

The Maryland Academy of Physician Assistants



POLICIES & PROCEDURES OF THE MARYLAND ACADEMY OF PAs

Final 2023 Edition

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BACKGROUND

The Maryland Academy of Physician Assistants, Inc. is the officially chartered state chapter of the American Academy of PAs (AAPA, www.aapa.org). MdAPA is a non-profit, 502(c)(6), organization which was founded in 1979. MdAPA is managed by a combination of PAs who volunteer their time and expertise as well as a paid association management staff.

MdAPA is part of a nationwide network of PA state chapters devoted to representing and promoting the interests of PAs as well as advocating the highest quality delivery of healthcare to our patients. In addition, MdAPA has a close relationship, both geographically and in principle, with its parent organization, AAPA, whose national headquarters is located in Alexandria, VA. MdAPA participates with both the AAPA as well as the National Commission of Certification of Physician Assistants (NCCPA, www.nccpa.net) organizations.

MdAPA members serve on the AAPA House of Delegates and help to develop national strategy and policies. Several MdAPA members have held important offices (including President) on both

the AAPA and NCCPA boards. As with any professional society, the Academy's strength lies in its membership. MdAPA members are committed to their profession as well as increasing the public's access to and awareness of cost-effective quality health care.

MISSION STATEMENT

Mission: *To promote and support the Physician Assistant profession in Maryland through communication, education and legislative efforts.*

Vision: *To be the authoritative source on the Physician Assistant profession in the state of Maryland.*

Ethics: *Members of MAPA are bound by the ethical guidelines set forth in our national "Guidelines for Ethical Conduct for the PA Profession", located within the AAPA Policy Manual, available at <https://www.aapa.org/download/69736/>*

BYLAWS

MdAPA bylaws were revised and approved by majority vote at the general membership meeting on September 14, 2019. They are available on the MdAPA website at <https://www.mdapa.org/wp-content/uploads/2020/01/mdapa-bylaws-final-updated-9.2019.pdf> or by contacting management@mdapa.org

Policy Name

CONF02: Conference Fee and Lodging Accommodation Waiver

Policy: It is the policy of MdAPA for both elected and non-elected MdAPA members to have the potential to receive compensation for conference registration and room waiver based on volunteer contribution for the annual conference.

Purpose: To establish guidelines for volunteers’ receipt of conference and/or room waiver based on designated contribution to fully staff and facilitate annual MdAPA conference activities.

Budget: Conference registration prices are valued at upwards of \$750.00 and average nightly lodging ranging from \$135 to \$350 depending upon accommodation type and weekday/weekend. Volunteers are encouraged to share rooms, when able, in order to minimize cost. The number of volunteers needed to staff the conference are expected to range, on average, from 10-20 individuals, with the CME committee budget covering the cost of registration and lodging for those eligible. Price and overall cost may vary depending upon contracted location and season.

Procedure: Active CME Committee members and current Board of Directors Members, are all eligible for conference registration and lodging waiver. For compensation or waiver to be given, service supporting the CME Committee conference planning and facilitation may be performed, at a *minimum*, in the following ways:

1. Board Member Eligibility:

a) Board Members will be eligible through acts of service in conjunction with the CME Committee (whose need is subject to change), which includes selecting one of three service options (Service 1 AND 2, Service 3 only, or Service 4 only):

(1) Prior to the annual conference, participate in at least (two) CME Committee meetings and assist in planning/executing tasks associated with each meeting and their respective follow up;

AND

(2) At the conference, serve at least two (2) hours per scheduled day on at least two (2) separate conference days, or an hourly combination of equality to be approved by the CME Committee based on need;

OR

(3) At the conference, serve at least four (4) hours per scheduled day on at least two (2) separate conference days, or an hourly combination of equality to be approved by the CME Committee based on need;

OR

(4) Take lead on planning, oversight, and facilitating an event to take place at the annual conference (e.g., Silent Auction, Challenge Bowl, Mixer, etc.) with coordination and support of CME Committee

2. CME Committee Member Eligibility:

- a) All CME Committee members who actively participate in planning and/or hosting of the annual CME conference are eligible for conference fee and lodging waiver up to a maximum of scheduled conference days and an additional day prior to the start of the conference as needed for preparation.

A Committee Member will be considered an Active Participant if he/she meets all of the following:

- Attends at least 75% CME Committee Meetings annually.
- Assists in coordinating, planning, and managing events as discussed and decided upon with the Committee.
- At the conference, serves at least four (4) hours per scheduled day on at least two (2) separate conference days, or an equivalent hourly combination to be approved by the CME Director based on need.
- Leads and manages at least one (1) activity or event scheduled to take place at the annual conference, as agreed upon by the CME Director and Committee.

3. Volunteer Schedule

- a) The Conference Planner with CME Director will provide the final volunteer assignments/schedule at least two (2) weeks prior to the conference start date.
- b) If additional rooms are available, they may be distributed to active general member MdAPA volunteers at the discretion of the CME Director and at the request of the MdAPA Board of Directors.
- c) Volunteers may be dismissed from their assignments early without impacting their stated benefit and compensation based on need, coverage, and discussion with the CME Director, when appropriate.
- d) If the number of eligible volunteers exceeds the number of available rooms, volunteers may be asked to share complimentary rooms. Active CME Committee volunteers will be given priority of available rooms over BOD or general member volunteers.

4. Forfeit of waiver

- a) Should the commitment to serve and support the CME committee be less than the agreed upon amount, or not completed entirely, the Member may forfeit the aforementioned benefits for both the current and the following year.
- b) Under special circumstances, the CME Director may review and give consideration for a lesser amount to be waived without total forfeit.

Origination Date: 7/2020

Revision Date(s): 6/2023

Policy Name:

CORP01: Corporate Employment Related Advertising

Purpose: To establish the process for job postings and the Fee Schedule for those job postings through MdAPA.

Policy: All PA job postings are eligible for advertising in a variety of methods to include: MdAPA website, social media, email, newsletter, and annual conference. Fee structure is determined based on what method(s) of advertising and length of posting is requested. Advertising does not constitute an endorsement of services or company by MdAPA. Furthermore, MdAPA reserves the right to refuse any advertisement request.

Budget: no budget line-item cost associated with this policy

Procedure:

The Fee schedule is subject to revision by the Board of Directors on an annual basis in conjunction with the annual budget (see table below).

Package	Length of Posting	Price
1. Job posting to website only*	60 days 1 year – save 15%	Company \$250; annual \$1,125 Recruiter \$350; annual \$1,750 No limit to number or frequency of job postings
2. Posting on social media platforms (Facebook, Twitter, Instagram, LinkedIn)	1 time post/like/etc.	\$50 each occurrence across all requested platforms Max 4 times per 3 months
3. Advertisement in newsletter (>5,000 people)	1 time per quarterly newsletter 1 year- save 15%	Column sized ad: \$100//\$340 ¼ page ad: \$200//\$680 ½ page ad: \$250//\$850 Full page ad: \$500//\$1,700
4. Weekly email newsblast (>5,000 people)	1 time in weekly newsblast	\$100 Max 4 weeks per 3 months

*This fee covers sixty (60) days on the website and will have a reduced fee if extended, for each thirty (30) days after. If the first job gets filled and another opening from the same practice

takes its place, there would not be any extra monies collected, and it would remain until the time of the original posting expiration.

Origination Date

7/2020

Revision Date(s)

Policy Name:

CORP02: Corporate Advertisement Policy

Purpose: To establish guidelines for non-job-related advertisements from outside organizations or companies

Budget: there is no budget line-item cost for this policy

Policy and Procedure:*CME related advertisement:*

Any organization or company that offers any type of CME opportunities, whether there is a fee for the credits or if it would be free to MdAPA members, would be eligible to post on the MdAPA website. The allowed time frame would be determined by the management representative based on the listing's importance. MdAPA CME Conference should always take priority over any other listings. MdAPA requests that any company or organization that has means would reciprocate by advertising the MdAPA CME Conference and/or offering MdAPA PAs a discount for attending the advertised event.

Non-CME related advertisement:

There are two avenues for potential advertisement of non-CME goods or services

1. Any organization or company that would be endorsed by MdAPA in exchange for special benefits or savings for MdAPA PAs would be considered dependent on the assumed value to MdAPA PAs. These listings would need to be approved by the Board of Directors for partnership approval.
2. Company or organization may directly purchase advertising space.

Each opportunity to post would be on a first come, first serve basis and as stated above could be removed if something of greater value or importance should be offered.

There may not be a time frame guarantee for any postings within these categories. The fee schedule is subject to revision by the Board of Directors on an annual basis in conjunction with the annual budget (see *TECH01: Technology Committee Policy* for fee structure). Alternatively, other agreed upon reimbursement or partnership may be developed at the request of the partnering company. Any requested partnership requires official submission to the Board of Directors utilizing the *MdAPA BOD Proposal Template*.

Origination Date: 7.2020

Revision Date(s)

Policy Name:

CORP03: Corporate Sponsorship Policy

Purpose: To establish guidelines for the establishment of relationship-based sponsors. Such affiliations allow other organizations within the community to be involved with the many opportunities that MdAPA can offer while financially assisting MdAPA in return.

Budget: no budget line-item cost associated with this policy

Policy and Procedure:*Sponsorship versus Donation*

1. Sponsorship shall be defined as a mutually beneficial relationship whereby the sponsor provides a product, service, or monetary contribution, and receives in return something of value to the sponsor (i.e. advertisement, public recognition). Such arrangement shall be accomplished via a written agreement that describes the details of the exchange.
2. This contract shall be drafted by the appropriate Board of Directors member based on the details and location of the contract and approved by the BOD.
 - a. Donation shall be defined as any product, service, or monetary contribution without the need for return of service. For the purpose of this policy, this term is synonymous with “unrestricted grant.”

Acceptable Sponsors

3. Sponsors shall be businesses, non-profit groups, or individuals that promote mutually beneficial relationships for MdAPA.
4. MdAPA retains the right to decline and/or terminate any proposed sponsorship or donation (e.g. from sponsors which promote violation of U.S or state law, or those that promote the use of drugs, alcohol, or tobacco).

Sponsorship Selection and Benefits

5. Selection
 - a. The sponsor shall be aware of the mission and goals of MdAPA, and be reasonably aligned.
 - b. The sponsorship shall help generate revenue.
6. Benefits to the sponsoring organization may include: advertisement, recognition, shared branding, and/or conference related promotion.
7. Final decision on details of sponsorship relationship to be determined by the BOD.

Sponsorship Committee

8. A committee consisting of representatives from each program benefiting from such sponsorship shall meet at least once per year to review the current sponsorships and the associated agreements.

9. The MdAPA Treasurer will be the de facto chair of this committee for non-CME related sponsorships.
10. The sponsorship agreements shall be approved by this committee prior to submission to the BOD for approval.

Origination Date: 8/2020

Revision Date(s)

POLICY NAME:

EXTAF01: House of Delegates Reimbursement Policy

Policy: MdAPA will provide reimbursement funding for all Maryland delegates elected to serve in the AAPA House of Delegates (HOD). Funds will be dispersed for reimbursement by the MdAPA Treasurer upon completion of service at the close of the House session and after the delegate has submitted any required report(s).

Purpose: To describe the process for funding and reimbursing those members who will represent Maryland at the annual AAPA HOD.

Budget: The line item for this policy is under the President's Budget.

