

# PAEA Policies and Procedures Manual



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# **ASSOCIATION OVERVIEW**

## **Mission**

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

To accomplish its mission, PAEA will:

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

## **Vision Statement**

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

## **Value Statement**

We uphold the values of collegiality, scholarship, excellence, service, diversity, ethical behavior, integrity, and respect.

# **PART 1. OPERATIONAL POLICIES**

## **SECTION I. GOVERNANCE**

### **1.01. Purpose of the PAEA Policies and Procedures Manual**

**POLICY:** This manual provides a framework to govern the management of programs and services of the Association by the Board of Directors, committees and other membership groups, and staff. The manual is divided into four parts.

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

Part 2 of the manual consists of the Association's position policies. Position policies are philosophical statements that reflect the Association's beliefs about the desired state of the world and actions that should be taken by governments and other external bodies. Position policies may originate with either the membership or the board. Position policies must be approved by the Association's membership. If position policy on a particular issue is lacking, and is needed in order for the Association to take action on the issue in a timely manner, the Board of Directors may develop provisional policy to guide the Association's actions until the next opportunity for the membership to debate and act on the policy. If no PAEA member acts to place the provisional policy on the agenda for the next business meeting, the policy automatically becomes PAEA policy following the business meeting.

Part 3 of the manual contains the procedure manuals developed by PAEA committees to guide their activities.

Part 4 of the manual contains the PAEA bylaws and other supporting documents.

*(Adopted October 16, 2007; revised February 24, 2010; revised May 29, 2010)*

#### **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.

Procedures describe in detail how a particular policy or operational function is to be implemented and managed within the Association. Procedures can be specific to a specific committee 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 committees and/or the board, and managed by the association’s staff.

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

*(Adopted July 17, 2009; revised February 24, 2010; revised May 29, 2010)*

## **1.02. Updating Policies and Procedures Manual**

**POLICY:** The Governance Committee shall be responsible for maintaining the Policies and Procedures Manual and for regular review of policies due to sunset. All policies must have a date of origin and will sunset in five years. Any board member or committee chair may recommend to the board at any time a new or revised operational policy. Proposed changes to position policies may be submitted as motions for the annual business meeting or to the Board of Directors 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 policies and amendments must be submitted in writing. *(Adopted October 16, 2007; revised May 29, 2010)*

### **PROCEDURES:**

- The Secretary or designated staff will forward any proposed policies and procedures generated by board action (calls, meetings, and committee recommendations) to the Governance Committee for review.
- Committee members or staff will draft the policy.
- The draft policy is returned to the board for approval.
- Upon approval, staff will insert the date of adoption or reaffirmation for each policy and insert it into the Policies and Procedures Manual.
- The Governance Committee and designated staff are responsible for regular review of expiring policies at the committee’s annual meeting.
- The Governance Committee will serve as a resource in helping committees to draft policies and procedures.
- The Governance Committee will notify the membership of policies due to sunset, at least 30 days prior to the due date for business meeting motions.

## **1.03. Business Meeting Standing Rules**

**POLICY:** Pursuant to PAEA Bylaws Article V, an annual business meeting will be conducted at the PAEA Annual Education Forum. The purpose of this meeting will be to provide members with updates from various organizational activities, hold elections (see Section 3.04), and act on motions. The current edition of Sturgis's *The Standard Code of Parliamentary Procedure* will govern PAEA in parliamentary situations not provided for by law, PAEA Bylaws, or other PAEA-adopted procedures. (*Adopted October 16, 2007*)

Following are the standing rules governing PAEA business meetings:

1. The Physician Assistant Education Association shall conduct at least one annual membership meeting. Typically this will be conducted at the organization's fall Annual Education Forum. Special meetings may be called at the discretion of the board; these require written notification of member programs 30 days prior to the scheduled meeting. (*PAEA Bylaws Article 5.03.*)
2. The presence of one third of PAEA member programs, either in person or by proxy, will constitute a quorum. A majority of members present, although less than a quorum, may adjourn the meeting without notice. (*PAEA Bylaws Article 5.03, adopted November 2009.*)
3. Each member program will have one voting representative designated in writing. Each member program will have one vote.
4. Each voting representative must submit a signed voting representative form to receive the program's voting card. A program may also designate a proxy voter, who must be a member of the Association. No individual may hold more than two voting cards. (*PAEA Bylaws article 3.02.*)
5. Voting representatives and alternates must sit in the designated area.
6. A gallery area shall be designated for guests, visitors, and dignitaries, separate from the voting representative area.
7. Voting representatives leaving the floor of the annual business meeting must turn in their voting card at the desk. If the member returns to the floor and wishes to vote, he or she must retrieve the card.
8. Any interested party may testify on pending business. Only voting representatives may make motions on the floor. Debate on a motion and discussion on an issue shall include 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 shall be limited to five minutes on his first presentation, and three minutes on any subsequent presentation. The president may call on individuals to provide information as "expert witnesses" whose testimony shall be limited to the provision of information. When attempting to end the debate, a voting representative may not precede the motion to vote immediately with testimony.
9. Persons who have a financial, commercial, or other interest in the matter under consideration must publicly disclose that interest before initially testifying on the motion, and before initially speaking on the floor about that resolution. Motions not submitted by the deadline will only be considered under the New Business segment of the membership meeting. Such motions require a two-thirds majority vote to be considered.

*(Revised July 17, 2009; revised May 29, 2010)*

#### **1.04. Submission of Motions for Annual Business Meeting**

**POLICY:** Motions may be submitted by PAEA member programs, PAEA committees, or the PAEA Board of Directors. Motions for consideration at the Association's annual business meeting must be submitted in writing, on the appropriate motion form, by the announced deadline. *(Adopted October 16, 2007)*

**PROCEDURES:**

1. A call for motions will be announced through appropriate PAEA communications vehicles at least 30 days before the submission deadline.
2. Motions to be brought forth at the annual membership meeting must be submitted in writing to the chair of the Governance Committee at a minimum of 75 days prior to the annual membership meeting, and shall be signed by the director of the member program, committee chair, or president.
3. Sponsors must submit any financial implications associated with the motion.
4. The Governance Committee will review motions to ensure that the author's intent is clear and that motions are in order.
5. For motions found to be out of order or redundant of existing policy, the committee will contact the motion's author and attempt to modify the motion, while retaining the original intent.
6. Once the motions have been reviewed by the Governance Committee they will be referred to the PAEA Finance Committee for financial evaluation prior to dissemination to the membership.
7. All motions, together with a statement from the Governance Committee on the motion's implications, including financial implications, will be published in the October issue of the *PAEA Networker* and/or other appropriate communications vehicles.
8. A general forum for discussion of motions will be held at the PAEA Annual Education Forum prior to the business meeting. The time and the location of such meeting will be published in the Annual Education Forum program.

*(Revised May 26, 2009; July 17, 2009; May 29, 2010)*

#### **1.05. Board Responsibility for Approved Motions**

**POLICY:** The Board of Directors is accountable to the membership for all motions approved at the annual business meeting. The board must report on the status of all approved motions at the next business meeting. *(Adopted October 16, 2007)*

**PROCEDURES:**

- The board will review all motions approved at the annual business meeting at its next regular meeting and develop a plan to implement a course of action.
- Following this meeting, motions requiring policy language will be forwarded to the Governance Committee, for crafting of policy and procedure format, labeling and numbering, or recommendations for incorporation into existing policy.

