

Academy of Pharmaceutical Physicians and Investigators

APPI OFFICERS & BOARD OF TRUSTEES A HANDBOOK FOR CANDIDATES

INTRODUCTION

Thank you for your interest in an elected office with the Academy of Pharmaceutical Physicians and Investigators (APPI). In reading this handbook you are embarking on a new journey in leadership with a global academy dedicated to pharmaceutical medicine and clinical research. While the challenges are numerous; so too are the opportunities to advance the practice, the profession and the Academy. The value of your membership in APPI is the opportunity to lead the organization.

This handbook will give you a better understanding of the opportunities for elected office, the roles, the responsibilities and commitments of leadership positions and the process associated with election. It is intended as a guide to help you determine how your knowledge, skills and expertise may contribute to the fulfillment and advancement of APPI's mission and the degree to which an elected office would fit with your plans, professional goals and experiences, and existing time commitments. Specific requirements, duties, and responsibilities for each office are listed in the section of this handbook referencing that particular position.

Each year the Nominating Committee compiles a slate of candidates for APPI elected positions. Candidates are assessed on a combination of professional accomplishments and expertise as well as leadership skills and potential. The APPI slate must be approved by the current Board of Trustees before being presented to the membership for election. An evaluation and scoring process is used for initial ranking of potential candidates.

If, after review of this handbook, you have additional questions, or would like to learn more about serving in an elected position, we encourage you to contact Sara Kilkenny, APPI Nominating Committee liaison at sara@acrpnnet.org or by calling 703.253.6270.

APPI LEADERSHIP

This section provides a glimpse of the culture of the Academy of Pharmaceutical Physicians and Investigators and shows what APPI needs and seeks in its leadership. We need leaders that embrace a leadership code of conduct, knowledge-based decision making, and share APPI's core values.

Leadership Code of Conduct

Board Members, Volunteer Leaders, Officers and Senior Staff Shall:

- Always be guided by the core ideology, envisioned future and three to five year plan when making decisions for the good of the Academy.
- Delegate with clear direction using outcomes and allocation of resources to complete the task in accordance with the direction given.
- Demonstrate good faith, prudent judgment, honesty, transparency and openness in our activities on behalf of the Academy.
- Commit ourselves to ethical, business like, and lawful conduct, including proper use of authority and appropriate decorum.
- Demonstrate uncompromising integrity, which means staying true to what we believe. We adhere to honesty, fairness and “doing the right thing” without compromise, even when circumstances make it difficult.
- Conduct ourselves in a professional, courteous and respectful manner.
- Demonstrate constant respect for every individual we interact with, which means we treat others with dignity, as we would like to be treated ourselves.
- Arrive on time and stay until the end of the meeting.
- Prepare for the meeting by reading the materials and gathering information that will encourage full participation.
- Respect principles of fair play and procedural fairness.
- Work with practical consensus: all members of the group have been heard fully, frankly, and respectfully; all members have been honest in the views and feelings; all views have been considered without prejudice; all relevant information has been shared equally among the group; group members are willing to sacrifice their personal position for the sake of the group and those it is accountable to; members act as if the decision were their own, publicly supporting the decision of the board as a whole when they leave the board table.
- Talk about issues, not people.
- Raise any concerns IN the Board room, not OUTSIDE before or after the meeting.
- Refrain from making judgmental statements, criticizing those who are absent, monopolizing the conversation, and conducting side conversations.
- Promise to ask and answer. Ask until you understand the other person's viewpoint and the other person promises to give an honest answer.
- Respect and give fair consideration to diverse and opposing viewpoints.

- Be mindful that not knowing is no longer an excuse for not acting or making a decision – realize that 50% of decisions will be incorrect and 50 % of decisions will experience a change in environment by the time the outcome is executed.