Procedure:

1. Funding of delegates to the House of Delegates includes funding a full contingency. Should an alternate (backup) delegate be used, that person (the alternate) is eligible for the funding previously planned for the elected delegate.
2. Funding should not exceed three nights lodging (at a maximum limit determined at the time of the budget meeting and based on the average price per night of the hotel conference), round trip travel flight (which has an upper limit that is determined at the budget meeting) and approved HOD registration expenses. Internet, gym access, meals, and beverages are not funded.
3. Reimbursement is contingent on not only attendance to the HOD but also submission of an article for the newsletter.
4. Reimbursement for expenses not previously mentioned must be:
 - a. Approved by the BOD prior to being dispersed.
5. MdAPA does not pre-pay for travel or accommodation expenses related to the annual AAPA HOD.
6. Reimbursements must be submitted to the Treasurer within 60 days and accompanied by a receipt, bill or invoice for all expenses described. Documentation may be submitted electronically as a scanned document, but original receipts must be maintained by the delegate and be available for review.
7. Approved reimbursement requests will be reimbursed no later than 30 business days from the date they are received by the MdAPA Treasurer.
8. Deviation from these policies requires prior approval by either the President or Treasurer.

Origination Date: 1/2022

Revision Date(s):

Policy Name:

EXTAF02: Outreach

Purpose: To outline types of outreach events and diversity offerings of such events and within the organization.

Budget: Variable based on event and overall MdAPA financial status

Policy and Procedure:

1. Outreach Events

a. Dine and Learns

- i. Sponsored dinners by MdAPA for attendees to receive continuing medical education, termed “Dine and Learn,” will be offered at least quarterly with rotation of geographic locations to enable dispersed practitioners to attend.
- ii. All healthcare practitioners, members and non-members of MdAPA, are able to attend these events, including practitioners from other states, though Maryland providers are the primary target group.
 1. Priority attendance will be given to current MdAPA members.
- iii. Once an event is secured by MdAPA, and at least one (1) month prior to the event, the event invitation will be posted on the MdAPA website, in the newsletter, and on all other social media outlets which MdAPA maintains, by the corresponding director or chairperson (e.g. PR Director).
- iv. RSVP will be requested at least one (1) week prior to the scheduled event to ensure the speaker/sponsor can make necessary arrangements for attendees’ dinner and space capacity.
- v. At each event, MdAPA membership information will be provided for any interested non-members in attendance.
- vi. The organization and coordination of such events will be performed by a MdAPA member volunteer or other designated individual(s).

b. Team Sport or Group Volunteer

- i. Healthcare providers may form a MdAPA team for a registered sport or other volunteer activity (e.g. Susan G. Komen walk, blood drive) that directly supports the organization goals or values, or is to promote the organization or profession.

- ii. Such an event will be organized by a BOD member or other appointed member and will not be created by a non-affiliate with use of MdAPA name or other organization member without approval from the Board of Directors (BOD).
 - iii. Those interested in participating will be given directions for sign-up and outreach through the MdAPA website, in the newsletter, and on all other social media outlets which MdAPA maintains by the corresponding director or chairperson (e.g., PR Director).
 - iv. Registration costs (if applicable) for such events will be paid by the registrant; some assistance may be provided by the MdAPA BOD depending upon cost, budget parameters, and event, which would be determined prior to the posting or advertisement of such event.
- c. Social Events
- i. One (1) to two (2) times per year, MdAPA PR or Social Chairperson may organize a social event in various geographic locations and times as an opportunity to network with both members and non-members.
 - ii. The events will serve to provide an open setting for discussion of PA profession-related concerns, MdAPA promotion, and networking.
 - iii. The events will be posted on the MdAPA website, in the newsletter, and on all other social media outlets which MdAPA maintains by the corresponding director or chairperson (e.g., PR Director).
 - iv. The budget for such events will be determined by the PR Director and approved by the BOD at the annual budgetary meeting.
- d. Annual MdAPA Holiday Party
- i. The event is held annually in December at a designated location with provision of food and beverage to attendees.
 - ii. The event is advertised via MdAPA website and newsletter, encouraging members and prospective members to attend and serve as an opportunity for interaction with BOD members, chairs, and directors in a social climate.
 - iii. RSVP will be requested, though not required, via the MdAPA website, and will be available for response at least one (1) month prior to the event to adequately account for budgetary parameters.
 - iv. The budget for such events will be determined by the President and reviewed/approved by the BOD at the annual budgetary meeting.

2. Diversity Outreach Events

- a. Outreach events are offered in various capacities and seek to include a diversity of practice specialties as well as individual diversity amongst practitioners (i.e., differences in ethnicity, gender, language, age, sexual orientation, religion, socio-economic status, physical and mental ability, thinking styles, experience, and education).
 - b. Certain MdAPA events may be intended for a particular sub-group, such as physician assistants, for the purpose of upholding the MdAPA organizational mission, and such events do not discriminate based on aforementioned diverse attributes.
 - c. A Diversity Chair is appointed by the President, who is responsible for the oversight of diversity goals within MdAPA, including development of workshops, student involvement, and/or other outreach events that may improve diversity within the organization, the PA profession, and/or the community.
 - d. MdAPA will only associate with other organizations that also value diversity.
3. MdAPA BOD may decide to limit or eliminate in-person events due to budgetary or other concerns by a majority vote; the membership will be notified if any such decision is made.

Origination Date: 8/2020

Revision Date(s)

POLICY NAME:

EXTAF03: Charitable Giving

Purpose: To develop a standard process by which MdAPA offers and disperses charitable giving to another group or organization.

Policy: MdAPA is a non-profit organization, which generates revenue from membership dues, conference registrations, and corporate contributions. In the event that revenue exceeds expenses, or there is a surplus of funds in the combined checking/savings accounts, consideration for donation to a specific group, organization or charitable cause is appropriate, unless previous budget appropriations were made and approved by the Board at the annual budget review.

Charitable gifts and donations are to be agreed upon by the Board of Directors. Gifts should not exceed \$200 without approval of the BOD. Gifts above that amount should not exceed 5% of the surplus funds up to a total of \$10,000 per year. Donations of less than \$200 may be approved by only the MDAPA Executive Board.

The recipients of donations by MdAPA shall not be of religious or political affiliation (i.e., organizations or persons). Should a member of the BOD or any Fellow members have an organization or person(s) to which they would like to donate, a letter of proposal outlining the donation request shall be submitted to the Board of Directors for review.

The supporting proposal letter shall be drafted with the assistance of legal representation, and include at minimum: name of the proposed recipient (organization), recipient address, process by which the funds will be dispersed, how the funds will be utilized, recipient point of contact, the suggested amount of the gift, and the proposer's contact information.

Budget: There is no set line item for charitable giving

Procedure:

1. Proposal from MdAPA member(s) outlining the charitable contribution may be submitted at any time during the year to the MDAPA executive committee for review, then to be shared with the full Board for review and approval/denial.
2. Should a proposal for charitable donation be approved, a letter shall be drafted and sent to the recipient, along with the donated amount via check signed by the Treasurer.
3. Charitable donations from MdAPA will be decided upon annually, preferably at the time of the BOD leadership transition meeting and/or the time the annual budget is being evaluated.
4. The Treasurer in conjunction with the Executive Committee will review the finances at

the conclusion of each fiscal year. This may be in parallel with the annual budget meeting.

5. The decision to make any donation shall take into consideration the amount of budget surplus and projected expenses for the upcoming board year.

Origination Date: 1/2022

Revision Date(s): 3/2023

POLICY NAME:

EXTAF04: MdAPA Maryland PA Program Point of Contacts

Purpose: To establish a process of ongoing communication and interaction between MdAPA and Physician Assistant Programs located within the state of Maryland.

Budget: No budget line-item cost associated with this policy

Policy/procedure:

In order to develop interest and encourage future active participation within the Maryland Academy of Physician Assistants (MdAPA), each Maryland Physician Assistant Program class will appoint a PA student and PA faculty member to serve as a point of contact between MdAPA and the program itself.

These points of contact:

- a) Will receive correspondence by email from MdAPA regarding MdAPA membership as well as local regional MdAPA events that they are encouraged to attend.
- b) Will also ensure that MdAPA receives an invite to graduation ceremonies annually.
- c) Will not necessarily be the student representative to the MdAPA Board of Directors

MdAPA will select one (1) Board of Director fellow member each year to perform an annual interactive visit to each PA Program located within Maryland. The purpose of these annual visits will be to disseminate MdAPA information as well as encourage ongoing participation in MdAPA upon graduation. By maintaining an ongoing relationship with PA Programs in Maryland, MdAPA will promote more active involvement and be in a better position to advance the PA profession.

Origination Date: 8/2020

Revision Date(s)

POLICY NAME: EXTAF05: Organizational Contracts

Policy: Contracts between MdAPA and any outside organization or person shall be limited to two (2) years with reconsideration of renewal at the conclusion of the contract.

Purpose: In an effort to maintain fiscally responsible, yet cognizant of the value of long-term relationships with vendors, all contracts shall be for a maximum of two years and require competitive bidding before renewal.

Budget: Budget line item to be dictated by the particular contract

Procedure:

1. All goods and services provided to MdAPA by outside individuals or organizations will require a signed contract.
2. Any contract for over \$2,500 will require a minimum of three (3)-five (5) competing bids to ensure the best result unless it is part of a larger contract.
3. Any new contract will need to be formally proposed to the MdAPA Board of Directors. [See *Appendix A: Board of Directors Proposal Template*].
4. Contracts will be approved by majority BOD vote.
5. The President or Treasurer must sign contracts except those related to CME which may be signed by the CME Director at Large.
6. Management and relevant BOD member(s) shall maintain copies of signed contracts. Backup copies shall be maintained as with all BOD related documents.
7. All vendors are entitled to feedback on a minimum of a yearly basis.
 - a. Feedback shall be a summary/average report from all members of the BOD and/or relevant committee members
 - b. Any general MdAPA member may provide feedback to the BOD regarding their interaction with a MdAPA vendor
 - c. Any individual with a conflict of interest may provide feedback but should understand that it may not be taken into consideration pending renewals of contracts or other monetary incentives
 - d. MdAPA management and conference management shall be entitled to reviews by the BOD every 6 months. The feedback mechanism should be agreed upon between the contracted vendor and the BOD at the start of the contract.
 - e. A member of the BOD cannot have a concomitant contract with MdAPA.
 - f. A member of the BOD may have a familial or financial relationship to a MdAPA vendor but should recuse themselves from all voting associated with the contract.
8. The following clauses are to be in place unless otherwise addressed in a specific contract.
 - a. MdAPA may terminate any contract without cause providing 60-day notice to the vendor.
 - b. Annual contracts will auto-renew unless terminated for a maximum of 2 years. At that time, contracts with fees of \$2,500 or more will require a minimum of three (3) competing bids before renewal.

9. Contracts are considered proprietary and shall not be for publication without the approval of the BOD and the other company/person
10. MdAPA Members may request copies of contracts as they are entitled to all MdAPA related documents with the request submitted in writing along with written explanation of intended use and agreement to not release publicly to protect MdAPA interests and vendor relationships

DATE APPROVED / LAST REVISION UPDATE:

3/11/2023

Policy Name:

EXTAF06: PA Representative to the Maryland Board of Physicians

Purpose: In order to promote the PA profession and make sure that the views of all PAs in Maryland are well represented; the MdAPA Board of Directors (BOD) will recommend a PA member to the Maryland Board of Physicians (MBP).

Policy: MdAPA BOD will recommend or endorse PAs for inclusion on the MBP

Budget: As this is a role with the MBP, MdAPA cannot reimburse PA Representatives.