### **1.06. Parliamentarian**

**POLICY:** PAEA will appoint a professional registered parliamentarian to advise the president during the PAEA Business Meeting and to serve as an advisor to the Governance Committee. *(Adopted October 16, 2007)*

## SECTION II. MEMBERSHIP

### 2.01. Voting Members

#### 2.01.01 Member Benefits

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

and

Pursuant to Bylaws article 3.07, “Member Programs, and any applicant for membership as a Member Program in PAEA, must satisfy the following criteria:

The Member Program or applicant must be accredited through the Accreditation Review Commission on Education for the Physician Assistant (“ARC-PA”); provided, however, that programs holding provisional or probationary status with the ARC-PA are eligible for membership.

The Member Program or applicant must provide to PAEA such information and data on program operations and characteristics as specified in the PAEA Policies and Procedures Manual.

The applicant must agree to provide, and Member Programs must provide, annual data for the Annual Report on Physician Assistant Educational Programs upon PAEA request, and shall provide such yearly information to PAEA.

The applicant must agree to comply, and Member Programs must comply, with the PAEA Policies and Procedures Manual.” [Bylaws 3.07]

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 PACKRAT self-assessment exam and have access to national comparison data
- Monthly *PAEA Networker*
- Quarterly *Journal of Physician Assistant Education*
- *Annual Report on PA Educational Programs in the United States*
- Listing in the Online PA Programs Directory
- Access to the Members Only section of the PAEA Web site, which contains important reports and exclusive faculty development products
- Listing in the Online Faculty Directory
- Member rates to PAEA conferences and workshops

*(Adopted October 16, 2007; revised May 29, 2010)*

**PROCEDURES:**

**A. Attaining Membership.**

A newly accredited program that wishes to achieve membership in PAEA must submit a completed application form, payment of one year's dues, and a one-time application fee of \$150.

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

**B. Maintaining Membership.**

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

- Maintain accreditation
- Submit data for the Annual Report
- Provide annual Programs Directory updates
- Maintain an accurate roster of faculty and staff for the Faculty Directory
- Pay annual dues in a timely fashion

**C. Regaining Membership.**

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

**2.01.02 Restrictions on Purchase of Member Benefits**

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

**2.02. Non-voting Members**

**POLICY:** Pursuant to Bylaws article 3.03, "The Board may establish additional categories of 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. Such additional members shall be nonvoting unless voting rights are specifically approved by the full PAEA membership by a two-thirds majority vote and the terms thereof set forth in the Corporation's Articles of Incorporation or these Bylaws."

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*
- Quarterly *Journal of Physician Assistant Education*
- *Annual Report on PA Educational Programs in the United States*
- Ability to purchase PACKRAT self-assessment exam (data will not be commingled with data from full member programs)
- Access to the Online PA Programs Directory
- Access to the Members Only section of the PAEA Web site, which contains important reports and exclusive faculty development products
- Access to the annual Online Faculty Directory
- Member rates to PAEA conferences and workshops

*(Adopted October 16, 2007; revised May 29, 2010)*

**PROCEDURES:**

A. Attaining Membership.

A PA program that wishes to achieve Institutional Colleague status in PAEA must submit a completed application form, payment of one year's dues, and a one-time application fee of \$150.

B. Maintaining Membership.

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

- Pay annual dues in a timely fashion

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

Benefits received by Individual Colleagues are:

- Monthly *PAEA Networker*
- Quarterly *Journal of Physician Assistant Education*
- Member rates to PAEA conferences and workshops

*(Adopted October 16, 2007)*

**PROCEDURES:**

A. Attaining Membership.

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

B. Maintaining Membership.

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

- Pay annual dues in a timely fashion

**2.02.03. Emeritus Colleague** – a faculty member who has provided substantial service to PA education and to PAEA

Benefits received by Emeritus Colleagues are:

- Exemption from dues
- Monthly *PAEA Networker*
- Quarterly *Journal of Physician Assistant Education*
- *Annual Report on PA Educational Programs in the United States*
- Access to the Online PA Programs Directory
- Access to the Members Only section of the PAEA Web site, which contains important reports and exclusive faculty development products
- Access to the annual Online Faculty Directory
- Member rates to PAEA conferences and workshops
- Listed in faculty directory

#### **PROCEDURES:**

The Emeritus Colleague is an individual who has provided outstanding service to PAEA.

A nomination for emeritus colleague status can come from any member of the Association. Nominations will be reviewed by the Awards Committee and voted on by the PAEA Board of Directors. (*Revised May 29, 2010*)

### **2.03. Dues**

#### **2.03.01. Voting Member Programs**

**POLICY:** The PAEA Board of Directors, upon recommendation from the Secretary/Treasurer and the Finance Committee, may raise dues annually by an amount not to exceed 4 percent, to be consistent with increases in the Consumer Price Index. (*Adopted October 28, 2006*)

#### **2.03.02. Loss of Membership**

**POLICY:** Dues will not be refunded if a program loses its PAEA membership for any reason during the membership year. (*Adopted May 29, 2010*)

#### **2.03.03. Other Membership Categories**

**POLICY:** Dues for non-voting membership categories will be set by the Board of Directors. (*Adopted October 16, 2007*)

### **2.04. Definition of Program Representative**

**POLICY:** Program representative is the term used by PAEA to refer to individuals who are 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; 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. *(Adopted October 16, 2007; revised May 29, 2010)*

**PROCEDURES:**

Each program director will regularly update his or her program’s roster of “program representatives” through the PAEA online program portal. These names, along with contact information, will be published in the online PAEA Faculty Directory and will constitute the list of program representatives eligible for PAEA member benefits.

## **SECTION III. BOARD OF DIRECTORS**

### **3.01. Board Authority**

**POLICY:** Pursuant to Bylaws article 4.01, “Authority for all PAEA affairs shall rest with the board of directors. The board implements policy and conducts the business of PAEA.” (*Adopted October 16, 2007*)

### **3.02. General Eligibility**

**POLICY:** Except for the student director, a member of the Board of Directors must be a program representative at a PAEA member program as defined in section 2.04. A board member who leaves his or her member program or whose program loses its PAEA membership for any reason will remain eligible to serve in the appointed position for up to one year, provided he or she joins the Association as an Individual Colleague. Failure to attain status as a representative of a member program after one year will result in loss of eligibility to serve on the board.

The Leadership Recruitment and Development Committee is responsible for verifying the eligibility and qualifications of candidates for office. (*Adopted October 16, 2007; revised May 29, 2010*)

### **3.03. Board Composition**

**POLICY:** Pursuant to Bylaws article 4.03, “The Board of Directors shall consist of the President, the President Elect, the Immediate Past President, the Secretary-Treasurer, the Student Director, and three (3) Directors at Large.”

See Appendix B for specific eligibility, qualifications, terms of office, and position descriptions. (*Adopted October 16, 2007*)

### **3.04. Elections**

**POLICY:** Pursuant to Bylaws article 4.04, “The President Elect, the Secretary-Treasurer, and the Directors at Large shall be elected by the affirmative vote of a majority of the voting representatives present (including by proxy) and entitled to vote at any membership meeting of Member Programs in which candidates for such positions are to be elected. (*Adopted October 16, 2007*)

#### **PROCEDURES:**

##### *Nominations.*

- Vacancies on the PAEA Board of Directors will be announced annually in a call for nominations in the *PAEA Networker*.
- Officer and director candidates must meet eligibility criteria published in the Policies and Procedures Manual (see Appendix B) and qualifications established by the Leadership Development and Recruitment Committee.

