 2019)

4.10.06. Exam Development Boards: Appointment

POLICY: The Board appoints EDB chairs and members, and the editor in chief. The CEO appoints staff partners. To be appointed chair, a member should have served at least one full year on an EDB.

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 sample exam questions. Selected applicants are interviewed by a subgroup of the chairs, the editor in chief, and the staff partner.

The EDB Statement of Eligibility includes additional requirements unique to exam development work, such as security and confidentiality of exam content and statistics, originality and PAEA ownership of work product, Health Insurance Portability and Accountability Act (HIPAA) compliance of images and pictorials used in items, and timely compliance with production cycle deadlines.

(Adopted August 12, 2019)

4.10.07. Unexpected Exam Development Board Vacancies

POLICY: In the event a EDB member seat becomes vacant, assignments will be realigned by the chair, and the position will be filled during the next volunteer

opportunity application cycle. For EDB chairs, the President may make a new appointment. The new appointment will begin a full, new term.

(Adopted August 12, 2019)

4.10.08. Annual Work of the Exam Development Boards

POLICY: At the start of each term, chairs will give EDB members an item writing assignment based on exam need. The process by which those assignments are developed and reviewed – the annual production cycle – will be developed by the staff partner in conjunction with exam development partners.

(Adopted August 12, 2019)

4.10.09. Exam Development Board Meetings

POLICY: The Exam Development Boards will meet once annually at the Exam Development Summit. The chairs will meet for one annual planning meeting with the editor in chief and staff partner.

(Adopted August 12, 2019)

4.10.10. Exam Development Board Chair or Member Removal

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

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

(Adopted August 12, 2019)

4.11. Journal of Physician Assistant Education (JPAE) Editorial Board

POLICY: The *Journal of Physician Assistant Education (JPAE)* is a publication funded by the Association and overseen by the Editor in Chief and the *JPAE*

Editorial Advisory Board, which is ultimately responsible to the BOD. 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 the Association, the roles of the Editor in Chief and *JPAE* Editorial Advisory Board, and the appointment process.

Editorial Advisory Board members may serve the Association in more than one capacity due to the unique qualifications required to serve on the editorial board, and may also serve on editorial boards of other journals. BOD members are not appointed to the Editorial Advisory Board (as stated in 3.06.03)

(Adopted March 6, 2013; most recent revision August 12, 2019)

4.11.01. JPAE Editorial Board Eligibility

POLICY: A nominee for the Editor in Chief must be a program representative at a Member Program. JPAE Editorial Advisory Board members and JPAE feature editors must be Program Representatives at Member Programs, Institutional Colleague members, or Individual Colleagues.

An Editor in Chief, Editorial Advisory Board member, or feature editor who leaves their Member Program or whose program loses its 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 August 12, 2019)

4.11.02. JPAE Editorial Board 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 August 12, 2019)

4.11.03. JPAE Editorial Board Appointment

POLICY: Editorial Advisory Board members are recommended for appointment by the Editor in Chief, and approved by the BOD.

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. Selected applicants are interviewed by a subgroup of the editorial board.

(Adopted March 6, 2013; most recent revision August 12, 2019)

4.11.04. JPAE Editorial Board Meetings

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

(Adopted March 6, 2013; most recent revision August 12, 2019)

4.11.05. 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; readopted August 12, 2019)

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

POLICY: PAEA responds to ARC-PA requests to nominate members for service as ARC-PA commissioners through a rigorous, defined selection process. Final selection of nominees is in the purview of ARC-PA.

PROCEDURES: Annually, the ARC-PA notifies the Association of any nominated commissioners whose terms are ending that year.

1. Association staff put out a call for nominations, including guidelines provided by ARC-PA.
2. BOD 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 BOD approval.

(Adopted November 20, 2013; most recent revision August 12, 2019)

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

POLICY: PAEA responds to NCCPA requests to nominate members for service as NCCPA board members through a rigorous, defined selection process.

PROCEDURES: Annually, the NCCPA makes notification to the Association of any nominated board members whose terms are ending that year.

1. Association staff put out a call for nominations including guidelines provided by NCCPA.
2. BOD 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 BOD approval.
4. Final selection of nominees is in the purview of NCCPA.