Procedure:

1. The MBP is an agency of the state that is responsible for licensing and disciplining physicians, PAs, and other allied health professionals in Maryland. There is currently a single seat on the MBP reserved for PA representation. This seat is approved by the Governor.
 - a. This position has a full vote on the MBP and is responsible for weighing in on all matters presented to the MBP
 - b. There is a separate Physician Assistant Advisory Committee that is made up of several more PAs as well as physicians and consumer representatives. See related policy *LEG01: Appointments to Maryland Board of Physicians, PA Advisory Committee*
2. Together these PAs assist with requests for initial licensure, requests for advanced duties and disciplinary decisions.
3. When these positions open, MdAPA will make every effort to assist in identifying replacements who have a good understanding of the broad capabilities of PA practice on both a state and federal level.
4. MdAPA will place an open call for nominations. PAs may also self-nominate.
 - a. To express interest, the Fellow Member must share their CV and letter of intent (500 words or less) by a deadline as determined by MdAPA .
 - b. From available applicants, the MdAPA BOD will select individuals that they will endorse for the position to the MBP.
 - c. Applicants will need to apply directly for the position as well.

Origination Date: 8/2020

Revision Date(s)

Policy Name:

EXTAF07: Physician Assistant (PA) Liaisons to State Based Organizations

Purpose: In order to improve PA recognition and protect and promote our scope of practice, MdAPA will support PAs as liaisons to organizations in Maryland that would benefit from PA professional representation.

Policy: MdAPA will recommend or endorse a PA as a liaison to health and medical related organizations in Maryland

Budget: No budget line-item cost associated with this policy

Procedure:

1. Goal of the liaison position is to promote the profession and speak to our education, skill set and capabilities. In this position, the PA should be well versed in different facets of the profession and be able to speak in both generalities as well as provide specific, personal examples of successes and challenges. The PA liaison will always be mindful that they are representing MdAPA and PAs in general when interacting with members of the representative organization.
2. MdAPA will identify organizations that would likely benefit from PA representation. Alternatively, organizations may request PA representation.
 - a. MdAPA will use available resources to identify PAs who based on employment or experience would be an appropriate representative based on the focus or mission of the specific organization.
 - b. PAs may also self-nominate or nominate others to be a representative.
 - c. MdAPA Board of Directors (BOD) will select the liaison from applications for the position.
3. Liaisons are required to submit a quarterly BOD report that includes a list of meetings held and indicate which ones they were able to attend.
 - a. Report should also note any potential areas for targeted education of organizational membership.
 - b. Report should also note successes related to the PA profession.
4. Liaisons should immediately contact the BOD if any concerns are encountered with regards to their interactions with the organization.
5. Liaisons are required to attend at least one MdAPA BOD meeting in a calendar year.
6. Liaison appointments are for a 2-year term at which point the appointment process will be repeated.
 - a. Liaisons are asked to provide 60-day notice if they decide to vacate position prior to end of term.
 - b. If planned leave from position, current liaison is asked to provide assistance in identifying qualified replacements for the position.

Origination Date: 8/2020

Revision Date(s)

Policy Name:

EXTAF08: Regional Events

Purpose: To establish a policy for Regional Directors to employ while organizing regional events intended to foster participation and develop interest in MdAPA membership.

Budget: To be determined at annual MdAPA budget meeting as a line item per region

Policy: The Regional Directors function as an outreach for MdAPA by directly engaging with their district as well as coordinating events in their respective regions of Maryland. With the assistance of the Board of Directors, the Regional Director's primary goal is to develop regional participation and interest from PAs to further advance the profession by involvement with MdAPA. In order to accomplish this task, the Regional Directors will:

- a) Meet approximately 1 month after being elected.
- b) Develop a unifying MdAPA statement that promotes active membership at regional events.
 - i. Regional event statement subject to approval by the Board of Directors.
- c) Organize regional events at a minimum of once a year
- d) Receive member contact information through MdAPA for the sole purpose of notifying participants of regional events. These may include Dine and Learn activities, informal social gatherings to discuss MdAPA and other ideas regarding the PA profession, and/or hospital/office based informative MdAPA lectures.
- e) Provide communication through email as well as MdAPA correspondence regarding regional events in a timely manner prior to the event.

Regional events are for both MdAPA members as well as nonmembers. To encourage participation:

- a) MdAPA members may be given an opportunity to receive a 10% discount on membership renewal if the membership is renewed within one week of attendance at a regional event.
- b) Nonmember PAs in attendance may be given a 25% discount on membership registration if completed within 1 week of attendance at a regional event.
- c) MdAPA members who bring a nonmember PA may also receive a 5% discount off MdAPA membership renewal for the upcoming year.

The Regional Director can also request MdAPA apparel/paraphernalia to distribute to participants at these regional events.

Origination Date: 8/2020

Revision Date(s)

Policy Name:

FIN01: Budget and Financial Planning

Purpose: To outline process for directing financial planning and management within Maryland Academy of PA (MdAPA)

Budget: No budget line-item cost associated with this policy, but all budgets fall under the Treasurer position

Policy and Procedure:FinanceCommittee

1. The Finance Committee will be composed of the President, President-Elect, Treasurer, CME Chairperson, and another non-executive Board of Directors member appointed by the President and approved by the BOD.
2. The Treasurer shall serve as the Committee Chairperson.

FinancialManagementEssentials

1. An annual written budget
2. Timely financial statements, reported quarterly
3. Annual financial audits and reviews
4. Appropriated budget and reimbursement documentation

FiscalYear

1. The fiscal year for MdAPA shall run January 1st through December 31st.

Budget

1. The budget for MdAPA shall be developed on an annual basis and submitted to the BOD for approval.
2. Goals:
 - a. Maximize service and benefit to the members of MdAPA.
 - b. Maintain the long-term viability of the MdAPA.
3. Budget requests with accompanying rationale must be submitted to the Treasurer by the annual date established by the BOD.

ReimbursementRequests

1. Travel Reimbursement
 - a. Must be pre-approved if not part of an already approved budget item
 - b. Must be submitted with original receipts within thirty (30) days of the expenditure and within the fiscal year the expenditure occurred.
2. Non-travel Reimbursement
 - a. Must be submitted with original receipts within thirty (30) days of the expenditure and within the fiscal year the expenditure occurred.
3. Reimbursement Procedures
 - a. Committee Members must submit their reimbursement requests and supporting documentation to their Committee Chairperson who will endorse and forward to the Treasurer for processing.

- b. Committee Chairpersons must submit their reimbursement requests and supporting documentation to the BOD or to their designated representative who will endorse and forward to the Treasurer for processing.
- c. AAPA House of Delegates representatives must submit their reimbursement requests and supporting documentation directly to the Treasurer for processing.
- d. BOD and Officers must submit their reimbursement requests and supporting documentation to the Treasurer for processing.
- e. The Treasurer will review each reimbursement request and if a concern or question arises, it will be brought before the BOD for review and discussion.

Deposits

1. The Treasurer and management representative will manage the collection and deposit of all MdAPA funds.
2. It is required that all funds be deposited into the MdAPA accounts within a timely manner.

Check Issuance

1. The Treasurer shall supervise the distribution of all MdAPA funds.
2. Signature Requirements.
 - a. The Treasurer shall sign all checks issued by MdAPA.
 - b. In the absence of the Treasurer, the President will sign all checks.
 - c. Any disbursement of greater than \$5,000.00 requires two signatures or official approval from the BOD.
 - d. A check signature card shall be held on file at the bank.
 - e. No authorized individual shall sign a check payable to him/herself.
 - f. Bank statements will be reconciled monthly for accuracy.
 - g. One executive Board member (i.e. President) and one non-executive Board member (i.e. CME Director) will have read-only status with the bank for oversight, checks & balances. These persons will be chosen with the transition of officers annually.

Investments

1. Objectives:
 - a. Maximizing total return on operating funds and accumulation of sufficient reserve funds.
 - b. Obtaining equitable balance between operating and reserve funds.
 - c. All investments shall be managed by the Finance Committee.
 - d. The Finance Committee will receive and provide to the BOD an annual investment report.
 - e. A current investment report shall be provided to the BOD at each scheduled board meeting.

Annual Taxes

1. The Treasurer, with assistance of the Academy management representative, will secure timely tax preparation services for all property and IRS taxes.
 - a. The Treasurer will provide designated tax preparers with annual statements and documentation to ensure timely tax preparation and submission.

Transfer of Responsibility to New Treasurer

1. The current Treasurer will contact MdAPA's banking institution to inquire the steps and material to transfer all accounts to the new Treasurer.
2. MdAPA will provide the Treasurer a signed copy of the BOD meeting minutes naming the new Treasurer.
3. The new Treasurer, the out-going Treasurer or the President, and one other voting Board Members must accompany the current Treasurer to MdAPA's banking institution to institute the required changes within 30 days of the appointment of the new Treasurer.

Origination Date: 7/2020

Revision Date(s): 11/2023

Policy Name:

INTAF02: Maryland Academy of Physician Assistants (MdAPA) Board of Directors Meeting Structure

Budget: Budget for Board of Directors Meetings falls under the Vice President line item

Policy and Procedure:

1. Meeting location and times are to be determined by the Vice President per the Bylaws. This information is to be published on the website, social media outlets, and to Board of Directors members at minimum 30 days prior to the scheduled meeting.
2. Minimum of two hours is to be set aside for each BOD meeting.
3. A BOD Member who has been sent notice of a meeting (or publicly posted on a website) and does not attend will relinquish the right of decision to those who are present.
4. Meetings will be conducted in accordance with the most current edition of *The Standard Code of Parliamentary Procedure* by Alice Sturgis.
5. Preparation: Each BOD member must submit a written report and any requested agenda items to either the President or Vice President seven (7) days prior to the meeting. If a report is not received then the oral report will be no longer than 5 minutes in length unless additional time is available. Those who provide a written report as noted will get priority in speaking within the allotted time.
6. Meeting format and flow is recommended as follows:
 - a) Establish Quorum as per Bylaws (noting each person with name and office who is present in person, online, or on telephone).
 - b) President to chair BOD meetings. In absence of President, the Vice President will assume duties of chair. In absence of both the President and Vice President, the BOD shall appoint and by majority vote approve a meeting chair.
 - c) President will call meeting to order noting date and time as well as location for the meeting minutes captured by the Secretary.
 - d) Review previous meeting minutes and amend as needed.
 - e) If a closed Board Meeting or closed portion is required, then a notation on the agenda must also be made prior to meeting so that time may be set aside.
 - f) General order of report and speakers (to be adjusted by President at President's discretion based on requirements of attendees or special guests):
 - i. President
 - ii. Vice President
 - iii. Secretary
 - iv. Treasurer
 - v. Legislative
 - vi. Public Relations
 - vii. CME
 - viii. Membership
 - ix. Regional Reports
 - x. Student/Special Reports (i.e. Delegates)
 - xi. Diversity

- xii. Reimbursement
- xiii. Management Representative
- xiv. Old Business
- xv. New Business
- xvi. If a closed Board session or portion is required, then the open portion will be adjourned allowing all but Board Members and/or Executive Board to have the closed portion at this point.
- xvii. Adjourn

AUTHORITY (AKA references):

The Standard Code of Parliamentary Procedure by Alice Sturgis

Origination Date: 7/2020

Revision Date(s)

POLICY NAME:

INTAF03: Student and Faculty Engagement

Policy: MdAPA will make a concerted, continued effort to engage pre-PA and PA students as well as PA school faculty and preceptors.

Purpose: MdAPA recognizes the valuable role that PA students and faculty play, both in the perpetuation of the profession but also providing a different viewpoint on matters related to MdAPA.

Budget: Primary requests for budgetary items related to student and faculty engagement shall be a line item under the Membership Director budget.