- Nominations are due to PAEA national office by June 30. Platform statements and candidate curricula vitae will be published no later than 20 days prior to the election.
- Nomination of additional candidates may be made by any voting representative (as defined in section 2.04) from the floor at a membership meeting. The Leadership Development and Recruitment Committee is responsible for ensuring that the nominee is eligible for office.

*Elections.*

- Elections will be conducted during the annual business meeting at the PAEA Annual Education Forum in the fall of each year. Each member program will be entitled to one vote.
- Voting representative forms will be mailed to each program prior to the Education Forum to facilitate designation of each program's representative for the meeting.
- Ballots will be available at the business meeting sign-in desk for at least one hour prior to business meeting #2. Ballots will be collected at the beginning of business meeting #2.
- A simple majority is required for election of PAEA board officers.
- Vote counting will be conducted by at least two PAEA staff members and be supervised by either the Executive Director of PAEA or designee. Election results that consist of less than a five-vote majority will automatically initiate a vote recount.

In years when two Director at Large positions are to be elected, Bylaws article 4.04 shall apply.

“In an election in which no candidate for a particular office or a Director at Large position receives the required majority vote, another membership election will be held between the two nominees for such office or Director at Large position, as applicable, who had received the greatest number of votes. If a tie vote occurs between two or more candidates receiving the greatest number of votes, another membership election will be held between those candidates who are tied.”

The Student Director is nominated by the Student Academy of the American Academy of Physician Assistants (SAAAPA) and approved by the PAEA Board of Directors.

*(Revised May 29, 2010)*

**3.05. Terms of Office**

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

Terms of office for Board of Directors positions are outlined in Article 4.05 of the PAEA Bylaws. (*Adopted October 16, 2007; revised June 26, 2009*)

### **3.06. General Expectations**

#### **3.06.01. Attendance**

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

**POLICY:** A PAEA board member may forfeit his or her position as a result of poor attendance. A board attendance problem occurs if any of the following conditions exist in regard to a board member's attendance to board meetings. A board member can be removed for lack of attendance under these conditions:

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

The president of the board shall try intervention and mediation techniques directly with the board member in question to address a board member's attendance problem. If mediation is not successful, the president shall bring the issue to the board. (*Adopted October 16, 2007; revised June 26, 2009*)

#### **3.06.02. Removal of a Board Member**

**POLICY:** Pursuant to Bylaws article 4.13, "The Board may remove an officer for good cause; the membership may vote to remove an officer or other Board member for cause."

Grounds to remove an individual from the board may include, but are not limited to: excessive absences, an unresolved conflict of interest, or unethical behavior. (*Adopted October 16, 2007; revised May 26, 2009; May 29, 2010*)

**PROCEDURE:** Any board member or program representative who believes grounds exist to remove an individual from the board may submit a written complaint to the PAEA executive director. The executive director will initiate a preliminary investigation, notify the board member of the complaint, and provide an opportunity for the board member to respond. If the executive director determines the complaint to have merit, he or she will convene a three-member panel, consisting of one board member and two Association members. The accused board member has the right to challenge the selection of one of three panel members, the right to counsel, a fair hearing in a timely manner, and a reasonable opportunity to present a defense. The majority decision of the panel is final.

### **3.06.03. Additional Positions for Board Members**

**POLICY:** PAEA board members should not hold additional appointments within the Association while serving on the board of directors, except on operational committees, as defined in section 4.02. Individuals who are members of Association committees should resign their position on being elected to the board. At the discretion of the board, board members may occasionally be appointed to additional positions as needed. (*Adopted May 1, 2008; revised May 29, 2010*)

**PROCEDURES:** Incoming board members should resign any Association positions they may hold, including committee and committee chair positions, liaisons, and positions related to the *Journal of Physician Assistant Education*. Current board members should not be appointed to these positions.

### **3.07. Compensation of Board Members**

**POLICY:** Board members will not be compensated for any Association activities in which they engage during their board tenure. Per policy 6.10 they will be reimbursed for any expenses incurred as part of their board or Association activities. (*Adopted July 17, 2009*)

## **SECTION IV. COMMITTEES, LIAISONS, AND OTHER WORKGROUPS**

### **4.01. Committees**

**POLICY:** Pursuant to Bylaws articles 6.01 through 6.03, the board may create such institutes, councils, and committees as it deems necessary. (*Adopted October 16, 2007; revised July 17, 2009*)

#### **PROCEDURES:**

Institutes are:

- Research Institute
- Faculty Development Institute

Standing committees are of two types:

#### **Operational Committees:**

- Audit
- Finance
- Governance
- Government Relations Committee
- International Affairs
- Leadership Development and Recruitment

#### **Association Committees:**

- Awards
- CASPA
- Education
- Ethnic and Cultural Diversity
- PACKRAT

### **4.02. Eligibility**

**POLICY:** A nominee for a PAEA committee chair or liaison position must be a program representative at a PAEA member program. Program representatives of Institutional Colleague programs and PAEA Individual Colleagues may serve on PAEA committees; however, they are not eligible to chair committees or to serve as liaisons. Representatives of member programs are generally eligible to serve on only one committee as designated in section 4.04 under terms of service. No more than one program representative from any member program may serve on any single committee at one time. However, under special circumstances, the board may choose to modify the eligibility or terms of service.

A committee chair or liaison who leaves his or her member program or whose program loses its PAEA membership for any reason will remain eligible to serve in the appointed

position for up to one year, provided he or she joins the Association as an Individual Colleague. Failure to attain status as a representative of a member program after one year will result in loss of eligibility to serve on the committee or as a liaison. (*Adopted October 16, 2007; revised July 3, 2008, July 17, 2009*).

**PROCEDURE:** All candidates for committee positions must provide a letter of support from the director of the member program.

#### **4.04. Terms of Service**

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

##### *Committee Chairs*

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

##### *Committee Members*

Terms of service for committee members are two years and committee members are eligible for a one-term reappointment, except where otherwise designated in the Bylaws or by the Board of Directors. A committee member who has completed two consecutive terms can again become eligible for committee membership after one year off the committee.

From time to time the board will review the current and projected make-up of all committees, with respect to the staggering of terms and continuity of experience, and may choose to extend certain terms for one year in order to meet the Association's needs.