ELIGIBILITY OF CANDIDATES

GENERAL QUALIFICATIONS

The APPI Bylaws list the following general requirements for candidates for APPI office:

1. Shall be active members in good standing with APPI.
2. Only active members in good standing shall be eligible to serve as Officers, except under unusual circumstances.
3. No elected trustee may serve more than two (2) consecutive terms in the same office.
4. No officer trustee may hold an elected trustee seat at the same time as such individual holds an officer trustee seat.
5. Terms of office shall begin on January 1 of the calendar year immediately following election and end on December 31.

If reapplying for a position, it is expected that you will update and resubmit your application so that all of your experiences and qualifications are current. We recommend that you keep a copy of your application in your files, should you decide to reapply for a position at a future date.

SERVING ON THE ACADEMY BOARD OF TRUSTEES

The APPI Board of Trustees (APPI Board) meets by webinar approximately two (2) times per year and face-to-face approximately two (2) times per year. However, only the Executive Committee members are required to participate in person. All other Trustees may participate via web/teleconference. Typically face-to-face meetings take place in June, and in the fall (between September–November). Face-to-face Board meetings are typically held on a Thursday, from 10:00 am-2:00 pm Eastern Time. Web meetings typically take place on Thursdays as well, from 12:00-2:00 pm Eastern Time. In addition, in July/August, APPI officers participate in a Strategic Planning Meeting with the ACRP Board and Academy officers,

APPI Board members may also serve on committees and/or task forces that require additional commitments of time. APPI Board members may also serve as liaisons to Chapters, Committees, or Task Forces.

While a Board meeting is not held during the ACRP Global Conference in April/May, it is expected that all APPI Board members attend and participate in the Conference. Board members are encouraged to help contribute to the APPI Program as well. A complimentary registration is available for all APPI Board members to enable them to come to the Conference.

On the following pages, you will find an overview of the duties and qualifications for each elected position including an indication of the time commitment and the support needed to comfortably meet the requirements of the position. While most organizations value your leadership contribution in a professional association, if applicable, it is recommended that you discuss your plans with your employer prior to applying for a position.

ROLES AND RESPONSIBILITIES OF TRUSTEES

The term of office for a Trustee is two (2) years. A maximum of two consecutive terms may be served. At least one Trustee position is open each year. The Board of Trustees:

- a. Provides governance and establishes policy.
- b. Assumes legal and fiduciary responsibility for the Academy of Pharmaceutical Physicians and Investigators.
- c. Assures that activities of APPI are consistent with the mission, vision and strategic plan.
- d. Measures accomplishments against strategic goals.
- e. May act as liaison to assigned chapters, committees, and focus groups.

- f. Acts as liaison to other organizations, as assigned.
- g. Chairs or serves as a member of committees/task forces, projects as assigned.
- h. Represents APPI at official functions.
- i. Actively identifies, develops and recruits new leaders.
- j. Must disclose conflict of interest by completing and maintaining an annual conflict of interest disclosure form (see page 15 for ACRP Conflict of Interest and Annual Disclosure Form).

QUALIFICATIONS AND RESPONSIBILITIES OF TRUSTEES

Qualifications vary, and expertise in a variety of settings is an asset. Those seeking election to the APPI Board should have prior leadership experience. Leadership attributes such as strategic thinking, ability to delegate, active listening, facilitation skills, and the ability to develop consensus are essential to the success of any governing body.

While adequate preparation by staff and leaders is essential to the success of the governance process, trustees are expected to commit sufficient time to prepare for APPI meetings, as needed, in order to fully understand issues and assignments.

Strong communication skills are essential. Since Trustees oversee a public non-profit corporation, a foundation in management and basic understanding of finance are helpful skill sets.

Trustees must attend Board meetings and participate in webcasts.

The time commitment of Trustees varies by assignments from as little as one to two hours per month to approximately two days per month. Trustees must be willing to assume additional duties/responsibilities, if necessary, and be able to independently follow through on tasks.