Procedure:

1. Student and faculty engagement fall under the purview of the Membership Director.
2. MdAPA management will be responsible for keeping an up-to-date list of faculty and student liaisons.
3. Every PA program in Maryland will be asked to identify at least one active faculty member to be a MdAPA liaison,
 - a. Faculty liaisons will be the point of contact for their specific program.
 - b. Faculty liaisons will be encouraged to attend all open Board of Directors meetings.
4. Every PA program in Maryland will be asked to identify at least one active student member to be the MDAPA liaison.
 - a. See related *Student Representative of the Maryland Academy of Physician Assistants Policy*.
5. A member of the BOD shall visit every PA program in Maryland at least once a year.
 - a. This is to be coordinated between the President, Immediate Past President, Membership Director, and Public Relations Director.
 - b. Visit preferably will be in person but may also be virtually.
6. Students shall be eligible for a special category of MdAPA membership at a reduced rate.
 - a. PA student rates apply to students actively enrolled in an ARC-PA accredited program in any state or territory.
 - b. Pre-PA students qualify for Associate Membership of MdAPA.
7. New graduates from PA programs qualify for a reduced membership fee for 90 days after matriculation from their program, whether or not that school was in Maryland.
 - a. The Membership Director should communicate this award in celebration of their graduation to all the PA programs in Maryland.
 - b. Management will be responsible for providing the one-time award discount on

their membership fee.

8. Membership Director will coordinate with other MdAPA officers and management to include student/faculty specific messaging on social media outlets.
9. Maryland based PA programs will qualify for the reduced members-only rate when advertising for faculty positions.
10. MdAPA may assist with programming needs of PA programs by serving as an intermediary for specific trainings or lectures.
11. Membership and CME Directors will consider events that are inclusive of students and faculty at the annual conference and any other CME offerings.
12. Regional events, including Dine and Learn, will include students and faculty, as allowed by the sponsoring organization or location.

Origination Date: 1/2022

Revision Date(s):

POLICY NAME:

INTAF04: Election of Officers for MdAPA Board of Directors and AAPA House of Delegates

Policy: The Board of Directors, Student Directors-at-Large and the Maryland Delegates to the American Academy of Physician Assistants House of Delegates will be elected annually.

Purpose: Outline the annual process for coordinating a seamless election cycle as well as how to manage vacancies in positions

Budget: Maximum of \$500.00. The budget is contingent on the voting platform approved by Board of Directors as part of the annual MdAPA budget.

Procedure:

1. Vice President will serve as the de facto Elections Chair during their term and shall be elected to serve one year.

2. There will be an election annually for the President-Elect. The President-Elect will be elected to serve a one-year term as President-Elect prior to assuming the office of President, followed by a one-year term as President, and concluding with a one-year term as Immediate Past President, serving a 3 (three) year contiguous term.

3. The Secretary (odd years) and Treasurer (even years) are elected and shall hold their offices for a term of two years.

4. Directors-at-Large are elected to serve one-year terms. The four MdAPA Directors at large will be responsible for chairing the major standing committees, namely Membership, Legislative, Public Relations, Communication, and CME, or as determined by the current Executive Board.

5. Regional Directors are three in number (Eastern Shore, Southern Maryland, and Western Maryland) and are elected to serve two-year terms. These members are elected during even years.

6. There will be a Student Director with voting privileges appointed by the Board per the recommendation from the sponsoring ARC-PA accredited program for a one-year term. Student Directors shall be student members of MdAPA.

7. All Board of Directors and Delegates shall be members in good standing of the American Academy of Physician Assistants (AAPA) prior to being placed on the election ballot and for the duration of their term.

8. Officers, Delegates and Directors-at-Large shall be MdAPA Fellow members in good standing prior to being placed on the ballot with MdAPA. Committee Chairs shall be MdAPA Fellow members in good standing prior to being recommended for appointment to a Chair position; this is not an elected position.

9. House of Delegate representatives are elected to a one-year term, July 1 – June 30, as per AAPA rules. The number of representatives is to be decided by AAPA. Delegates assume full

Delegate privileges and responsibilities upon being seated while the House of Delegates is in session and therefore must be elected to be in compliance with AAPA Bylaws. These representatives are to be members of MdAPA and AAPA for the entire duration of their role as representative.

Process of Elections:

1. The Vice President is the Elections Chair. If vacant, the President Elect will assume Elections Chair responsibilities. If the President Elect position is vacant, the role of Elections Chair is to be filled by either the Treasurer or Secretary, whichever position is not up for election.

2. Annually, the Elections Chair should cast an open request for nominations from the general MdAPA membership for candidates one time per year. The request shall include details of each position as well as the membership requirements to apply. This open request shall remain open for at least two weeks. Requests for nominations will be announced to the membership using email, social media, the MdAPA newsletter and website, and any other appropriate outlet. It is the role of the Elections Chair to develop a full ballot of qualified candidates for each position. Individuals may nominate others or self-nominate. Members are allowed to write in candidates at the time of voting when the ballot is released.

3. Eligibility to seek office in MdAPA is outlined in the Maryland Academy of Physician Assistants Bylaws. Any Fellow member in good standing with current membership is eligible for any position on the Board of Directors. Membership must be valid at the time of being placed on the Election Ballot. Any Maryland second (clinical) year student member with current MdAPA membership is eligible for the Student Director-at-Large position.

4. All Fellow members interested in running for an office, delegate, or board position must submit a letter of intent, a brief biographical sketch, and a platform statement (300 words or less) to the Elections Chair by the stated deadline.

5. Ballots will be sent to all current Fellow members and be open for 30 days. Associate members are not eligible to vote.

6. Student representatives shall be nominated by their peers of their respective ARC-PA accredited program and recommended for appointment to the Board by their program director. The Board of Directors agrees by vote to appoint the recommended Student. The Student Director position shall rotate on an annual basis between PA programs with active student enrollment within the state of Maryland. The table below will serve as the template for the rotating order for the Student Director At Large position:

- 2021 – Frostburg State University
- 2022 – University of Maryland Baltimore/Anne Arundel Community College
Collaborative
- 2023 – University of Maryland – Eastern Shore
- 2024 – Towson University/CCBC-Essex

This pattern will continue until policy revision. If a new program is approved, it will be added to the end of the sequence.

7. Only ballots received by the close of the election cycle will be accepted. If the Elections Chair is running for office in the election, the Past President or President Elect will confirm the vote.

8. The Elections Chair and/or President will contact the candidates with the results prior to their publication. The announcement to the elected candidates will occur immediately following the conclusion of the ballot counts. Upon acceptance of their positions by the elected candidates, the MdAPA membership will be notified of election results. The results of the election will be announced via webpage, social media outlets, newsletter or any other outlet deemed appropriate. If an individual declines a position for which they have been elected and a rank choice ballot is used, then the individual with the second most votes may assume the role.

9. If there is a tie for the most votes, another election shall be held immediately. The candidates on that ballot will include only the tied candidates. The winner will be the candidate who receives a majority of the vote in the second election. If there is no candidate who receives a majority vote on the second ballot, the winner will be chosen by random witnessed draw and conducted by the President with the Elections Chair as the witness.

Vacancies/Special Elections:

1. In the event there is no one candidate for any position, the Elections Chair will have the discretion to re-open requests for the position for a defined period of time. Should no candidates be available after the second call, the Board of Directors may recruit and identify a qualified and agreeable Fellow Member to serve on and vote within the Board without holding an additional membership voting process.
2. If an elected House of Delegates member is unable to complete their term, the Elections Chair shall be tasked with establishing the nomination and voting periods for the open position and will receive nominations for candidates to serve the remainder of the term. The Elections Chair shall inform the Board of Directors and the MdAPA membership of the election schedule within two weeks of receiving the vacancy notification. Votes will be cast via the voting platform used in the annual election.

3. If there is a vacancy among the elected Board of Directors and more than half of the vacant term is left, then there will be an open membership vote for a new candidate, following the above process outline in step two (2). If less than half of the vacant term remains, the Board of Directors may use its discretion to decide how to fulfill the role.

Managing the Ballots for Election:

Responsibility:

The Elections Chair shall be responsible for seeking nominations from the general membership, setting exact due dates for letters of intent, coordinating voting, tallying the votes, and notifying the Management Service of the results. The Elections Chair and/or President should notify candidates of the election results.

Procedure:

1. The Elections Chair shall make a call for nominations for the positions whose terms are up, and announce the Program eligible for the voting Student Director-at-Large positions. The Elections Chair shall request a letter of intent, brief biographical profile, and platform statement of all those wishing to run for office. Individuals may self-nominate or be nominated by another member. The Elections Chair shall contact those nominated for a position and offer them the chance to provide the required information. Nominations for the Student Director-at-Large positions need to be voted by their peers to apply. The Elections Chair will verify eligibility with the MdAPA manager and/or Membership Director at Large.

2. Once the deadline has been reached, the open call for candidates shall close. The platform statements and names of those running for the various positions shall be sent to all members eligible to vote.

Note: Only Fellow members may vote for Board of Directors positions. Associate and student members are not qualified to vote.

3. In the event of the need for a special election, the Elections Chair shall contact the membership and make a call for nominations. Members will have thirty days to submit a nomination and appropriate materials. Once the eligible applicants have been identified, the platforms shall be sent to the voting membership.

4. The Elections Chair is responsible for creating, formatting, distributing, validating, and closing the ballots at the stated schedule using the voting platform approved by the Board of Directors for that year. The Management Service may assist in any of the aforementioned processes. The ballots must clearly state the rules of the voting (e.g. the ability to vote for the individual on the ballot or submit a write-in candidate). Ballots should be rank choice format for positions with three or more candidates to ensure a majority vote is obtained and to allow for valid substitution in the event the primary winner declines or is no longer eligible for the position. Ballots should be reviewed by the Elections Chair prior to distribution. The rules for validation should be discussed and may be shared with the Board as needed. Once the deadline for voting

has been reached, the raw data as well as the tallied data are to be compiled and sent to the Management Service for archiving.

AUTHORITY (AKA references):

Maryland Academy of PAs Bylaws, Article 7

AAPA Bylaws Article VI, Section 2, available at

<https://www.aapa.org/advocacy-central/constituent-organizations/constituent-organization-news/constituent-organization-election-of-delegates/>

Origination Date: 3.2021

Revision Date(s):

Policy Name:

INTAF05: Addressing Harmful Media Press & Unethical Behavior

Purpose: Addressing Unethical Behavior Within the Organization or in the Local Media

Policy:

In keeping with the policy of maintaining the highest standards of conduct and ethics, the Maryland Academy of Physician Assistants will investigate any suspected fraudulent or dishonest use or misuse of the organization name, logo, or inappropriate and/or incorrect references to the PA profession.

MdAPA is committed to maintaining the highest standards of conduct and ethical behavior and promotes a working environment that values respect, fairness and integrity. All staff, Board of Directors, members and volunteers shall act with honesty, integrity, and openness in all their dealings as representatives of the organization. Failure to follow these standards may result in disciplinary action including possible termination of employment, dismissal from one's BOD or volunteer duties, and possible civil or criminal prosecution, if warranted. Staff, BOD, members, consultants, and volunteers are encouraged to report suspected fraudulent or dishonest conduct (i.e. to act as "whistleblower"). MdAPA will provide any necessary documentation upon request.

Should a public statement need to be made to counter any inappropriate or negative media attention, the Director of Public Relations and the President are to coordinate a succinct and timely statement correcting the information that is being shared. The President and Director of Public Relations can decide the platform by which this is communicated with approval of the BOD.

Budget: No budget line-item cost associated with this policy

Procedure:

Reporting a person's concerns about possible fraudulent or dishonest use or misuse of skills, resources or property should be reported to the Board of Directors via email, electronic means, or by phone. If for any reason a person finds it difficult to report his or her concerns to the BOD, the person may report the concerns directly to the management representative.