For liaisons, terms will be established by the external organization or the PAEA board. (*Adopted October 16, 2007; revised July 3, 2008*)

#### **4.05. Appointment**

**POLICY:** Pursuant to Bylaws articles 6.01 through 6.04, committee chairs and members are appointed by the Board of Directors. (*Adopted October 16, 2007*)

**PROCEDURES:** Annual calls for committee chairs and members are typically announced in the July and August editions of *PAEA Networker*. Selection will occur by early October and committee chairs and every attempt will be made to notify members prior to the Annual Education Forum so that they can participate in the committee's meeting at the Forum. (*Revised July 17, 2007; May 29, 2010*)

#### **4.05.01 Chairs**

**POLICY:** The committee chair will be appointed by the board for his or her ability to plan and direct the work of the committee and to function well with its members. *(Adopted October 16, 2007)*

**PROCEDURES:** Nominations for committee chair positions are solicited by a call for candidates in the *PAEA Networker* and other appropriate communications vehicles. The call will request a letter of intent and a CV from all applicants. Selected applicants will be interviewed by a subcommittee of the board. All candidates must provide a letter of support from the director of the member program. *(Revised May 29, 2010)*

#### **4.05.02. Members**

**POLICY:** Committee members will be appointed by the Board of Directors for their ability to carry out the charges of the committee. *(Adopted October 16, 2007)*

**PROCEDURES:** Nominations for committee positions are solicited by a call for candidates in the *PAEA Networker* and other appropriate communications vehicles. The call will request a letter of intent and a CV from all applicants. All candidates must provide a letter of support from the director of the member program. The committee member selection process should include at a minimum a review of submitted materials and an interview of final candidates. The committee chair, with input from other committee members and staff as appropriate, will select from the pool of candidates and make recommendations to the board. *(Revised July 17, 2009; May 29, 2010)*

#### **4.05.03. Unexpected Vacancies**

**POLICY:** The Board of Directors may appoint a replacement for any chair, committee member, or 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 will not affect eligibility for subsequent terms of office. *(Adopted October 16, 2007; revised May 29, 2010)*

**PROCEDURE:** To fill an unexpected vacancy, the procedure for initial appointment (4.05) will be followed. *(Revised July 17, 2009)*

#### **4.06. Number of Committee Members**

**POLICY:** The number of members of each committee will be determined by the Board of Directors. *(Adopted October 16, 2007)*

**PROCEDURE:** The board will determine the appropriate number of members of each committee, in consultation with the committee chair.

#### **4.07. Funding for Meetings**

**POLICY:** Each standing committee will be funded for one face-to-face committee meeting each year, typically in the PAEA national office. All committee members will be

reimbursed for the full cost of travel and accommodation, to the extent permitted by the travel reimbursement guidelines (5.04).

Committee chairs are funded for travel to the Annual Education Forum; committee members are not. Committee members based outside of the United States will be reimbursed for the portion of the travel costs that occurs within the continental United States. (*Adopted May 29, 2010*)

#### **4.08. Additional Workgroups**

**POLICY:** Pursuant to Bylaws article 6.02, the Board of Directors may at any time create task forces, work groups, or other time-limited bodies as needed to accomplish the goals of the Association. (*Adopted October 16, 2007*)

**PROCEDURES:** The board will appoint a chair and members of the workgroup with appropriate expertise. The board will promulgate charges and set the timeline for completion of objectives.

#### **4.09. Liaisons**

**BACKGROUND/RATIONALE:** To formalize and strengthen its relationships with related medical and educational organizations, the Association appoints PAEA members to serve as liaisons with such groups.

**POLICY:** External liaisons are appointed by the Board of Directors. (*Adopted October 16, 2007*)

**PROCEDURES:**

- Nominations for liaison positions are solicited by a call for candidates in the PAEA Networker and other appropriate communications vehicles. The call will request a letter of intent and a CV from all applicants.
- All candidates for liaison positions must provide verification of their faculty status from the director of the member program.
- A subcommittee of the board is selected to review candidates' qualifications, interview candidates, and make a recommendation to the board. The subcommittee may choose to interview only selected candidates, based on review of their written materials.
- The board will annually review the appointment of liaisons.
- Terms will be established by the external organization or the PAEA board.

#### **4.10. Consortia**

**RATIONALE:** Consortia provide an opportunity for faculty to learn about other programs, introduce new faculty, collaborate on projects, encourage creative problem solving, discuss regional issues, and promote leadership development.

**POLICY:** PAEA will organize regional consortia to serve as forums for discussion and communication among programs at the regional level. *(Adopted October 16, 2007)*

**PROCEDURES:**

The PAEA board will

- Organize member programs into regional consortia
- Provide meeting space and a scheduled time period on request for consortia to meet at the annual PAEA meetings, subject to availability

The consortium chair will

- Foster communication among consortium member programs.
- Preside over consortium meetings.
- Identify agenda items for discussion at consortium meetings by contacting consortium member programs prior to the meeting.
- Prepare and distribute meeting minutes to consortium member program faculty, and the PAEA board, within six weeks of the group meeting.
- Facilitate consortium meetings at times other than at PAEA Education Forum

**Election of the Consortium Chair**

A chair may be elected by a majority vote of the designated program representatives within the consortium; each member program is entitled to one vote. In lieu of a single chairperson, consortium members may elect two individuals to serve as co-chairs.

**Term of Office**

The chair(s) will serve for one year. There is no limit to the number of consecutive terms that an individual may serve.

**4.11. Evaluation**

**4.11.01 Evaluation of Chairs and Liaisons**

**POLICY:** Committee chairs and PAEA liaisons to external organizations will be evaluated on an annual basis. *(Adopted October 16, 2007)*

**PROCEDURES:** Evaluations will be directed at providing constructive feedback on the individual's leadership and accomplishment of organizational goals, and will include a recommendation for or against renewal of the chair's appointment. *(Revised July 17, 2009)*

**4.12. Removal**

**4.12.01. Removal of a Committee Chair or Liaison**

**POLICY:** The Board may remove any chair or liaison for good cause. Grounds for removal may include, but are not limited to: excessive absences, a conflict of interest, failure to carry out the responsibilities of the position, and unethical behavior. *(Adopted May 26, 2009)*

**PROCEDURE:** Any member with evidence of grounds for removal of a committee chair or liaison should present it to the president or the executive director. If the board determines the evidence for removal of the chair or liaison has merit, the chair or liaison will be notified and provided with an opportunity to respond. After the board considers the response of the chair or liaison it will convene to determine its decision. The majority decision of the board is final.

#### **4.12.02. Removal of a Committee Member**

**POLICY:** The committee chair may remove any member with board approval for good cause. Grounds for removal may include, but are not limited to: excessive absences, a conflict of interest, failure to carry out the responsibilities of the position, and unethical behavior. *(Adopted May 26, 2009)*

**PROCEDURE:** A committee chair with evidence of grounds for removal of a committee member should present it to the president or the executive director. If the board determines the evidence for removal of the committee member has merit the member will be notified and provided with an opportunity to respond. After the board considers the response of the committee member it will convene to determine its decision. The majority decision of the board is final.

#### **4.13. Subcommittees**

**RATIONALE:** Some committees have seasonal workloads that require additional members, e.g., the Education Committee as it reviews Education Forum proposals. Others oversee a number of specific projects, each of which is best served by a small, focused group, such as the subcommittee of the Research Institute that oversees the research grants program.

**POLICY:** Standing committees may request establishment of subcommittees for specific purposes. Subcommittee members will be solicited through a call to the membership and will be approved by the Board of Directors based on the recommendation of the committee chair. All policies governing standing committee members, including terms of appointment and eligibility, will apply to subcommittee members. Travel and other expenses for subcommittee members are not supported by the Association, except when specifically approved by the board. *(Adopted July 17, 2009)*

**PROCEDURES:** A committee chair wishing to establish a subcommittee should work with the staff liaison to develop selection criteria for a public call. With input from committee members and the staff liaison the chair should select names of desired subcommittee members and forward them to the board for approval.

#### **4.14. Special Interest Groups**

**POLICY:** Any group of program representatives may form a special interest group for the purpose of meeting to discuss common interests. *(Adopted October 16, 2007; revised May 26, 2009; May 29, 2010)*

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

- (1) A statement of purpose that includes how the special interest group's focus is consistent with the Association's mission and values.
- (2) An identified facilitator who serves as a liaison between the group and the board of directors.
- (3) A petition that contains at a minimum eight signatures of PAEA program representatives, from at least three different PAEA member programs.