(Adopted November 20, 2013; most recent revision August 12, 2019)

SECTION V. PLANNING AND FINANCE

5.01. Strategic Planning

POLICY: The BOD 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 BOD reviews the strategic plan regularly. At the conclusion of the fourth year of a strategic plan, the President Elect, working with the CEO, will convene the BOD along with such other experts as may be required to review accomplishments to date and update the strategic plan as the environment and needs of the Association dictate.

(Adopted October 16, 2007; most recent revision June 10)

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 BOD.

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 chief financial officer or senior finance staff member to maintain an effective system of internal controls in order to monitor compliance with policies and procedures established by the BOD. This Financial Policies and Procedures 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 Steering Committee with oversight of the Treasurer and approval by the BOD.

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

(Adopted October 16, 2007; most recent revision June 2018)

5.02.01. Budget

POLICY: The Finance Steering Committee presents a budget to the BOD for approval each year.

PROCEDURES: Annually, the finance staff shall develop, in conjunction with the CEO and staff project leaders, a detailed operational budget.

The Treasurer, in conjunction with the Finance Steering Committee, shall solicit budgetary requests from advisory body chairpersons and staff partners to ensure appropriate allocation of funds to address the Board's charges to the advisory bodies.

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

(Adopted October 16, 2007; most recent revision June 10, 2019)

5.02.02. Fiscal Year

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

(Adopted October 16, 2007; reapproved June 10, 2019)

5.03. Miscellaneous Finance

5.03.01. Authorization for Unanticipated Expenditures

POLICY: Authorization for unanticipated expenses and therefore outside the BOD-approved budget must be approved by the BOD 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 BOD 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 two weeks until a regularly scheduled BOD meeting) such funds may be allocated based on the formal approval of the President and the Treasurer, with notification to the BOD.

(Adopted October 16, 2007; most recent revision June 10, 2019)

5.03.02. Investment

POLICY: The BOD directs the Finance Steering Committee 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 June 10, 2019)

5.03.03. Check Signing

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

PROCEDURES:

As stated in the Financial Policies and Procedures Manual, corporate checks must be signed by at least two persons, designated by the BOD, 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 BOD.

The senior finance staff member or their designee prepares checks for automatic CEO signature. Once signed, the senior finance staff member or their designee mails the checks. In the absence of the CEO, the Treasurer or Senior Director, Operations may sign checks.

No other finance team members 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 June 10, 2019)

5.04. Travel Reimbursement Guidelines

POLICY: The Association reimburses eligible members and staff 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 the Association within 30 days after expenses are incurred. This form must be submitted as completed and signed, with receipts (originals or scanned copies) for expenses over \$25 attached before the reimbursement is processed.
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 the Association's designated travel agent will only be reimbursed if the Association 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 Association. The 21-day rate is determined by inquiry to the Association's travel agency.
 - c. Association-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 the Association. 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. The Association 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 the Association.

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 the Association.
 - c. Private limousine services will not be reimbursed unless pre-approved by the Association.
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 the Association.
 - c. The Association 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 business are not reimbursed.
 - b. If meals are provided as part of the meeting, expenses for those same meals are not reimbursed. The Association 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 the Association.

(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 to which the following are expected to adhere to when representing or interacting with PAEA: (1) members of the PAEA Board of Directors (hereinafter referred to “directors”); (2) appointed volunteer group members (hereinafter referred to as “leaders”); (3) PAEA members, including representatives of Member Programs and Institutional Colleagues, and Individual Colleague members (hereinafter referred to as “members”); and (4) PAEA senior staff. The purpose of the PAEA Code of Ethics (hereinafter referred to as “the Code”) is 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 or representing PAEA.

(Adopted May 21, 2014; most recent revision June 10, 2019)

6.01.01 Responsibilities Under the Code

POLICY: 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, directors, and leaders must abide by this Code.

Each member, director, and leader agrees to:

Professional Excellence

- Conduct themselves toward other members, directors, leaders, and PAEA staff 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.)

Directors and 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 June 10, 2019)

6.01.02. Governance & Ethics Board

POLICY: The Governance & Ethics Board (GEB) is charged with upholding the Code, developing resources to educate members, directors, and leaders and PAEA staff about the Code, and reviewing conflict of interest (COI) disclosure forms. The GEB will review COI forms provided by applicants for PAEA volunteer positions, determine whether COI exists, and make recommendations on management of COI where necessary. The final decision on the status of the COI, and required management of that COI, is made by the Board of Directors.