QUALIFICATIONS AND RESPONSIBILITIES OF OFFICERS

PRESIDENT

The President:

- a. This office includes a minimum of three-year commitment: one year as President-Elect, one year as President, and one year as Immediate Past President.
- b. Serves as a voting member of the Board of Trustees.
- c. Serves as senior officer of APPI.
- d. Collaborates with the Executive Director to provide optimal leadership for APPI.
- e. Presides at all Board and Executive Committee meetings as well as the Annual Business meeting.
- f. Provides leadership for Board and Executive Committee activities.
- g. Acts as an official representative and spokesperson for APPI for both internal and external activities.
- h. Performs such other duties as may be prescribed by the Board from time to time.

QUALIFICATIONS AND COMMITMENTS

- a. All officers must, above all, have a strong desire to serve the membership, the practice and the profession.
- b. Strong leadership, management and communication skills are essential, as well as the ability to delegate, negotiate, manage conflict, and bring groups to consensus.
- c. Historical knowledge of APPI's functions through committee activities and experience is necessary.
- d. Basic knowledge of parliamentary procedure is recommended.

The time commitment is substantial. The President on average spends five to ten hours per week on APPI governance issues.

President-Elect

The President-Elect is elected on an annual basis. The President-Elect serves a one-year term. At the end of that term the President-Elect usually assumes the office of President for one year and when that term is completed, remains an additional year on the Board as the Immediate Past President. This three year commitment is essential to provide continuity in APPI's leadership.

The President-Elect:

- a. Serves as a voting member of the Board of Trustees.
- b. Assists President in the performance of duties.
- c. Serves in an advisory capacity.
- d. Prepares to assume the office of President.
- e. Presides at meetings of the Board of Trustees in the absence of the President.
- f. Assumes the office of President should that office become vacant and subsequently fill the office of President for a regular term.

QUALIFICATIONS AND COMMITMENTS

- a. All those listed for President (see above).
- b. This office includes a three-year commitment: one year as President-Elect, one year as President, and one year as Immediate Past President.
- c. The President-Elect is a member of the Executive Committee, a committee of the Board of Trustees. The Executive Committee meets as needed to conduct business between meetings of the Board of Trustees.
- d. Performs such other duties as may be prescribed by the Board from time to time.

The President-Elect typically spends two to four hours per week on APPI communications and business.

IMMEDIATE PAST PRESIDENT

The Immediate Past President:

- a. Serves as a voting member of the Board of Trustees.
- b. Assists President in the performance of duties.
- c. The Immediate Past President is a member of the Executive Committee, a committee of the Board of Trustees. The Executive Committee meets as needed to conduct business between meetings of the Board of Trustees.
- d. The Immediate Past President is a voting member of the Nominating Committee.
- e. Performs such other duties as may be prescribed by the Board from time to time.

SECRETARY-TREASURER

The Secretary-Treasurer is elected on an annual basis.

The Secretary-Treasurer:

- a. Serves as a voting member of the Board of Trustees.
- b. Ensures that all notices are provided in accordance with the bylaws.
- c. Serves as official custodian of the corporate records, including all correspondence of APPI.
- d. Is the official custodian of the seal of APPI and ensures that the seal is affixed to all required documents.
- e. Oversees the maintenance of Board records and ensures their accuracy and safety.
- f. Serves as a member of the Executive Committee.
- g. Oversees the finances of APPI.
- h. Ensures that the annual operating budget of the Academy is prepared and distributed to the Board, to be approved by the Board each year prior to commencement of the Academy's fiscal year.

- i. Ensures that annual financial reports of the Academy are prepared and distributed to the Board.
- j. Works with the Executive Director and Controller to ensure that appropriate financial reports are made available to the Board on a timely basis.
- k. Works with the Executive Director and Controller to ensure review of the annual budget by the Finance Committee, as well as preparation for review and approval by the Board of Trustees.
- l. Reviews the monthly financial statements.
- m. Reviews the annual audit to ensure the sound financial condition of APPI.
- n. Serves as a member of the Executive Committee.