*(Revised May 26, 2009)*

Benefits to the group include

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

To maintain recognition, the group must

- Show evidence of activity
- Operate within the mission and values of the Association

Failure to comply with the requirements listed above will result in the group no longer being recognized by the organization. Per policy 6.05.02, special interest groups may not speak on behalf of the Association. *(Revised May 26, 2009; May 29, 2010)*

## **SECTION V. PLANNING AND FINANCE**

### **5.01. Strategic Planning**

**POLICY:** The Board of Directors shall engage in a strategic planning process at a minimum of every five years. *(Adopted October 16, 2007)*

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

### **5.02. Financial Management**

**POLICY:** Pursuant to Bylaws article 4.01, “Authority for all PAEA affairs shall rest with the Board of Directors.” The responsibility for financial management and allocation of Association resources lies with the board. *(Adopted October 16, 2007)*

**PROCEDURES:** The Executive Director is responsible for the implementation of and adherence to the financial policies and procedures as provided in the Financial Policies and Procedures Manual. It is the responsibility of the staff Finance Manager to maintain an effective system of internal controls in order to monitor compliance with policies and procedures established by the board. 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 Committee and approved by the Board of Directors.

Amendments to the financial policies may be adopted only by the Board of Directors.

#### **5.02.01. Budget**

**POLICY:** The Finance Committee shall present a budget to the Board of Directors for approval each year. *(Adopted October 16, 2007)*

**PROCEDURE:** In May, the Executive Director shall develop, in conjunction with the Treasurer and the Finance Manager, a detailed operational budget.

The Treasurer, in conjunction with the Finance Committee, shall solicit budgetary requests from committee chairpersons to ensure appropriate allocation of funds to address the board’s charges to the committees. Generally, these requests should be provided to

the Finance Committee no later than January to ensure inclusion in the budget for the coming fiscal year.

A preliminary budget, including assumptions for the next fiscal year, is presented to the Finance Committee. The detailed budget proposal is presented and reviewed by the Committee. The Finance Committee shall present a budget to the board for approval each year no later than its May meeting.

#### **5.02.02. Fiscal Year**

**POLICY:** The Association's fiscal year runs from July 1 to June 30. (*Adopted October 16, 2007*)

### **5.03. Miscellaneous Finance**

#### **5.03.01. Authorization for Unanticipated Expenditures**

**POLICY:** Authorization for unanticipated expenses and therefore outside the board-approved budget must be approved by the Board of Directors when that expense is more than \$5,000 or exceeds the original budget allocation by 10% or more for that particular line item. (*Adopted October 16, 2007*)

**PROCEDURE:** The Executive Director will provide the Board of Directors with an accurate accounting of the amount and justification of said expenses at the time the request is made. If the funds are needed emergently (e.g., when there are more than 2 weeks until a regularly scheduled board meeting) such funds may be allocated based on the formal approval of the President and the Treasurer. A revised budget will be provided to the Board of Directors as soon as possible thereafter.

#### **5.03.02. Investment**

**POLICY:** The Board of Directors will direct the Finance Committee to maintain and regularly review the Investment Policy Statement, which establishes investment strategies and goals and directs the Executive Director in the management of the Association's funds. (*Adopted October 16, 2007*)

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

#### **5.03.04. Check Signing**

**POLICY:** Those who are authorized by the Board of Directors shall follow the check signing procedures as established by the board. (*Adopted October 16, 2007*)

#### **PROCEDURES:**

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

Checks shall be issued only when clearly within the approved budget and with the Executive Director or Treasurer's approval as designated by the Board of Directors.

Checks are prepared for automatic Executive Director signature by the Finance Manager. Once signed, the checks are mailed by the Finance Manager.

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

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

#### **5.04. Travel Reimbursement Guidelines**

**POLICY:** PAEA will reimburse eligible members for reasonable expenses incurred while conducting the business of the Association, subject to the requirements of section 4.07. (*Adopted October 16, 2007; revised May 29, 2010*)

#### **PROCEDURES:**

1. Reimbursement forms must be submitted to PAEA within 10 days after expenses were incurred. A PAEA reimbursement form must be used and the form must be completed and signed. Receipts (for items more than \$30) must be attached before the reimbursement will be processed.
2. Airline tickets may be purchased through the PAEA travel agent, Carlson Wagonlit (866-805-6918, extension 339). PAEA travel codes should be used to ensure appropriate billing. Members are urged to be aware of special rates (Super-savers, etc.) when making flight arrangements.
3. Travel by personal automobile will be reimbursed at the prevailing federal government rate, up to the amount of commercial air travel, if such travel is necessary or when other modes of travel are not available.
4. Airport parking and travel to and from airport will be reimbursed at cost upon submission of receipts. Use of personal automobile to and from the airport will be reimbursed at the prevailing federal government rate. Tips for skycaps, bellhops, and maids will be reimbursed at \$1.00 per bag.
5. Lodging will be reimbursed at actual expenses up to the negotiated meetings rate being offered the Association.
6. Reimbursement of up to \$30 per day will be paid for meals and tips. The calendar day (midnight to midnight) or any part of a calendar day is the unit for computing per diem allowances. Receipts for meals over \$30 must be included with request for reimbursement.
7. Internet connections in hotel rooms will be reimbursed up to \$10 a day.
8. If lodging is shared with another board or committee member, reimbursement for lodging and meals, including tips, shall be the sum of the negotiated single room rate, plus \$20 per day. The calendar day (midnight to midnight) or any part of a calendar day is the unit for computing per diem allowance.

9. Entertainment expenses shall be reimbursed for Association members within the following guidelines after being approved by the PAEA president and treasurer:
  - a) They must advance PAEA's purposes and objectives.
  - b) They must be reasonable and related to PAEA activities and programs.
  - c) Expenditures must not be lavish or extravagant.
  - d) The name of the individuals entertained and the reason for the expenditure must be reported on the travel reimbursement form.

## **SECTION VI. GENERAL AND ADMINISTRATIVE POLICIES**

### **6.01. Code of Ethics**

**RATIONALE:** To establish a set of principles and practices for the Physician Assistant Education Association (PAEA) that will set parameters and provide guidance and direction for board and employee conduct and decision-making.

**POLICY:** Members of the Board of Directors and staff of the Physician Assistant Education Association are committed to observing and promoting the highest standards of ethical conduct in the performance of their responsibilities on the PAEA Board and among its staff. Board members and staff pledge to accept this code as a minimum guideline for ethical conduct and shall commit to the following:

#### **Accountability**

1. Faithfully abide by the Articles of Incorporation, bylaws, and policies of the Physician Assistant Education Association.
2. Exercise reasonable care, good faith, and due diligence in organizational affairs.
3. Fully disclose, at the earliest opportunity, information that may result in a perceived or actual conflict of interest.
4. Fully disclose, at the earliest opportunity, information of fact that would have significance in board decision-making or at the staff/organizational level.
5. Remain accountable for prudent fiscal management to Association members, the board, the nonprofit sector, and, where applicable, to government and funding bodies.

#### **Professional Excellence**

6. Maintain a professional level of courtesy, respect, and objectivity in all PAEA activities
7. Strive to uphold those practices and assist others within PAEA in upholding the highest standards of conduct

#### **Personal Gain**

8. Exercise the powers invested for the good of all members of the organization rather than for his or her personal benefit, or that of the nonprofit they represent.