(Adopted May 21, 2014; most recent revision June 10, 2019)

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:

- Calls for open PAEA positions 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 June 10, 2019)

6.01.04. Identifying and Handling Conflict of Interest (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 June 10, 2019)

6.01.05. COI Disclosure

POLICY: A conflict of interest (COI) for a PAEA director or leader under this policy is defined as an interest that may or may not be financial in nature suggesting divided loyalty on the part of the director or leader between obligations to PAEA and to the directors' or leaders' personal interests or to the interests of some other organization or cause.

Such interest arises from a transaction between PAEA and a third party, or the directors' or leaders' relationship with a third party, or the directors' or leaders' relationship to another director or leader (personal, professional, or otherwise) which might, in fact or in appearance, call into question their duty of loyalty to PAEA.

When a perceived or actual COI arises, directors and leaders are expected to and members are encouraged to disclose the potential conflict and all material facts to the GEB in writing, utilizing the provided disclosure form. Following disclosure, the GEB determines whether the activity is in conflict with PAEA

interests and advises what, if any, action to take. The GEB's decision can be appealed to the Board of Directors.

Specific to PAEA directors, COI includes:

- Holding a director position in an external organization whose mission and activities constitute a COI for PAEA's mission and activities
- Having a conflicting duty to another entity or other external interests that affects the duty of loyalty to and support for PAEA

PROCEDURES:

The GEB will evaluate the COI forms submitted by applicants for PAEA positions in order to determine management options. If the GEB determines that a particular position or relationship represents an actual or perceived COI, it may resolve such conflict in one of the following ways:

- Waive the actual or perceived COI as unlikely to affect the director's or leader's ability to act in the best interest of the Association.
- Determine the director or leader should be recused from all discussions, decision-making, and volunteer group business related to the particular relationship or external position that gives rise to the actual or perceived COI. This resolution option will apply particularly in cases where the actual or perceived COI is in respect to one or two programs or activities.
- Determine that the director or leader must resign or be removed from service to the Association or choose to step down from the external activity or relationship because the actual or perceived COI is such that it would prevent the director or leader from being able to serve in the best interests of the Association.

(Adopted May 21, 2014; most recent revision June 10, 2019)

6.01.06. Concerns

POLICY: Anyone within or outside PAEA who has a concern about a perceived or actual COI on the part of a director or leader will advise the GEB 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 June 10, 2019)

6.01.07. Known COI and Eligibility for Positions

POLICY: As part of PAEA's calls for open positions, both elected and appointed, the GEB will disseminate information about types of positions and relationships with external entities that are known to be COI. This information will be included with the disclosure form submitted by candidates for director and leader positions as well as the annual disclosure form signed by directors and leaders. Questions regarding COI and eligibility for a position(s) should be directed to the appropriate PAEA staff partner.

(Adopted May 21, 2014; revised June 10, 2019)

6.01.08. Centralized Records

POLICY: 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 and updated annually.

(Adopted May 21, 2014; most recent revision June 10, 2019)

6.01.09. GEB Evaluation for Perceived or Actual COI

PROCEDURES: The GEB staff partner and GEB chair will conduct preliminary reviews for perceived or actual COI and will forward potential COIs to the GEB for their review and management recommendation.

The GEB will review the disclosure form and consider the actual or perceived COI as it pertains to the director's or leader's position with the Association. The GEB will make a determination based on the guidelines included in 6.01.05 and will communicate their management recommendations to the BOD.

It will be the responsibility of the director or leader to manage their perceived or actual COI in accordance with the management recommendation provided by the GEB. The chair of the volunteer group and the staff partner will also be informed to help ensure compliance. For example, if a director or leader received a COI management recommendation to recuse himself/herself from discussion on a particular topic, the individual director or leader is responsible to leave the meeting when appropriate. The chair and staff partner will also be informed of this management recommendation and can remind the director or leader as appropriate.

(Adopted May 21, 2014; most recent revision June 10, 2019)

6.01.10. Timeline for COI Review & Notification

PROCEDURES: The COI disclosure forms will be forwarded to the GEB as soon as administratively possible when received. The GEB chair and staff partner will determine whether the entire GEB or a workgroup of GEB will review and determine management recommendations for the potential COIs.

The GEB or chair-designated workgroup will complete their review within two weeks of receipt of the forms. Their management recommendations will be reported within one week following completion of their review. If necessary, legal counsel will be consulted throughout the review process.