Alternatively, to facilitate reporting of suspected violations where the whistleblower wishes to remain anonymous, a written statement may be submitted to one of the individuals listed above, or an individual may complete a process via the MdAPA website to submit their concerns. Any concerns that are received in this fashion by the management representative will be forwarded to the President and/or a relevant member of the BOD.

Origination Date Origination Date: 7/2020

Revision Date(s)

Policy Name:

INTAF06: Branding and Use of Logo

Purpose: Outlining the criteria for use of the organization's logo and the process of adopting a new logo.

Policy:

The Board of Directors (BOD) must approve by a majority vote any MdAPA logo that is used on official or unofficial MdAPA communications. This includes but is not limited to: website, letterhead, email signatures, social media, flyers and/or advertisements.

The logo may only be used in settings previously approved by the Public Relations Director and/or Executive Committee or the contracted vendors.

The Maryland Academy of PAs word mark, seal, logo, or other corporate identification symbols may not be altered in any way without written permission from the appropriate entity. Once a new logo is adopted, the previous design shall cease being used and the members shall be informed of the updated branding. The BOD will decide how to manage the use of any supplies or materials with the previous logo.

The logo is a reflection of the brand, values and ethics of the organization. It is not used for messages that are negative, political, or against the foundational principles of the Physician Assistant practice.

In the case of modifying the currently approved logo, the Director of Public Relations will perform the initial review of the logo; and the BOD enacts final evaluation and approval. Once a newly modified logo is adopted, the previous design shall cease being used (current inventory excluded), and the members shall be informed of the updated branding.

Misuse of the logo by any general committee or BOD member is grounds for legal action and potential-suspension from the organization.

Origination Date: 8/2020

Revision Date(s)

POLICY NAME:

INTAF07: Removal of a Board of Directors Member Policy

Policy: Outline the procedure for a removal of an elected member of MdAPA leadership.

Purpose: The procedures for removal of MDAPA elected officials were designed with the hope that they would never have to be utilized. However, use of the Removal of Officer Procedure is specifically limited to include only elected officials, as individuals appointed to office are under the jurisdiction of the appointing party and/or the Board of Directors to be removed. For general members, see related *Membership Termination and Denials Policy*.

Budget: No line item associated with this policy

Procedure:

Conduct that Justifies Discipline:

1. Grounds for discipline including, but are not limited to: gross dereliction of duty, failure or refusal to disclose information on matters of MDAPA business, misrepresentation of MdAPA to outside organizations, malfeasance or nonfeasance of duties of the office, misappropriations of MDAPA funds, failure to fulfill fiduciary duties, conflict of interest, conduct that is unbecoming of the office including but not limited to public behavior public presentations, mass email, social media, video, etc.
2. Individual charges of unethical conduct or MdAPA rules violations against an officer of the organization shall be evaluated as a complaint as defined below,

Inquiries:

1. All questions regarding discipline of officers and elected officials of MDAPA should be directed to the Executive Board of MDAPA.

Initial Complaint:

1. A complaint alleging that a BOD Member (Respondent) has engaged in conduct that is grounds for discipline must be made in writing to the Executive Board. Complaints are only accepted as it relates to current MdAPA Board Members.
 - a. The complaint may also be written or typed, signed, then attached as a scanned document and submitted by email to the Executive Board.
2. Only Complaints which meet the following requirements will be acted upon;
 - a. All complaints must be filed in writing and signed by the Complainant.
 - b. The Complainant(s) must identify themselves to the Executive Board.

- c. The Complainant(s) must cite the specific act(s) or failure(s) to act alleged to be grounds for discipline.
 - d. The Complainant(s) must describe in detail all known, material circumstances involving the alleged act(s) or failure(s) to act by the elected official.
3. If the complaint is incomplete, it will be returned to the Complainant(s), for completion. No action will be taken upon the complaint until it has been properly completed, signed, and submitted to the Executive Board
4. All known charges to be made against an elected official must be filed in the initial complaint. However, an addendum to the complaint may be filed alleging additional violations if the Respondent is notified of other violations thirty (30) days prior to the hearing. If necessary, the Respondent may request a continuance of the hearing.
5. All supporting documentation available to the Complainant(s) should be submitted with the complaint.
 - a. Supporting documentation (such as minutes, transcripts, photographs, personal correspondence, financial statements) must be submitted with the complaint and must clearly state the source of the material and the people involved, if known to the Complainant(s). The **documentation** must be legible and pertinent to the alleged violation(s).
 - b. Documentation such as newspaper clippings, newsletter articles, etc., must include the source and date of the article. Loose clippings should be mounted on plain white 8-1/2" x 11" paper.
 - c. These items may be then scanned to create an electronic record, as long as they remain legible.
6. All witnesses known to the Complainant(s) shall be listed in the written complaint with contact information. Each witness should be informed by the Complainant(s) that is being identified as a witness on a disciplinary complaint.
7. If the written complaint is signed and contains a detailed statement of the alleged incident(s) which constitute conduct justifying discipline, it shall be accepted as a bona fide complaint.

Initial Review and Notice:

1. Upon receipt of a properly completed complaint, the Executive Board shall:
 - a. Verify membership status of the Complainant(s) and position of the Respondent.
 - b. inform the Board of MDAPA that a complaint was filed. No details of any complaint shall be provided at this time. If the complaint is against anyone on the Executive Board, they will be notified only as the Respondent rather than in their role on the Executive Board.
 - c. The Executive Board shall investigate the allegations within 14 days of receipt of

the complaint to decide if conduct justifying discipline may have occurred. In reaching its decision, the Executive Board should apply the following principles:

- i. The Complainant(s) is/are responsible to present charges and credible evidence supporting such charges of conduct justifying a discipline hearing.
 - ii. If the Executive Board finds that the evidence in support of the complaint is insufficient to sustain any charge of conduct justifying discipline, the complaint is dismissed, and the Complainant(s) and Respondent are notified by certified mail or secure email with return receipt and first-class mail with a brief statement that there are not sufficient grounds for discipline.
 - iii. If dismissed, the Complainant(s) may submit another complaint with new (i.e., different) charges and supporting evidence if warranted.
2. If the evidence is found sufficient to sustain a potential charge of conduct justifying discipline, the Executive Board will prepare a report for the full BOD. Executive Board members cannot be made to testify about their investigative process.
- a. The Respondent is to be notified by certified mail and/or secure email with return receipt that an official complaint has been received.
 - b. A copy of the complaint, list of Complainant's witnesses to the extent known at the time, copies of supporting documentation to the extent known at the time, and the appropriate section of the Policies and Procedures Manual shall be sent to the Respondent by certified mail and/or secure email with return receipt. The Respondent shall be notified that he/she has 30 calendar days from receipt to request a hearing, to respond to the charges, and if applicable, supply supporting documents.
3. Pre-hearing Discovery: The Complainant and the Respondent have the right to know, a minimum of ten days in advance of the hearing, the witnesses who will be called and the documents which will be presented by the opposing side during the hearing. Each side is limited to presenting documents exchanged in discovery.

The Respondent will be informed that he/she has the right to:

- i. A hearing;
- ii. Be represented by any authorized agent of choice who is not an attorney at law;
- iii. Present and cross-examine witnesses;
- iv. Present documentary evidence;
- v. Confront the Complainant(s);
- vi. Ask questions of the Executive Board members and alternates and the Presiding Officer which are directly related to determining whether they

are impermissibly biased and to challenge the impartiality of any member, alternate, or the Presiding Officer;

- vii. Appeal, or
- viii. Resign.

Hearing:

1. A Disciplinary Committee shall be formed and consists of the Executive Board plus two (2) additional members of the MdAPA board. The Presiding Officer may be the President, or a person designated by the Executive Board.
2. A hearing shall be scheduled no less than thirty (30) nor more than sixty (60) days after receipt of a request for hearing.
3. The Presiding Officer shall oversee the preparations for the hearing by:
 - a. Arranging hearing space and times.
 - b. Assuring that proper notification of the hearing has been disseminated to all involved parties.
 - c. Securing transcription services.
 - d. Assuring that the Management office prepares any documentation necessary for the hearing.

On the day of the hearing, the Presiding Officer shall facilitate the process by:

1. Providing an agenda,
2. Reviewing the rules of conduct,
3. Presiding over the hearing, and
4. Providing all necessary documentation to the Disciplinary Committee.

The Complainant(s) must appear in person before the Disciplinary Committee. The Complainant(s) and the Respondent may each request a current MDAPA member, who is not an attorney, to represent them during the proceedings. The individual from the Executive Board who collected information on the complaint shall also be present. Failure of the Respondent to request a hearing or to appear shall constitute acceptance of the charges and the Respondent will be deemed to have waived their right to a hearing.

4. Order of Hearing:
 - a. Opening statement by the Presiding Officer of the Executive Board detailing the procedures to be followed during the hearing,
 - b. Opening statement by the Complainant(s), which is optional.
 - c. Opening statement by Respondent, which is optional.

- d. Presentation of evidence regarding the complaint.
 - e. Testimony of witnesses, if any, in support of the complaint and cross-examination by the Respondent.
 - f. Questions directed to witnesses in support of the complaint by the Disciplinary Committee.
 - g. Presentation of evidence by the Respondent.
 - h. Testimony of witnesses, if any, in support of the Respondent and cross-examination by the Complainant.
 - i. Questions directed by the Disciplinary Committee to witnesses in support of the Respondent
 - j. Closing statement by the Complainant(s), which is optional.
 - k. Closing statement by the Respondent, which is optional.
 - l. Hearing is adjourned.
5. Procedural Rules:
- a. In conducting the hearing, the Disciplinary Committee Presiding Officer shall preserve decorum, fairness, and respect for both the Complainant(s) and the Respondent.
 - b. The Complainant(s) shall have the burden of proof. It must be shown by a preponderance of the evidence that the Respondent committed an offense justifying discipline as an elected official.
 - c. All testimony offered by witnesses shall be given in question-and-answer form.
 - d. Objections by the Complainant(s) and the Respondent will be ruled upon by the Presiding Officer.
 - e. Hearsay evidence may be admitted at the discretion of the Presiding Officer if it is the kind of evidence upon which reasonable persons rely.
 - f. The Executive Board shall make determinations as to the admissibility of evidence. Evidence and testimony shall be restricted to the allegations listed in the original complaint. All evidence presented must be relevant and probative of the issue before the Disciplinary Committee.
 - g. All exhibits shall be marked for identification and presented in an orderly fashion to all parties involved (Complainant(s), Respondent, and Disciplinary Committee).
 - h. The hearing shall be fully transcribed. Copies of the transcription may be provided to the involved parties upon request.
6. Deliberations by the Disciplinary Committee shall begin immediately upon the close of the hearing and shall continue until a final decision is reached.
7. The Disciplinary Committee shall make findings of fact based on the essential points in the complaint, determine whether the Complainant(s) sustained the burden of proof,

and make a decision of discipline or continuation in office. The Disciplinary Committee must arrive at its decision by a majority vote of the membership of the Disciplinary Committee. The Presiding Officer of the Executive Board shall attend the Disciplinary Committee's deliberations but may not vote.

8. Within 30 days of the close of the hearing, the Presiding Officer of the Disciplinary Committee shall summarize the Committee's decision and advise the full Executive Board. The Complainant(s) and the Respondent shall be notified by certified mail or secure email with return receipt and first-class mail with a statement of the outcome.
9. Transcripts of the hearing, supporting documents, copies of the final notification statement shall be confidentially kept for 7 years.

Sanctions:

The actions of the Disciplinary Committee shall be limited to:

- a) Dismissal of the complaint.
- b) Letter of reprimand.
- c) Removal of the elected Board Member from office.