QUALIFICATIONS AND COMMITMENTS:

- a. Attends Board meetings, webinars, and the Annual Meeting.
 - b. Requires attention to detail and good follow-through skills.
 - c. Ability to critically review policies, procedures and bylaws.
 - d. Ability to facilitate the policy review process.
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- a. Basic knowledge of budgeting and finance is essential. Candidates must understand basic financial terminology and be able to read financial statements in order to ascertain the financial health of the organization. The Secretary-Treasurer must be able to communicate effectively with the Controller, Executive Director, and Auditor.
 - b. Previous committee experience and/or service on the APPI or ACRP Board of Trustees is recommended.
 - c. Experience as a Treasurer at the local chapter level or as a Finance Committee member is helpful.

The Secretary-Treasurer typically spends several hours a month fulfilling the duties of the office, plus meetings as noted above.

CONFLICT OF INTEREST AND ANNUAL DISCLOSURE

Conflict of Interest for Board of Trustees and Senior Staff

The Board of Trustees and Staff of the Academy of Pharmaceutical Physicians and Investigators must act at all times in the best interests of APPI and not for personal or third-party gain or financial enrichment. When encountering potential conflicts of interest, such Board and Staff members shall identify the potential conflict and, as required, remove themselves from all discussion and voting on the matter. Specifically, the Board and Senior Staff shall:

- avoid placing (and avoid the appearance of placing) one's own self-interest or any third-party interest above that of APPI; while the receipt of incidental personal or third-party benefit may necessarily flow from certain APPI activities, such benefit must be merely incidental to the primary benefit to APPI and its purposes;
- not abuse their Board or Staff positions by improperly using their membership or APPI's staff, services, equipment, materials, resources, or property for their personal or third-party gain or pleasure, and shall not represent to third parties that their authority as a Board or Senior Staff member extends any further than that which it actually extends;
- not engage in any outside business or profession that would directly or indirectly materially adversely affect APPI;
- not engage in or facilitate any discriminatory or harassing behavior directed toward APPI staff, members, officers, directors, meeting attendees, exhibitors, advertisers, sponsors, suppliers, contractors, or others in the context of activities relating to APPI;
- not solicit or accept gifts, gratuities, trips, honoraria, personal property, or any other item of value from any person or entity as a direct or indirect inducement to provide special treatment to such donor with respect to matters pertaining to APPI without fully disclosing such items to the Board Chair and Executive Director;
- provide goods or services to APPI as a paid vendor to APPI only after full disclosure to, and advance approval by, the Board Chair and Executive Director, and pursuant to any related procedures adopted by the Board;
- not persuade or attempt to persuade any employee of APPI to leave the employ of APPI or to become employed by any person or entity other than APPI; and
- not persuade or attempt to persuade any member, exhibitor, advertiser, sponsor, subscriber, supplier, contractor, or any other person or entity with an actual or potential relationship to or with APPI to terminate, curtail or not enter into its relationship to or with APPI, or to in any way reduce the monetary or other benefits to APPI of such relationship.

To help avoid any conflicts of interest, on the accompanying form you are disclosing ownership or other proprietary interests, responsibilities, circumstances, or other reasons why you (or, by extension, any member of your family) might have an actual, apparent or potential conflict of interest with your duty to APPI, both with respect to the conflicts prohibited above and any others. You invite further review by APPI of any aspects of these circumstances that might be considered appropriate. In addition, you agree to take other steps, such as avoiding deliberation and resolution of certain issues or even withdrawing from your membership on the Board or staff, if it is determined that such steps are necessary to protect the integrity of APPI and avoid the breach of your fiduciary duty to APPI. During such time as you continue to serve on the Board or as a member of the Staff, you agree to notify APPI promptly if and when you

determine that any additional actual, apparent or potential conflicts of interest with your duty to APPI arise subsequent to the execution of this form. Finally, you agree to fully comply with any and all other APPI policies or procedures regarding conflicts of interest.

In accordance with governance requirements, all Trustees and Staff identified by the Executive Director are required to complete an Annual Disclosure Form covering the previous calendar year. Trustees and Senior Staff are also expected to disclose any potential conflicts of interest (as defined above) during the course of the calendar year as they may arise. If you are unsure whether certain conduct may constitute a conflict of interest, please contact the Executive Director.