(Adopted May 21, 2014; most recent revision June 10, 2019)

6.01.11. COI Management Recommendations

POLICY: When a director or leader COI is determined to exist, potential management options include, but are not limited to:

- Recusal on discussion and decision-making on certain issues/topics. This may include
 - The person not speaking to or voting on an issue
 - The person being asked to leave the room during discussions of the relevant issue
- In order to be considered for a PAEA position, the director or leader shall resign from an external position.
- Resignation of the director or leader from his/her PAEA position.

The BOD shall approve management recommendations annually or as needed.

After receipt of the determination by the Board of Directors, the GEB staff partner will notify the appropriate staff partner. In addition, the director or leader will be communicated with through their appointment letter or other appropriate method. The volunteer group's chair will also be copied.

(Adopted May 21, 2014; most recent revision June 10, 2019)

6.01.12. 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 signed by the Inquirer(s)
- Submitted on the required forms and documents, as outlined below
- Sent to PAEA through appropriate channels

Required Forms and Documents

The following forms and documents must be submitted in order for the GEB 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 June 10, 2019)

6.01.13. Consideration of Inquiry

POLICY: The GEB 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 GEB review
- If the CEO and GEB chair do not agree, an GEB review panel reviews the-inquiry.
- If the GEB chair and CEO determine that the complaint merits a full review, the complaint is submitted to an GEB review panel. The GEB chair states in a written communication to the Inquirer that PAEA has reviewed the complaint and is taking further corrective action.
- If the GEB chair and CEO determine the inquiry is unfounded and there is no violation of the Code, the GEB 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.

- If the GEB chair and CEO determine that the inquiry merits a full review, the inquiry is submitted to an GEB review panel.
- The GEB chair states in a written communication to the Inquirer that PAEA has reviewed the inquiry and is taking further action.

The GEB 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.

The Review Panel will:

- Review the inquiry and response.
- 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 appropriate channels. 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 GEB except to the members of the BOD serving on the GEB.

(Adopted May 21, 2014; most recent revision June 10, 2019)

6.01.14. Hearing

POLICY: 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 GEB staff partner, or as otherwise determined by the PAEA attorney or GEB chair.

The following individuals may be present at the hearing:

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

The Respondent

- Has the right to appear at the hearing along with representation (advocate, attorney)
- Notifies the GEB 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 GEB. The GEB reviews the panel's recommendations and reviews and affirms by consensus.

The GEB 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. BOD 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 BOD. The appeal to the BOD must be filed within 15 business days of the date of notification of the decision.

(Adopted May 21, 2014; most recent revision June 10, 2019)

6.01.15. Appeals Process for Cases Determined to Violate the Code

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

PROCEDURE:

If the Respondent wishes to appeal the GEB decision, they must submit their appeal in writing to the PAEA President in care of the PAEA office. 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; most recent revision June 10, 2019)

6.01.16. Appeals Task Force Review and Final Board Decision

POLICY: After the appeal is received, the PAEA President, within five business days, appoints an appeals task force consisting of three members of the BOD, one of whom is appointed as chair. The GEB 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 BOD within 10 business days.
- The BOD 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 GEB records of the case for review.
- The recommendation includes whether to affirm, modify, or overturn the decision and sanctions imposed by the GEB.
- If the task force determination is to modify the GEB'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 BOD.

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

The BOD

- 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 GEB. The final decision is recorded in PAEA's centralized records.

(Adopted May 21, 2014; most recent revision June 10, 2019)

6.01.17. PAEA Staff

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

PROCEDURE:

The BOD 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 April 10, 2018)

6.02. Antitrust

BACKGROUND/RATIONALE: The Association 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. The Association 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 to be guided by the Association's policy of strict compliance with the antitrust laws in all activities.

POLICY: The Association 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 advisory body 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 the Association'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 or designee will ensure that all Association officers and chairpersons, upon appointment or election, review the 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 April 10, 2018)

6.03. Whistleblower Policy

POLICY: The Association's Code of Ethics requires BOD 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 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 the 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 BOD, 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 BOD 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 the director of 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 of human resources.

If the concern was reported verbally to the director of human resources the reporting individual, with assistance from the director of human resources, will

reduce the concern to writing. The director of human resources 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 of 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 Association files. 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 of human resources.