Origination Date: 1/2022

Revision Date(s):

Policy Name:

INTAF08: Electronic Mail Communication Guidelines

Policy: A standard format is required for email communications. Time guidelines are required to ensure prompt and appropriate use of the organization's email accounts.

Purpose: To outline standardized use of communicating via email for the Maryland Academy of Physician Assistants.

Budget: Line item for MdAPA related email communications will call under technology and/or MdAPA management line item.

Procedure

1. The Management staff of MDAPA is required to check their email daily during standard business hours on weekends, excluding federal holidays. Should management be unavailable for greater than 24 hours, an automatic response should be set detailing when they anticipate a return to office and where to direct emergent inquiries during this time.
2. When BOD members are sending email messages directed to the entire BOD, the subject line should indicate the information included (i.e., "Information Only," "Response Needed").
3. A position@mdapa.org email address shall be made available to the Board of Directors and management personnel who make regular external contact on behalf of the organization. This email address and password are to be used solely by the person(s) currently occupying the role.
4. At the conclusion of the BOD leadership year, the person vacating any role is to provide the current password to the incoming BOD member. Management may also reset all passwords to help facilitate transition.
5. Official business of the organization is not to be conducted through an unapproved email account unless approved by the BOD.
6. Should a position require/prefer use of a non_position@mdapa.org email address to communicate business pertaining to MdAPA, the position@externalaccount.com is to NOT be used following the conclusion of their service in the role. The goal is to not confuse our members, vendors, and external consultants. This will be considered inappropriate and grounds for suspension of membership in the organization.

Origination Date: 1/2023

Revision Date(s):

Policy Name:

INTAF09: Documentation of MdAPA Official Business

Policy: MdAPA shall record proceedings of all official meetings, as well as maintain copies of all records related to internal and external contracts.

Purpose: To outline record keeping requirements for documenting the proceedings of MdAPA meetings and related business to include document retention, document requests, and destruction of privileged information.

Budget: There may be a need to purchase recording equipment, and storage for document retention

Procedure:

1. The MdAPA Secretary is responsible for documenting the official proceedings of MdAPA to include, but not limited to: meetings of the full MdAPA Board of Directors, meetings of the MdAPA Executive Board, and General Membership meetings.
 - a. If the Secretary is unavailable, the leader of the meeting shall appoint an individual to document the proceedings and provide copies to the Secretary and MdAPA management representative.
 - b. The Secretary and MdAPA management representative shall keep duplicate records for a minimum of 10 years.
2. MdAPA members may submit a request to access official records of proceedings of official MdAPA business by stating the purpose for the request, specific documents based on type of proceeding, and date(s) of proceeding.
3. All individuals and contractors associated with official MdAPA business must maintain copies of documents related to organizational business for a minimum of 10 years.
4. Outside contractors shall return all documents related to MdAPA business at the cessation of their contract.
5. All documents associated with an ongoing or anticipated government investigation, legal proceeding or private litigation shall not be destroyed or deleted and will be placed on a litigation hold.
6. No documents will be destroyed or deleted as required per government auditing standards.

Origination Date: 7/2020

Revision Date(s)

Policy Name:

INTAF10: Adopting Policy

Purpose: Updating and Modifying Policy for the Maryland Academy of Physician Assistants (MdAPA)

Policy: All MdAPA Policies shall be reviewed every three years (triennial) to ensure that they remain up to date, accurate and applicable. A Policy Review Taskforce shall be appointed to conduct the review. This task force shall consist of volunteer members and be open to all MdAPA members. Committees are responsible for reviewing policies that cover their work and provide a report to the taskforce. The taskforce will provide a report with any recommendations to the BOD during the annual leadership meeting or any other designated meeting of the BOD. The President Elect and/or Immediate Past President will appoint a policy review taskforce every three years consisting of at least three Fellow members. A management representative will serve as staff liaison to the taskforce. New policies and/or recommended policy changes can be drafted and brought to the board for review and vote within the triennial. Should a new or modified policy be necessary outside of the period in which the taskforce is functioning, the BOD must review and pass by majority vote any new policy or revised policy that will replace an existing one.

Budget: No budget line-item cost associated with this policy

Procedure:

1. The President Elect and/or the Immediate Past President will review policies according to a review schedule with each policy to be reviewed at a minimum of every five years, goal for every three years.
2. Policies may be reviewed earlier than the scheduled review time at the request of any officer or member of MdAPA.
3. Recommendations for changes to a current policy or need for new policy may be made by any member in good standing.
4. Recommendations for change shall be submitted in writing to the Chair of the Policies Committee.
5. Revisions to policies will be submitted to the BOD for approval.
6. Changes in specified policy shall take place immediately upon approval of the BOD unless otherwise delineated in the recommendation for change.

The remainder of this policy shall serve as a guide for submitting proposals to the BOD for vote in order to ensure consistency of all submitted proposals.

All proposals submitted to the BOD for consideration of vote shall be submitted following the *MdAPA BOD Proposal Template*.

Proposal Template:

The template (see Appendix A) shall be utilized for all proposals submitted to the BOD for consideration of vote. The proposal shall include the following:

1. Date proposal is submitted
2. Submitted by
3. Project/ activity name
4. Short overview of project/ activity
5. Pros
6. Cons
7. Impact, to include, but not limited to, any financial implications
8. Recommendation

Origination Date: 7/2020

Revision Date(s)

Policy Name:

INTAF11: Student Representative of the Maryland Academy of Physician Assistants

Purpose: To define the function and responsibilities of the Physician Assistant student representative to the MdAPA Board of Directors

Budget: No budget line-item cost associated with this policy

Procedure:

There shall be one (1) Student Representative to function as a liaison between the Board of Directors and PA students. The PA Student Representative will be elected by their peers and appointed by the BOD, and serve a term of one (1) year. This position includes:

An individual who is eligible to be a Student Representative for MdAPA

- Must be a second year (clinical) student in good standing at an ARC-PA approved Physician Assistant Program located within the state of Maryland.
- Must be recommended/elected by their class of peers at their designated program.

An individual appointed to serve, as a student representative must

- Attend MdAPA BOD and annual business meetings.
- Be familiar with the MdAPA Bylaws.
- Bring concerns of the student population to the BOD.
- Encourage student participation in MdAPA CME programs and community outreach projects.
- Keep abreast of the current PA and health issues at the state and national level.

There will be an annual rotating schedule that will allow each Maryland PA Program to have equal representation such that Frostburg State University Physician Assistant Program will have a Student Representative elected for one (1) year duration, followed by Towson Physician Assistant Program, then University of Maryland Baltimore and finally University of Maryland Eastern Shore PA Program. The rotating schedule will follow an alphabetical pattern such that if a new PA Program is accredited in the state of Maryland by the ARC-PA, they will be immediately placed into the rotating schedule. However, any new Physician Assistant Program will not have a student serve during the first year of operation of the program. This will allow the new program to become acquainted with MdAPA.

Origination Date: 7/2020

Revision Date(s)

Policy Name

INTAF12: Awards Committee

Purpose

The MDAPA Awards Committee is responsible for advertising, receiving and reviewing nominations, proposing a winner of any awards to the MdAPA Board of Directors, and presenting awards.

Budget

1. A budget of \$75 per award with 6 possible awards annually given for a total of \$450.
2. One year of free membership for: PA of the Year, Early Career PA, Educator of the Year, Humanitarian and Service PA of the Year
3. Lifetime membership for the Lifetime Service Award Winner
4. Awards committee line items falls under Treasurer

Committee Procedure

1. Each year, the Awards Committee will make a call for nominations for the MdAPA Awards, which include:
 - a. Evie Wollman Memorial Scholarship – for a second year PA student in Maryland
 - b. PA of the Year
 - c. PA-Physician Team of the Year
 - d. Rising Star/Early Career PA of the Year
 - e. PA Educator of the Year
 - f. Humanitarian & Service PA of the Year
 - g. Lifetime Achievement
2. The Awards Committee will review the nominations using decided criteria, supporting documents, and/or direct interviews with the nominators and possibly the nominee(s) themselves
3. While criteria for the awards has been provided, the Awards Committee reserves the right to choose the recipient based upon other criteria of excellence that may not be reflected in the listed criteria for an individual award
4. Awards will be given pending receipt of appropriate nominees in each category
5. The Awards Committee Chair will present recommended award winners to the Board of Directors; the BOD will then vote by majority regarding the nominations
6. Awards Committee will contact all award winners and nominators of the decision of the BOD.
7. Awards Committee will choose physical awards based on allotted budget and number of award winners. They will work with public relations and management to make sure the awards are created in a way to reflect positively on the organization.

8. Award will be preferentially presented during the MdAPA Annual CME Conference. If not possible, they will be presented in person to the award winner
9. Current service on the Awards Committee precludes nomination for any of the awards

Committee Composition

1. The committee shall consist of a chairperson appointed by the President and approved by the Board of Directors.
2. The committee shall consist of MdAPA members appointed by the Chairperson.
3. A member of the Board of Directors will be appointed by the President as Board Advisor to the committee.

Committee Chair Job Description

1. Be a MdAPA member in good standing.
2. Appoint committee members.
3. Appoint one member of the committee to serve as the Vice-Chair.
4. Submit a committee report when the Awards Committee is active (May to September)
5. Present the awards to winners during the MdAPA Annual CME Conference or at another time as agreed upon by the MdAPA Board of Directors
6. Represent MdAPA for all outreach and public relations activities as it relates to awards
7. Attend at least two MdAPA Board of Directors meetings per year.
8. Submit a proposed budget to the Treasurer each year.
9. Oversee all expenses by the committee.
10. The term of Chair is for 2 years with two possible consecutive renewals (six years consecutively as chair)

Committee Vice-Chair Job Description

1. Be a MdAPA member in good standing.
2. Assist the Chair with all functions of the committee.
3. Be prepared to take over the committee in the unlikely event that the Chairperson is unable to complete the functions of the committee
4. The term of Vice-Chair is for 2 years with two possible consecutive renewals (six years consecutively as vice-chair)

Committee Member Job Description

1. Be a MdAPA member in good standing.
2. Attend any scheduled meetings of the committee.
3. Maintain electronic or verbal communication with the committee Chair.

Committee Guidelines

1. Shall abide by all MdAPA bylaws and policies

2. Must have Board of Directors approval to enter into any legal or financial agreement on behalf of the Society.

Resignations

A two-month notice of resignation is requested of the Chairperson. It is also recommended that the outgoing Chairperson supply the names of two MdAPA members that could step into the role, if possible. The resigning Chairperson should submit all files and copies of the correspondence regarding committee activities to the new chairperson or to the MdAPA BOD Advisor at the time of resignation

Award Descriptions:

See Policy Manual Appendix B

Origination Date: 1.2021

Revision Date(s):

Policy Name:

INTAF13: Standing Rules and Contracts Committee

Purpose: The MDAPA Standing Rules and Contracts Committee is to be responsible for the review and revision, when necessary, of the MdAPA Bylaws, Policies and Procedures, and organizational contracts. This is done to ensure an accurate reflection of the objectives of the organization while maintaining compliance with guidelines set forth by American Academy of PAs for constituent organizations.

Committee Procedure

1. Each year, the Standing Rules and Contracts Committee will review MdAPA policies are up for triennial review and recommend to the Board of Directors to reaffirm, revise, or retire the policy.
2. When requested by a current MdAPA Member or the Board of Directors, the Standing Rules and Contracts Committee shall explore the creation of new policy or evaluation of existing policy prior to the triennial evaluation.
3. Every five years, the Standing Rules and Contracts Committee will review the MdAPA Bylaws to ensure continued relevancy and compliance with AAPA guidelines.
4. The Standing Rules and Contracts Committee is responsible for orchestrating requests for proposals including presentations to the Board of Directors for all contracts with MdAPA not falling directly under the purview of the Continuing Medical Education (CME) Committee
5. The Standing Rules and Contracts Committee will work with the Secretary, Historian, and MdAPA Management to ensure accurate record keeping of all documents associated with committee work. The Standing Rules and Contracts Committee will also work with the technology team to ensure the general membership has access to these guiding documents for the organization.