#### **Equal Opportunity**

9. Ensure the right of all Association members to appropriate and effective services without discrimination on the basis of geography, political, religious, or socio-economic characteristics of the state or region represented.
10. Ensure the right of all Association members to appropriate and effective services without discrimination on the basis of the organization's volunteer or staff make-up in respect to gender, sexual orientation, national origin, race, religion, age, political

affiliation, or disability, in accordance with all applicable legal and regulatory requirements.

### **Confidential Information**

11. Respect the confidentiality of sensitive information acquired due to board service or staff role.

### **Collaboration and Cooperation**

12. Respect the diversity of opinions as expressed or acted upon by the PAEA board, committees, and membership, or among staff, and the right to formally register dissent as appropriate.

13. Promote collaboration, cooperation, and partnership among Association members.  
*(Adopted May 26, 2009)*

## **6.02. Antitrust**

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

**POLICY:** PAEA is not intended to, and may not, play any role in the competitive decisions of its members or their employers or employees, or in any way restrict competition among its member programs or the PA profession. It shall be the special responsibility of any committee chairperson and Association officers to assure that this policy is known and adhered to in the course of activities pursued under their leadership. It is not PAEA's role to act as an arbiter or judge of competitive conduct of its members. As such, this statement of antitrust policy is not a mechanism through which members should charge another member with alleged illegal action. Courts of law are the proper places for such allegations. *(Adopted October 16, 2007)*

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

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

## **6.03. Disclosure of Conflict of Interest**

**BACKGROUND/RATIONALE:** Decisions made by the officers, committees, and others on behalf of the Physician Assistant Education Association have far-reaching implications.

Situations may arise in which an individual representing the Association may have outside interests, which could be perceived as a conflict of interest. Potential conflicts of interest are situations that might not allow for impartial or objective determinations. These situations include, but are not limited to, consulting services, relationships with products, devices, government, or companies such as pharmaceutical and equipment manufacturers.

**POLICY:** It is the responsibility of volunteers to identify potential conflicts of interest and to recuse themselves from discussion that may lead to undue influence resulting from the perceived conflict. Following review of disclosed potential conflicts, a member may be removed from a leadership position, per policies 4.12 and 3.06.02. (*Adopted February 18, 2006; revised April 17, 2008; revised June 27, 2009*)

**PROCEDURES:**

- Each volunteer (board member, officer; or chairs of committees, councils, and commissions) shall sign a statement of disclosure of conflict of interest at the time of election, appointment, or change of position, and annually thereafter. Notification must be made to the Physician Assistant Education Association of a change in circumstances leading to a potential conflict during their tenure.
- The executive director or designee will ensure that all those named above review the PAEA conflict of interest 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's or chair's term.

#### **6.04. Whistleblower Policy**

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

This policy governs:

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

#### **Reporting Responsibility**

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

### **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 shall be responsible for investigating, and making appropriate recommendations to the Board of Directors, with respect to all reported concerns.

### **No Retaliation**

This policy is intended to encourage and enable directors, volunteers, and employees to raise concerns with the Organization for investigation and appropriate action. No director, volunteer, or employee who, in good faith, reports a concern shall 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.

*(Adopted May 26, 2009)*

### **PROCEDURES:**

#### **Employees**

Employees should first discuss their concern with their immediate supervisor. If, after speaking with his or her supervisor, an individual continues to have reasonable grounds to believe the concern is valid, he or she should report the concern to PAEA's coordinator, governance and executive services (coordinator). 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 coordinator.

If the concern was reported verbally to the coordinator, the reporting individual, with assistance from the coordinator, shall reduce the concern to writing. The coordinator is required to promptly report the concern to the chair of the Audit Committee, who has specific and exclusive responsibility to investigate all concerns. If the coordinator for any reason, does not promptly forward the concern to the Audit Committee, the reporting individual should directly report the concern to the chair of the Audit Committee.

Contact information for the chair of the Audit Committee may be obtained through the electronic library documents/rosters. Concerns may also be submitted anonymously. Such anonymous concerns should be in writing and sent directly to the chair of the Audit Committee.

#### **Directors and Other Volunteers**

Directors and other volunteers should 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 coordinator, governance and executive services.

### **Handling Reported Violations**

The Audit Committee shall address all reported concerns. The chair of the Audit Committee shall immediately notify the Audit Committee, the president, the executive director and coordinator, governance and executive services of any such report. The chair of the Audit Committee will notify the sender and acknowledge receipt of the Concern within five business days, if possible. It will not be possible to acknowledge receipt of anonymously submitted concerns.

All reports will be promptly investigated by the Audit Committee, and appropriate corrective action will be recommended to the Board of Directors, if warranted by the investigation. In addition, action taken must include a conclusion and/or follow-up with the complainant 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, shall 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)*

## **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)*

#### **6.05.02. Speaking for the Organization**

**POLICY:** Only the president, executive director, and other persons designated by the Board of Directors may make public statements concerning Association policies or activities. No member may use membership or official position in the Association to promote personal proprietary gain. This policy shall not be deemed to restrict the activities of members and staff when not acting on behalf of the Association. *(Adopted October 16, 2007)*

#### **6.05.03. Web Site**

**POLICY:** The materials contained on the Physician Assistant Education Association Web site ([www.PAEAonline.org](http://www.PAEAonline.org)) are copyrighted to the Physician Assistant Education Association. PAEA is not responsible for the content of any materials on the Web site provided by third parties and makes no claims regarding the ownership, accuracy, or completeness of the information or materials contained on external Web sites. *(Adopted October 16, 2007)*

#### **6.05.04. Use of Information Resources and Graphics**

**POLICY:** The information resources of the Physician Assistant Education Association are provided to facilitate the business of PAEA and its members. Use of PAEA information or graphics, icons, and logos for commercial purposes, other than those approved by the Association, is not permitted. *(Adopted October 16, 2007)*

#### **6.05.05. Copyright**

**POLICY:** Unless otherwise noted, all materials contained on the Web site or published materials of the Association are copyright protected. Materials may be downloaded or reprinted only under the terms of the “fair use” provisions applicable to noncommercial scientific and educational purposes. Reprinting or electronic reproduction of any document or graphic in whole or in part for any commercial use is expressly prohibited unless prior written consent is obtained from PAEA and/or the author of such documents. *(Adopted October 16, 2007)*

#### **6.06. Advertising**

**POLICY:** Physician Assistant Education Association (PAEA) publications and services may contain only advertising that is consistent with the Association’s mission and goals. All advertisements will be reviewed by PAEA editorial staff for appropriateness. PAEA accepts advertisements for the Journal of Physician Assistant Education from companies and institutions with products and services related to the course of study of physician assistant students. The appearance of advertising in the Journal of Physician Assistant Education does not constitute an endorsement by the Physician Assistant Education

Association of a product's value or of any claims made by the vendor. (*Adopted October 16, 2007*)

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

### **6.07. Staff Compensation Policy**

**POLICY:** PAEA seeks to provide a competitive salary and benefits package for all Association employees. Toward that end, salaries and benefits are reviewed annually during a formal evaluation process. The Association's goal is to provide compensation at the mean for organizations of a like size, composition, and budget. Benchmarking is conducted primarily through salary survey reviews of the American Society of Association Executives (ASAE). (*Adopted August 21, 2009; revised May 29, 2010*)

### **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. Records will be retained by the Association according to the following 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,<br>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<br>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.<br>(includes allowances and reimbursement of employees officers, etc.,<br>for travel and entertainment expenses) | 6 years     |
| Withholding tax statements  | 6 years     |

(Adopted May 26, 2009)

## **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: [Date]*

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.