Handling Reported Violations

The Audit Committee addresses all reported concerns. The chair of the Audit Committee immediately notifies the Audit Committee 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 BOD, 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 April 10, 2018)

6.04. Intellectual Property Policy

POLICY: Intellectual Property created or worked on by employees, volunteers, or independent contractors in the performance of service to the Association is to be the property of the Association. The Intellectual Property under this policy includes works, developments, and creative ideas conceived or worked on individually, in any Association advisory body or BOD 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 Association 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 the Association automatically owns all copyright rights to the work. By virtue of their appointment, volunteers and independent contractors who create intellectual property for the Association agree to assign and transfer their rights in the property to the Association.

(Adopted February 12, 2014; revised April 10, 2018)

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 BOD 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 Association website (www.PAEAonline.org) are copyrighted to the Association. The Association 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 Association are provided to facilitate the business of the Association and its members. Use of the Association 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 the Association and/or the author of such documents.

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

6.06. Advertising

POLICY: Association publications and services will contain only advertising that is consistent with the Association’s mission and goals. Association editorial staff for appropriateness will review all advertisements. The Association 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 Association of a product’s value or of any claims made by the vendor.

PROCEDURES: Advertisements will be submitted to the Association national office staff for review and acceptance. Advertising charges will be listed on the 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: The Association 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. The Association 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 the Association 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 C.

(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: The Association'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 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: The Association 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. Student and faculty race and ethnicity data aggregated at the program level will be considered unrestricted data and may be published in reports only available to member programs in order to track racial and ethnic diversity in PA Education.

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 MAC, the BOD, 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 the Association following a written request for data.

Example: Program-specific data on curriculum changes

PROCEDURE:

- The Research MAC or designated Association staff will classify PAEA datasets.

(Adopted May 29, 2010; revised April 10, 2018)

6.10.02. Release of Data

POLICY: The Association will not release restricted or confidential data (as defined in 6.10.01) that identifies any individual, PA program, or institution. Sensitive information, such as faculty salaries and member program finances, will only be reported if the aggregate data (i.e., the “n”) exceeds four values.

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

PROCEDURES:

- Association staff will disseminate data according to the stipulated guidelines.
- Research MAC, directs and supervises staff action related to release of data.
- All requests for restricted or confidential data will be reviewed for approval by Association staff with oversight by the chair and members of the Research MAC.
- In cases of dispute, the BOD 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 April 10, 2018)

6.10.03. Obligations of Data Recipient

POLICY: Data released by the Association 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 Association 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 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 BOD 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: Program Report

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.”

PROCEDURES FOR ANNUAL PROGRAM SURVEY:

- Association 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 BOD 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 August 22, 2018)

PROCEDURES FOR OTHER PAEA SURVEYS:

- Association 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. Staff will provide the BOD with notification of non-respondent programs.

6.11.02. Security and Confidentiality

POLICY: The Association 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 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: 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 the website.

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

6.12. Mailing List Rental and Usage

POLICY: The Association does not rent its mailing list, either US mail or e-mail, for commercial purposes. The Association will make its mailing lists available, in whole or in part, to member programs for educational and informational purposes. The Association 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 the Association. The Association 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: All PAEA endorsements of products, services, or people, must be approved by the BOD. Endorsements should align with the values expressed in PAEA's Socially Responsible Investing Policy (Financial Policies and Procedures Manual, Appendix 3.) The BOD may refer requests to the appropriate 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. Nothing in this policy will restrict the activities of members and staff when not acting on behalf of the Association.

PROCEDURES:

- All endorsement requests should be submitted in writing to PAEA staff.
- The request should include: the name and description of the product or service, a summary of the mission and activities of the organization requesting endorsement, and the rationale for the request.
- PAEA staff will conduct an initial review of the endorsement request and prepare a summary and recommendation for the BOD's consideration.

(Adopted October 16, 2007; revised July 17, 2009; revised August 12, 2019)

6.14. Nondiscrimination

POLICY: The Association 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 BOD 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, mission advancement commissions, steering committees & boards, task forces, and work groups.

Voting member program: An accredited PA program that meets all other voting member requirements in PAEA’s bylaws. The program director serves as the primary voting representative and contact for each voting member program.

Board committees: These are committees made entirely of Board members to complete certain work or functions of the Association. One example is the Audit Committee, made up of Board officers and their primary function is to review and approve our annual financial audit results and prepare our annual Form 990.