Budget

1. Meetings should occur with MdAPA owned technology platforms to limit potential expenses
2. Any additional budgetary requests should be a line item under the Vice President's budget

Committee Composition

1. The committee shall consist of a chairperson appointed by the President and approved by the Board of Directors.
2. The committee shall consist of MdAPA members appointed by the Chairperson.
3. A member of the Board of Directors will be appointed by the President as Board Advisor to the committee.

Committee Chair Job Description

1. Be a MdAPA member in good standing.

2. Appoint committee members.
3. Appoint one member of the committee to serve as the Vice-Chair.
4. Submit a committee report for each quarterly Board of Directors meeting
5. Submit a report for the General Membership meeting to occur annually as outlined in the MdAPA Bylaws
6. Attend at least 75% of MdAPA Board of Directors meetings per year.
7. Submit a proposed budget to the Treasurer each year.
8. Oversee all expenses by the committee.
9. The term of Chair is for 2 years with two possible consecutive renewals (six years consecutively as chair)

Committee Vice-Chair Job Description

1. Be a MdAPA member in good standing.
2. Assist the Chair with all functions of the committee.
3. Be prepared to take over the committee in the unlikely event that the Chairperson is unable to complete the functions of the committee
4. The term of Vice-Chair is for 2 years with two possible consecutive renewals (six years consecutively as vice-chair)

Committee Member Job Description

1. Be a MdAPA member in good standing.
2. Attend any scheduled meetings of the committee.
3. Maintain electronic or verbal communication with the committee Chair.

Committee Guidelines

1. Shall abide by all MdAPA bylaws and policies
2. Must have Board of Directors approval to enter into any legal or financial agreement on behalf of the Society.

Resignations

A two-month notice of resignation is requested of the Chairperson. It is also recommended that the outgoing Chairperson supply the names of two MdAPA members that could step into the role, if possible. The resigning Chairperson should submit all files and copies of the correspondence regarding committee activities to the new chairperson or to the MdAPA BOD Advisor at the time of resignation

Origination Date: 1.2021

Revision Date(s):

Policy Name

INTAF14: MdAPA Conflict of Interest And Disclosure Policies & Procedures

Policy: The directors, Academy volunteer leaders and chief staff officers (collectively referred to as “Leaders”) of the Maryland Academy of Physician Assistants (“MdAPA”) must act at all times in the best interests of MdAPA. Such Leaders have fiduciary duty to conduct themselves in the best interests of MdAPA and to avoid engaging in any real or potential conflict of interest, or creating the perception of conflict of interest. In their capacity as Leaders, they must subordinate personal, individual, business, third-party and other interests. Moreover, the MdAPA Board of Directors (BOD) has an obligation to ensure that the organization is transparent and maintains an unbiased decision-making process. All capitalized terms used herein shall have the meanings ascribed to them as defined in this Conflict of Interest and Disclosure Policies and Procedures (“Policy”).

Purpose: The purpose of this Policy is to inform Leaders about what constitutes a conflict of interest, assist them in identifying and disclosing actual and potential conflicts, help them to avoid conflicts of interest where necessary, and ensure that all of the deliberations and decisions of Leaders protect the interests of MdAPA, particularly when a Leader contemplates entering into any transaction or arrangement that may directly or indirectly benefit the Leader financially (i.e., through business, family, or investment). A Leader may not use his or her position with respect to MdAPA, or confidential information relating to MdAPA, in order to achieve a financial benefit for himself or herself or for a third party, including another nonprofit or charitable organization. This Policy is intended to supplement but not replace any applicable laws governing conflicts of interest in nonprofit and charitable organizations.

Budget: No budget line-item cost associated with this policy

Procedure:

Definitions

Compensation means any direct or indirect remuneration, as well as gifts or favors, that may create a real or perceived conflict of interest with the public or members.

Director means any member of the BOD.

Family Member means a spouse (including former spouses within last five years), ancestor, sibling, child, stepchild, grandchild, great-grandchild, or the spouse (or former spouse) of such persons and any individual who is defined as “Family”.

Financial Interest means if the person has, directly or indirectly, through business, investment, or a family member:

1. An existing or potential ownership or investment interest in any entity with which MdAPA has a transaction, contract, or other arrangement, or
2. A compensation arrangement with MdAPA or with any entity or individual with

- which MdAPA has a transaction, contract, or other arrangement, or
3. An existing or potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which MdAPA is negotiating a transaction, contract, or other arrangement, or
 4. An existing or potential ownership or investment interest in, or compensation arrangement with, any entity whose business or operation has been or will be directly affected by a decision or action of MdAPA.

Leaders means any Director, Academy volunteer leader or any chief staff officer of MdAPA.

What is a Conflict of Interest?

A conflict of interest arises when a Leader has some interest—which may or may not be financial in nature—that suggests divided loyalty on the part of the individual between obligations to MdAPA and to the individual’s personal interests or to the interests of some other organization or cause. Such interest arises from a transaction between MdAPA and a third party, or the Leader’s relationship with a third party, or the Leader’s relationship to another Leader (personal, professional or otherwise), which might, in fact or in appearance, call into question their duty of undivided loyalty to MdAPA. Conflicts and related confidentiality issues come in various forms. Below are three common types of conflict/confidentiality issues. Guidance on managing these issues can be found under “Administering the Policy” below.

1. **Direct Conflict** - Where MdAPA is considering a decision on a transaction or other arrangement in which the interests of a Leader could, in fact or in appearance, be advanced (directly or indirectly through an affiliate or Family Member) or when the Leader’s interests could reasonably be viewed as affecting his or her objectivity or duty of loyalty to MdAPA.
2. **Informational Conflict** - Where MdAPA information is provided to a Leader that could, in fact or in appearance, advance the interests of a Leader or potentially be used to harm MdAPA.
3. **General Duty of Confidentiality** - Where confidential or proprietary MdAPA information is shared with Leaders, Leaders have an obligation only to use the information for MdAPA purposes and to refrain from disclosing it.

Disclosure

In order to identify any potential conflicts of interest, each Leader is required to annually complete and submit on a form provided by MdAPA (a “Disclosure Form”) details of any Financial Interest, as well as paid and unpaid positions and relationships with third party organizations, and arrangements or relationships with MdAPA and other Leaders. Directors shall update the Disclosure Form if any disclosure has changed at each BOD meeting. All other Leaders are required annually to complete and submit a Disclosure Form and shall update the Disclosure Form if any material changes or additions to the submitted information arise during the course of the year. On the Disclosure Form, the Leader must list all financial arrangements

and transactions with MdAPA, whether the Leader or any Family Member has an interest in any third party that provides MdAPA with goods or services, and any other organizations with potentially conflicting interests in which the Leader or a Family Member is actively involved, has an investment, or owns at least 5% interest. Each Leader is encouraged to disclose a relationship if there is any uncertainty as to whether the relationship should be disclosed.

Administering the Policy

- **BOD Member/Director Candidates**
 - o Candidates for all elected positions will complete Conflict of Interest Disclosure Form prior to election.
 - o Nominating Work Group will review Disclosure Forms submitted by candidates as a part of the endorsement process and inform the BOD if there are potential conflicts that raise concern. Write-in candidates will also be responsible for complying with the Conflict of Interest process.
- **Current BOD**
 - o Directors will complete the Conflict of Interest Disclosure Form at the beginning of each leadership year.
 - o Directors will also complete the Disclosure Form at each BOD meeting if there is a change of disclosure needed.
 - o BOD meeting packets will include this statement from the Chair of the BOD: “It is my duty to remind you that the Maryland Academy of Physician Assistants maintains an official policy with respect to the disclosure of bias and potential conflicts of interest, and related party transactions. If you have a question about whether you should make such a disclosure and you are about to participate in a meeting where that conflict would apply, you should ask the chair of the meeting whether you should abstain yourself or not participate in the discussion for its duration.”
 - o Directors will revise Disclosure Forms as soon as they are aware of potential conflicts.
- **Non-BOD Member Academy Leaders**
 - o Leaders will complete the Conflict of Interest Disclosure Form prior to beginning service on behalf of the Academy and annually.
 - o Leaders will update their Disclosure Forms as soon as they are aware of potential conflicts.

Evaluating Conflict of Interest

Upon receipt of disclosure/discovery of a conflict of interest the following actions will be taken:

- The BOD will be informed and initiate the evaluation process
- When evaluating whether a particular transaction or relationship constitutes an actual, potential or perception of conflict of interest, the BOD shall consider the following (non-exhaustive) determinants:

- o Abusing one's role as a Leader for personal or third-party gain or pleasure (including, but not limited to, the solicitation or acceptance of non de minimis gifts or other items of value or indirect inducement to provide special treatment on organizational matters).
- o Placing one's own self-interest, the interest of one's company, organization or another entity for which the individual serves in a leadership, employment or ownership capacity, or the interest of any third party above that of MdAPA.
- o Engaging in any outside business, professional or other activities that would directly or indirectly materially adversely affect MdAPA.
- o Providing goods and services to MdAPA as a paid vendor.
- If the BOD determines that a particular relationship or transaction represents an actual, potential or perception of conflict of interest, it shall resolve such actual, potential or perception of conflict in one of the following manners:
 - o *Waive* the actual, potential or perception of conflict of interest as unlikely to affect the Leader's ability to act in the best interests of the organization;
 - o Determine that the individual Leader should be *recused from* all deliberations, decision-making and documents related to the particular transaction which gives rise to the actual potential or perception of conflict of interest. This resolution should apply particularly when the transaction or relationship is one which presents a conflict of interest only with respect to one or two discrete programs or activities.
 - o Determine that the individual Leader must *resign/be removed* from his/her service to MdAPA, because the actual, potential or perception of conflict of interest is such that it would prevent the Leader from being able to serve the best interests of the organization.
- In determining how to deal with a conflict, potential conflict, or a confidentiality issue, the BOD may use the following principles as a guide:
 - o Direct Conflict- Where there is a direct conflict (e.g. MdAPA is considering a transaction with a consulting company solely owned by a director), the Leader with the conflict should be recused from any consideration of or work regarding the transaction, including documents, deliberation, and voting, unless it is determined that the conflict is such that the Leader cannot continue with MdAPA.
 - o Informational Conflict- Where information is provided to MdAPA that could benefit an outside interest of a Leader and potentially harm MdAPA (e.g. where an officer is the sole-owner of a consulting company and MdAPA has decided to operate a program that would compete with the consulting company), the Leader with the conflict should be screened such that he or she shall not have access to documents and discussions that could provide him or her a material advantage. The Leader could still receive general updates on the matter in question, but nothing that could provide a material advantage to the Leader.

- o General Confidentiality Requirement- Where information is provided to an MdAPA Leader that would not necessarily benefit the outside interests of a Leader, there is still an obligation for the Leader to only use the information for MdAPA purposes and to refrain from disclosing it. Leaders are required to certify their compliance with the general confidentiality requirement by executing the attached Conflict of Interest Form and Nondisclosure Agreement in accordance with this Policy.
- The BOD will accept testimony from the Leader and discuss options with the Leader, including timeframe to take action and possible actions (see above: waive, recuse, resign/be removed).
- The BOD will make the final determination on how to resolve the actual, potential or perceived conflict of interest.