#### **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.

#### **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.

### **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.

### **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.

#### **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 [paeainfo@paeaonline.org](mailto:paeainfo@paeaonline.org).

#### **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.

### **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.

### **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.

### **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](http://www.paeaonline.org).

### **How to Contact PAEA**

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

## **6.10. Data Management and Dissemination**

**POLICY:** PAEA's practices related to general management and dissemination of its data are governed by its comprehensive privacy policy (see section 6.09). In addition, specific data policies in this section may apply.

### **6.10.01. Ownership and Classification of Data**

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

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

Example: PAEA Annual Report, 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 Data and Research Subcommittee, the Research Institute, the PAEA Board of Directors, or designated staff. Released restricted data will not include program or individual identification.

Example: Annual Survey data; CASPA applicant and matriculant data

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

Example: Program-specific data on curriculum changes

#### **PROCEDURES:**

- PAEA datasets will be classified by the PAEA Data and Research Subcommittee or designated staff.

### **6.10.02. Release of Data**

**POLICY:** PAEA will not release restricted or confidential data (as defined in 6.10.01) that identifies any individual, PA program, or institution. Data representing subsets of PA programs will be released only when a minimum of five programs meet the subset criteria.

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

#### **PROCEDURES:**

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

### **6.10.03. Obligations of Data Recipient**

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

#### **PROCEDURES:**

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

### **6.10.04. Cost of Data Processing**

**POLICY:** Program representatives may make a reasonable number of requests for specific datasets from PAEA staff, as long as they are not excessively demanding in terms of the timeline, amount of data requested, and the data formatting required. Complicated or numerous data requests requiring additional analyst time will be charged at an hourly rate. Requests from non-members for data analysis will be subject to approval and to a fee negotiated in advance.

**PROCEDURES:**

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

## **6.11. Annual Report**

### **6.11.01 Obligation to Provide Data**

**BACKGROUND/RATIONALE:** PAEA surveys all member programs annually to gather data of interest to PA programs, sponsoring institutions, policymakers, and other stakeholders. This is published in the *Annual Report on Physician Assistant Educational Programs in the United States*. Achieving a 100% response rate on the annual report survey, as is the norm for most other health education professions, will enhance the value of the data.

**POLICY:** Pursuant to Bylaws article 3.07, “Member Programs must provide annual data for the Annual Report on Physician Assistant Educational Programs upon PAEA request.” (*Adopted August 21, 2009*)

**PROCEDURES:**

- PAEA staff will send each member program a link to the annual report survey in the PAEA online survey portal each year, typically in June. 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. Data and research staff will notify the board of programs that have not completed the survey by September 30.
- The president will formally notify programs of noncompliance with the bylaws requirement to supply data, by writing to the program director and copying the dean.
- From receipt of the letter, a program will have 30 days to respond and 90 days to complete the survey.
- Failure to complete the survey within 90 days will result in the program’s membership being revoked.

### **6.11.02 Security**

**POLICY:** PAEA will take all reasonable precautions to protect data submitted by PA programs and will report data only in the aggregate. For benchmarking purposes, the comparison group must contain at least five programs. Access to salary and other confidential data will be available only to designated staff. (*Adopted August 21, 2009; revised May 29, 2010*)

### **6.11.03 Access to Annual Report Data**

**POLICY:** All PAEA member programs will receive two printed copies of the *Annual Report on Physician Assistant Educational Programs in the United States* and free online access to additional tables. The basic annual report will be available online to the general public. (*Adopted August 21, 2009*)

**PROCEDURES:**

- Staff will send two copies of the published Annual Report to responding programs.
- Survey results will also be tabulated according to programs' consortia, Carnegie classification, type of sponsoring institution, and other variables. These detailed data tables will be available online in both PDF and Excel formats for all responding programs. New programs that did not have an opportunity to participate in the survey will have complimentary access to the tables for the first year.
- Printed copies of the report will be available to the public for purchase.

**6.11.04 Benchmarking**

**POLICY:** PAEA member programs may request specific data reports for purposes of accreditation, promotion, research, and other program uses. Benchmarking or peer analysis reports of PA programs are available to PAEA member programs and Institutional Colleagues only. Multiple requests for data reports by member programs may be subject to limitations based on availability of staff time and other resources. *(Adopted August 21, 2009)*

**PROCEDURES:** Only means and ranks will be included in the report to ensure anonymity. To request a peer analysis, a program should provide a list of at least five other programs for comparison. Examples of peer analysis are: program budget, faculty salary, and graduate salary.

**6.12. Mailing List Rental and Usage**

**POLICY:** PAEA does not rent its mailing list, either US mail or e-mail, for commercial purposes. PAEA member programs are entitled to receive the PAEA mailing list upon request, for any noncommercial or educational purpose. *(Adopted October 16, 2007; revised October 1, 2009)*

**PROCEDURES:** Requests for use of the mailing list by outside organizations or individuals for educational purposes will be considered on a case by case basis.

**6.13. Endorsement**

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

**POLICY:** Endorsements shall be requested through the Board of Directors. The board will determine whether a product for which endorsement is requested falls under commercial endorsement, the purview of the board, or noncommercial endorsement, the purview of the membership. Nothing in this policy shall be deemed to restrict the activities of members and staff when not acting on behalf of the Association. *(Adopted October 16, 2007; revised July 17, 2009)*

#### **6.13.01. Commercial Endorsements**

**POLICY:** Endorsement of commercial products, i.e., educational products, program equipment, or consulting services, will be evaluated and approved by the Board of Directors. The Board may refer requests to the appropriate PAEA committee(s) and/or consultants for review and recommendations. All commercial endorsements will be subject to legal contract between the Association and the commercial vendor. *(Adopted October 16, 2007; revised July 17, 2009)*

#### **6.13.02. Noncommercial Endorsements**

**POLICY:** Endorsement of noncommercial products and position statements from other organizations will be brought by the Board to the general membership for their vote and approval. The board may refer requests for noncommercial endorsements to the appropriate PAEA committee(s) and/or consultants for review and recommendations prior to presentation to the general membership for their vote and approval. Nothing in this policy will constrain the board's ability to respond to time-sensitive policy issues. *(Adopted October 16, 2007; revised July 17, 2009)*

#### **6.14. Nondiscrimination**

**POLICY:** PAEA will not discriminate against the association's staff or other employees, members, or students on the basis of gender, age, race, color, religious belief, national origin, marital status, disability, citizenship status or any other basis as defined in federal, state, or local civil right laws. *(Adopted April 17, 2008)*

**PROCEDURES:** Incidents of discrimination for any reason should be brought to the immediate attention of the association's executive director or president as is appropriate. The charge of discrimination will be brought to the attention of the board and legal counsel as appropriate.

## GLOSSARY

**Council/advisory group:** Performs a specific function which is typically deliberative or advisory in nature. Charges and terms of office are determined by the board.

**Institute:** Similar to a council in nature, typically consisting of a number of subcommittees that accomplish specific tasks.