Nonvoting member: These membership categories are not eligible for voting. The Association currently has two categories of non-voting members: Institutional Colleagues and Individual Colleagues. Institutional Colleagues are institutions that have a developing or unaccredited PA program. Individual Colleagues are individuals who are not considered program representatives at a member program that have an interest in PA education or would like to keep their membership with PAEA. These may be individuals who have retired from

PA education or are in transition for faculty appointments at a member program.

Mission Advancement Commissions (MACs): MACs are advisory groups focused on the mission pillars: diversity & inclusion, faculty development, leadership, and research. MACs advise the BOD on issues related to their mission area, conduct environmental scanning for trends and best practices, and provide guidance on products and services.

Steering committees and boards: Steering committees and boards are functional groups that provide guidance, advice, recommendations, and insights from the PA education community on a specific area, project, or initiative. The work of these groups contributes directly to the ongoing work of PAEA, manifested in specific products, services, and activities.

Task force: Task forces are ad hoc advisory groups assembled by the BOD to investigate and prepare high-level generative and strategic thinking on important emergent issues.

Work group: Work groups are ad hoc functional groups assembled by the staff to address specific initiatives that are either short-term or periodic in nature.

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.

(Reaffirmed October 12, 2019)

2. Clinical Training

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

(Revised October 12, 2019)

3. Competencies of the PA Profession

The Association endorses the Competencies for the Physician Assistant Profession (revised January 2012), and the 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. The PAEA Board of Directors must create a task force to review competencies for the PA profession and will submit a report at the 2018 business meeting.

(Revised October 28, 2017)

4. Expansion of Stafford Loan Program

PAEA supports reform of the Federal Direct Stafford Loan Program to ensure that borrowing limits for PA students are sufficient to assist in the financing of their education and commensurate with other health care professions.

(Revised October 12, 2019)

5. 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.

(Reaffirmed October 12, 2019)

6. 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 high quality health care.

(Revised October 12, 2019)

7. Interprofessional Education

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

(Reaffirmed October 15, 2016)

8. 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.

(Reaffirmed October 12, 2019)

9. Loan Repayment for Students

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

(Revised October 12, 2019)

10. PA Program Diversity

Diversity, equity, and inclusion are fundamental elements of PAEA's mission, practice, and strategy. PAEA is unequivocally committed to diversity, equity, and inclusion to the fullest capacity of PA education, in order to instill inclusive educational excellence, facilitate workforce-population parity, and to reduce our society's health disparities. *(Revised October 23, 2020)*

11. 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.
(Reaffirmed October 12, 2019)

12. 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)

13. 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.
(Reaffirmed October 12, 2019)

14. Terminal and Entry-Level Degree of the Profession

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 clinical PA practice. PAEA supports the master's degree as the terminal and entry-level degree for the PA profession. The Association supports all PAs in their educational advancement throughout their careers, including pursuing postgraduate doctorate-level education.
(Revised, October 23, 2020)

15. 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 12, 2019)

16. Diverse 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.
(Reaffirmed October 12, 2019)

17. Optimal Team Practice

PAEA supports the goal of optimal team practice to reduce administrative burdens on PAs by establishing collaboration at the practice level.

(Adopted October 12, 2019)

18. Competencies for the PA Profession

PAEA adopts the [Competencies for the PA Profession](#), developed by a Cross-Org task force, as a guiding document for the knowledge, skills, and attitudes that PAs in all clinical settings and specialties should be able to demonstrate throughout their careers.

PART 3. PAEA VOLUNTEER STRUCTURE

1. Board of Directors
 - a. Mission Advancement Commissions
 - i. Diversity & Inclusion
 - ii. Faculty Development
 - iii. Leadership
 - iv. Research

 - b. Steering Committees & Boards
 - i. Awards & Honors Review
 - ii. Education Programming
 - iii. Exam Development
 - iv. Finance
 - v. Future Educator Development
 - vi. Governance & Ethics
 - vii. Government Relations
 - viii. Grants & Scholarship
 - ix. JPAE Editorial

 - c. Task Forces
 - i. OTP
 - d. Work Groups
 - i. CAS Enhancements
 - ii. JPAE Feature Editors
 - iii. JPAE Reviewers
 - iv. Education Forum Proposal Panel

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: Three 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: 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 or as the chair of a PAEA committee.

Candidates should be organized and detail-oriented and able to communicate with skill and diplomacy.

Criteria for Service and Requirements:

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

Criteria for Service and Requirements:

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

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.

Appendix C. 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