This questionnaire is designed to provide information about the interests of Trustees and Senior Staff in transactions with APPI. Please answer all questions. If the answer to any question is "Yes," kindly provide an explanation. For purposes of this questionnaire, the term "immediate family" is defined as your spouse, children, grandchildren, stepchildren, brothers, sisters, grandparents, parents, parents-in-law and grandparents-in-law. The spouse of any person included within the above listing is also considered to be a member of the immediate family.

The Executive Committee shall annually review the Conflict of Interest forms for a potential conflict.

Reporting Period Covered: From: January 1, 2010 To: December 31, 2010

Do you, or a member of your immediate family, serve on the Board of Directors of any organization other than APPI

Do you, or a member of your immediate family, have an ownership interest in any company that conducts business with APPI? For purposes of this question, please exclude any ownership of publicly-traded equity securities.

Have you, or a member of your immediate family, had any financial interest in any sales, purchases, transfers, leasing arrangements or guarantees entered into by APPI during the reporting period? Please include within your answer any transactions that are currently pending completion.

Have you, or a member of your immediate family, been engaged in any activity, employment, or outside business activities that could result in an appearance of a conflict of interest? Please include with your answer the scope of any transactions, both during the reporting period and pending.

Have you, or a member of your immediate family, been indebted to APPI at any time during the reporting period? Please exclude amounts related to ordinary travel and expense advances.

Have you, or a member of your immediate family, received a gift in excess of \$250 during the reporting period, as a result of your APPI service? Has this gift been reported to the Executive Director on a timely basis?

The answers to the foregoing questions are correct to the best of my knowledge and belief.

Signature

Date

Print Name

APPLICATION FOR OFFICE

DIRECTIONS FOR COMPLETING APPLICATION

Please read carefully and follow directions. Incomplete applications will not be considered.

1. Completed application must be received by APPI by the deadline indicated on the application. Send:
 - Completed application
 - CV
 - Photograph
 - Conflict of Interest and Annual Disclosure
 - References may be sent under separate cover, directly to APPI Headquarters.

Start the process early so you have time to submit all required elements by the due date.

2. Please describe your goals, strategies, and values as they relate to APPI's vision and mission. Questions to consider include: Why am I seeking office? What unique qualities can I bring to the Board? What do I hope to accomplish during my term in office?
3. Submit a professional photo. Do not send a full body picture.
4. Identify two references. Provide each of your references with the link to the "APPI Board Candidate Reference Form." Allow yourself plenty of time so the survey can be completed by your references by the deadline provided. Please identify a reference from two of the following:
 - a. Current APPI officer, member of APPI boards of trustees, committee chair/member
 - b. Current employer or someone from your workplace setting who can describe and affirm your leadership skills
 - c. APPI chapter officer, member of board of directors, or committee chair/member or equivalent
 - d. Current APPI staff member who can describe your leadership skills
 - e. Member of another professional volunteer organization who can describe your leadership skills

5. You must submit a copy of your current CV. Your CV should include the following items:
 - Education
 - Faculty or academic appointments
 - Certifications (*include dates*)
 - Work Experience (*describe any leadership positions held*)
 - Publications (*authored by you – include dates*)
 - Presentations (*regional, state, national, international*)
 - Abstracts (*poster and oral at national or international meetings*)
 - Awards (*include dates*)
 - Skills & Interests (*related to your occupation*)
6. Submit the completed APPI Conflict of Interest and Annual Disclosure Form. (See form on page 15)
7. Before submitting your application with the required attachments, complete the candidate checklist to ensure that your application is complete and signed (electronic signature acceptable).

CANDIDATE CHECKLIST

To be completed by candidate prior to submitting application package. The application packet should contain the following four items. There is no need to include this checklist with your packet.

- Original of signed Candidate Application
- Photograph (professional head to waist shot)
- Current completed CV
- APPI Conflict of Interest and Annual Disclosure Form

Date submitted: _____