**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. 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.

**Standing committee:** Consists only of members of the Association and provides ongoing service to the Association. Its duties and charges are assigned by the board. Standing committees typically have ongoing charges as well as periodic charges. Terms of service are fixed, as defined in policy 4.04. The Association has two types of standing committees: operational committees and Association committees.

- **Operational committee:** Consists of members of the board and additional program representatives. Accountable to the Board of Directors.
- **Association committee:** Consists of program representatives, partnering with staff members who are responsible for the relevant area of activity. Does not include a board member. Accountable to the executive director.

**Task force/ad hoc committee/commission:** May include nonmembers in addition to program representatives. Is commissioned by the board to perform a specific task and automatically ceases to exist when its final report is issued. Charges and terms of office are determined at the time of appointment by the board.

## **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 the either the membership or the board. Position policies must be approved by the Association's membership.*

### **Clinical Doctorate**

PAEA opposes the entry-level doctorate for physician assistants. *(Adopted November 7, 2009)*

### **Clinical Training**

PAEA supports an expansion in the number of PA clinical training opportunities. PAEA supports policy and regulatory actions that ensure an adequate and affordable supply of clinical training sites for all health care professionals. *(Adopted November 7, 2009)*

### **Community College Support**

PAEA declares its support to existing, accredited community college programs and will not endorse or support any attempt by any collaborating organization, or program, or individual member, to terminate, recommend termination, or otherwise prevent these programs from participating in PA education. *(Adopted November 5, 2005)*

### **Competencies of the PA Profession**

PAEA joins the NCCPA, ARC-PA, and AAPA in endorsing the proposed [Competencies for the PA Profession](#). Furthermore, the PAEA board of directors should work with the other three organizations to implement a process for regular review and revision of the physician assistant competencies. This process should address the addition of specific language related to diversity, health disparities, and cultural competence. *(Adopted November 5, 2005)*

### **Cultural Competencies for PA Students**

PAEA adopts the Committee on Ethnic and Cultural Diversity's "[Cultural Competencies for Physician Assistant Students](#)" as the Association's model for domains for PA cultural competency education. *(Adopted October 27, 2007)*

### **Diversity**

PAEA supports the development of a diverse PA health care workforce that will meet the needs of and reflect the patient populations it serves. *(Adopted November 7, 2009)*

### **Entry-level and Terminal Degree**

PAEA endorses the master's degree as the entry-level and terminal degree of the profession.

**Health Reform**

PAEA supports comprehensive health care reform that improves the quality and delivery of and access to care. *(Adopted November 7, 2009)*

**Faculty Recruitment, Development, Diversity, and Retention**

PAEA is committed to ensuring the recruitment, development, and retention of qualified, competent, and diverse PA educators. *(Adopted November 7, 2009)*

**Generalist Education**

PAEA supports a generalist orientation to entry-level PA education, to meet the primary care needs of the nation. *(Adopted November 7, 2009)*

**Graduate Medical Education**

PAEA supports the modernization of graduate medical education (GME) to include access to funding for physician assistants. *(Adopted November 7, 2009)*

**Loan Repayment**

PAEA supports an expansion of student loan repayment programs for PA graduates and faculty. PAEA supports regulatory and statutory language that ensures loan repayments for all health professions. *(Adopted November 7, 2009)*

**PA Program Diversity**

- PAEA recognizes that PA programs exist based on unique mission-driven and geographical needs in a variety of educational institutions.
- PAEA recognizes that all accredited PA programs must meet ARC-PA Standards, which may be achieved through a variety of educational models.
- PAEA recognizes the value of accredited, degree and non-degree-granting programs in providing access to PA education for a diverse population.
- In addition to meeting institutional missions, PA programs should hold values consistent with the Mission Statement of PAEA. *(Adopted November 5, 2005)*

**Specialty Certification**

PAEA opposes physician assistant specialty certification and specialty examinations. *(Adopted November 7, 2009)*

**Technology**

PAEA supports the increased utilization of technology, including electronic medical records, patient simulators, and other innovations, to improve efficiency within the health care system and to support the safety of patients served by it. *(Adopted November 7, 2009)*

**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*)

**Workforce**

PAEA supports policies that ensure a physician assistant workforce sufficient to meet the current and projected health care needs of the nation. (*Adopted November 7, 2009*)

## **PART 3. COMMITTEE PROCEDURE MANUALS**

### **Operational Committees:**

- Audit
- Finance
- Governance
- Government Relations Committee
- International Affairs
- Leadership Development and Recruitment

### **Association Committees:**

- Awards
- CASPA
- Education
- Ethnic and Cultural Diversity
- PACKRAT

### **Institutes**

- FDI
- Research Institute

## **PART 4. APPENDICES**

### **Appendix A. [PAEA Bylaws](http://www.paeaonline.org/index.php?ht=a/GetDocumentAction/i/96410)**

(<http://www.paeaonline.org/index.php?ht=a/GetDocumentAction/i/96410>)

### **Appendix B. Board Position Descriptions**

#### **A. OFFICE OF THE 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 PAEA-sponsored activities (e.g., participation on a committee or as a PAEA liaison to another organization) by the time the nominee takes office. Prior participation as a committee chair or service on the board of directors is highly desirable.

##### **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

##### **Responsibilities of the 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
- Identify, recruit, and cultivate prospective new leaders
- Maintain confidentiality on sensitive issues

##### **Responsibilities of the President:**

- Continue the responsibilities assumed as president elect
- Prepare for and lead board meetings and conference calls
- Advance the mission and values of PAEA and its Strategic Plan
- Represent PAEA to other organizations and the public
- Submit scheduled written reports to PAEA and to other organizations
- Represent PAEA on all issues affecting the Association, PA education, and the profession

### **Responsibilities of the Immediate Past President:**

- Help mentor the president and president elect
- Be present on conference calls and board meetings and attend the Annual Education Forum
- 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 of directors, including service on board committees
- Identify, recruit, and cultivate prospective new leaders for PAEA, as requested
- Move to membership in the Leadership Development and Recruitment Committee

### **B. DIRECTOR AT LARGE**

**Term of office:** two years

#### **Criteria for Service and Requirements:**

An applicant for the office 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 PAEA-sponsored activities (e.g., participation on a committee or as a PAEA liaison to another organization) by the time the nominee takes office.

**Candidates for the director at large position should be able to demonstrate their ability to:**

- Lead and communicate with skill and diplomacy
- Facilitate and complete projects; 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:**

- 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 of directors
- Maintain confidentiality on sensitive issues

## **C. SECRETARY/TREASURER**

**Term of Office:** Three years

### **Criteria for Service and Requirements:**

An applicant for secretary/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 of directors, 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 be present on conference calls
- Maintain confidentiality on sensitive issues

## **D. STUDENT DIRECTOR AT LARGE**

**Term of Office:** Two years

### **Responsibilities**

- Present views of the SAAAPA board of directors to PAEA Board.
- Serve as liaison between the board of directors and SAAAPA.
- 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.
- 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.
- Submit a written quarterly report four weeks prior to each board of directors meeting.
- Provide a written report six weeks prior to the annual meeting on the activities and accomplishments of the office.
- Attend the board of directors meetings and the annual membership meeting.
- Submit an article for the PAEA Networker annually.

### **Criteria for Service**

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

- Nominated by SAAAPA and appointed by the PAEA Board of Directors
- Leadership skills
- Organizational skills
- Communication skills
- Enthusiasm
- Willingness to learn
- Timeliness in completing projects
- Dedication