Records of Proceedings

The minutes of the reviewing group considering the actual, potential or perception of conflict of interest shall contain:

- The names of persons found to have a material Financial Interest in connection with an actual or possible conflict of interest; the nature of the Financial Interest; any action taken to determine whether a conflict of interest was present; and the decision as to whether a conflict of interest in fact existed.
- The names of the persons who were present for discussions and votes relating to the actual or potential conflict of interest; the content of the discussion, including any alternatives to the proposed transaction or arrangement; and a record of any votes taken in connection therewith.

Periodic Reviews

The BOD shall periodically consider whether and how this Conflict of Interest Policy should be revised or amended to better meet the policy's objectives.

The Conflict of Interest Disclosure Form shall be completed, signed and submitted by all Leaders on an annual basis. Additionally, each Director is required to update the Disclosure Form, if needed, prior to each BOD meeting.

See Appendix C and D for the MdAPA Conflict of Interest Statement and the MdAPA Non-Disclosure Agreement

Origination Date: 7.2021

Revision Date(s)

INTAF 15: Electronic Voting Policy

Policy Name: Electronic voting policy for MdAPA Board of Directors

Policy: When a quorum of voting members of the MdAPA BOD cannot be established and an item requires BOD approval, an electronic vote may be conducted following the procedure outlined in this policy.

Purpose: Since the 1990s email and other virtual platforms have become increasingly vital means of communication, both one-on-one and within a group, and have allowed an organization to conduct business more efficiently and quickly. This procedure will allow for the rapid approval of any BOD business, including Standing Rules and Contracts Committee policy recommendations, if a BOD quorum of voting members cannot be established during a scheduled BOD call, and/or the necessity of a pressing deadline warrants a sooner decision.

Budget: MdAPA email access falls under the Management budget line item.

Procedure: RULES FOR VOTING BY EMAIL

1. All participants must have access to the necessary equipment for participation in the e-vote. If any participants do not have access, an e-vote cannot be taken.
2. The BOD chair- by default the MdAPA President - shall develop the time frame for the e- vote.
3. Whenever possible, a minimum of two business days' notice shall be provided to all participants via email by the chair. Such notice shall include the motion for e- vote. The email shall include any necessary supporting documents.
4. A second is not necessary for the motion to be considered.
5. Any discussion shall be had utilizing "Reply All" functions.
6. At any time, any voting member may call the question to a vote by restating the full proposed motion.
7. The chair shall include the time frame/deadline for the vote.
8. BOD voting members shall state, "I vote yes," or "I vote no" followed by their full name in the first line of the response and use "Reply All".
9. Electronic votes must be unanimous to pass. If someone opposes the action or does not reply, the action will not pass.
10. The chair shall tally the votes and report the result of the vote to the participants, including the number of votes cast for and against the motion.
11. The chair shall announce the results of the vote.
12. Any new main motion must be made in a separate, new email message with no other message thread included.
13. The secretary will summarize the proposal, the vote tally, and the final decision and keep a record as part of any official MdAPA document.

Origination Date: 3/11/2023

Revision Date(s):

Policy Name:

LEG01: Appointments to Maryland Board of Physicians, PA Advisory Committee

Purpose: To develop a standard process by which the organization is able to appoint person(s) to the PA Advisory Committee to serve on the Maryland Board of Physicians (MBP) for a 3-year term.

Budget: As this is a role with MBP, MdAPA cannot reimburse the PA Representatives.

Policy: Section §10.32.03.03 of The Maryland Board of Physicians, stipulates PA representation on the Advisory Committee. MBP holds three positions for Maryland PAs to serve on the PA Advisory Committee. There is an open call triennially, and the initial terms are staggered.

There are two means by which a person may express interest in serving on the PA Advisory Committee. They may obtain a nomination from a Maryland accredited PA Program or from the Board of Directors (BOD) of the Maryland Academy of PAs (MdAPA).

Multiple nominations are prudent and encouraged. To receive a nomination from the MdAPA BOD, the certified PA:

1. Must be in good standing as a Fellow Member.
2. Understand this is a 3-year commitment, with option for one renewable term (total of 6 years).
3. Commit to meeting monthly starting July of the elected year, in Baltimore City. Attendance is compulsory and the meetings typically span 1 hour and will require preparation.
4. To express interest, the Fellow Member must share the CV and letter of intent (500 words or less) by a deadline as determined by MdAPA
5. Note: a candidate appointed to the committee may not serve concurrently on the advisory committee and as an elected officer on his/her professional association. (Health Occupations Article, §1-222, Annotated Code of Maryland.)

The President may absorb this responsibility or delegate to an appropriate BOD member to coordinate. Management representative shall advise which applicants are current members of MdAPA; any candidate who is not a current member of MdAPA shall be encouraged to join prior to the discussion of endorsement.

Should any member of the MdAPA BOD be looking for a recommendation to the PA Advisory Committee, they must resign from their MdAPA BOD position prior to request for nomination. After the closing date, the CVs and letters of intent will be made available for BOD review. The appointed BOD member should plan to conduct a discussion to concisely present the candidates to the BOD for consideration.

The BOD must meet to:

1. Review the submitted CVs and letters of intent.

2. Make recommendations for nominations that include a variety of backgrounds, services (i.e., inpatient, outpatient, surgery, subspecialties, community medicine), and interests to best represent the aspects of patient care that are impacted by PAs working in the state of Maryland.
3. Multiple nominations are prudent and encouraged. The decision for both choosing and refusing a candidate must be objective.
4. The decision for which candidates are nominated will be decided by a majority vote.
5. A letter shall be sent to all individuals who applied for endorsement, advising them of the BOD decision, and encouraging continued involvement in MdAPA.

At the completion of the discussion, there must be a majority vote to endorse the full panel of candidates. A letter will be drafted to the MBP indicating the list of the BOD endorsed candidates with their CVs; this may be sent by the President or Legislative Director. MBP will make the final decisions and conduct their own application selection process as appropriate.

Origination Date: 8/2020

Revision Date(s)

POLICY NAME:

MEM01: Membership – Fellow

Policy: To identify individuals who meet the requirements for membership to the Maryland Academy of PAs (MdAPA).

Budget: Financial considerations associated with fellow members will be part of the Membership budget.

Procedure:

An individual who is eligible for applying for a Fellow membership

- must have graduated from an ARC-PA or predecessor accrediting organization approved Physician Assistant Program, and be certified by the National Commission on Certification of Physician Assistants (NCCPA)
- reside and/or work as a PA in the state of Maryland.

An individual interested in applying for a Fellow membership with MdAPA must apply using a written or electronic application form directed to the membership director or management company

An individual granted a Fellow membership with MdAPA will:

- have full voting rights,
- be eligible to hold office,
- be eligible to be a delegate to the AAPA House of Delegates ,
- receive a duration of membership of exactly 1 year (up to 2 years) initiated upon the date dues are received.

Fellow members may have further distinction based on their status and application to the Board. These include but are not limited to Active Military, Retired, and Honorary. The Membership Committee will define the subcategories with approval by the MdAPA Board of Directors.

RetiredMembers

Any Fellow member that has retired from practice but wishes to retain limited Fellow member benefits (as defined by the Membership Committee) may request the distinction, in writing, at the time of application or renewal of membership. The Membership Committee prior to granting this membership distinction may request verification of retirement. Retired members shall retain all rights and privileges of the Fellow Member in the organization.

An individual granted a Retired membership with MdAPA will:

- have full voting rights,
- be eligible to hold office,
- be eligible to be a delegate to the AAPA House of Delegates,
- receive a duration of membership of exactly 1 year (up to 2 years) initiated upon the date dues are received.

An individual interested in applying for an Retired MdAPA membership must apply using a written or electronic application form directed to the membership director or management company.

MilitaryMembers

Any active duty military PA or their spouse may request the distinction in writing at the time of application or renewal or membership. The Membership Committee prior to granting this membership distinction may request verification of active military status. Military members shall have all rights and privileges in the organization

An individual granted a Fellow military membership with MdAPA will:

- have full voting rights,
- be eligible to hold office,
- be eligible to be a delegate to the AAPA House of Delegates,
- receive a duration of membership of exactly 1 year (up to 2 years) initiated upon the date dues are received.

An individual interested in applying for an Military MdAPA membership must apply using a written or electronic application form directed to the membership director or management company.

HonoraryFellowMember

Honorary membership may be conferred upon persons who have rendered distinguished service to the Physician Assistant profession, upon a recommendation from the membership committee and confirmation by a majority vote of the MdAPA Board of Directors.

- Honorary members, who maintain the requirements of Fellow membership, shall have all rights and privileges of a Fellow MdAPA member.
- Honorary members may not be self-nominated.
- The Board may determine if Honorary distinction should be granted.

Membership will not be denied unless such membership has been revoked for a reason of ethical or judicial nature.

AUTHORITY (AKA references):

MdAPA Bylaws Article 3, Section 2

Origination Date: 7.2021

Revision Date(s)

POLICY NAME:

MEM02: Membership Categories - Associate

Policy: To identify individuals who do not qualify for any other category of membership and who have demonstrated a desire to assist and support MdAPA in furthering the goals and objectives of the Academy.

Budget: Financial considerations associated with associate members will be part of the Membership budget.

Procedure :

An individual who is eligible for an associate MdAPA membership

- Must demonstrate a desire to assist MdAPA in furthering its goals and objectives,
- Includes any person that is contemplating entering the PA profession. It may be referred to as, "Pre-PA."

An individual interested in applying for an Associate MdAPA membership must apply using a written or electronic application form directed to the membership director or management company.

An individual granted an Associate membership with the Maryland Academy of Physician Assistants will

- have no voting rights,
- may not hold office,
- may participate on committees as members, but not serve as the Committee Chair
- receive a duration of membership of exactly 1 year initiated upon the date of Board of Directors approval.

Membership will not be denied unless such membership has been revoked for a reason of ethical or judicial nature.

AUTHORITY (AKA references):

MdAPA Bylaws Article 3, Section 2

Origination Date: 7.2021

Revision Date(s)

POLICY NAME:

MEM03: Membership Categories - Student

Policy: To identify individuals who are currently students in good standing in an ARC-PA accredited Physician Assistant Program.

Budget: Financial considerations associated with student members will be part of the Membership budget.

Procedure:

An individual who is eligible for applying for a Student membership must

- be a student at an ARC-PA approved Physician Assistant Program.
- must be able to provide proof of student status from their respective PA Program

An individual granted a Student membership with MdAPA will

- have voting rights on non-AAPA issues,
- receive a duration of membership of 2 years initiated upon the date of receipt of payment , or expire 90 days after completion of the program

An individual interested in applying for an Student MdAPA membership must apply using a written or electronic application form directed to the membership director or management company.

Membership will not be denied unless such membership has been revoked for a reason of ethical or judicial nature.

AUTHORITY (AKA references):

MdAPA Bylaws Article 3, Section 2

Origination Date: 7.2021

Revision Date(s)

Policy Name:

MEM04: Membership Fee Structure

Policy: MdAPA Membership Categories will be determined by the Bylaws with membership fees determined by the MdAPA Board of Directors on an annual basis.

Purpose: To outline Fee Structure for Various Membership Categories

Budget: Fee structure will be part of the Membership budget.

Procedure:

Each member of the Maryland Academy of PAs will be assigned to one category of membership, and the annual fee for membership will be based on that category.

To be eligible for a special subcategory, any Fellow member may request the recognition of any subcategory by writing to the Membership Chair stating the reason for request or by using the online application for membership form. Once the request is reviewed, a determination of validity will be made by the Membership Committee and/or Board of Directors within 3 months of request. Special membership designation is valid for one (1) or two (2) calendar year(s), until the end of the paid membership cycle.

Please note, special subcategories of Fellow membership are reflected only in the payment. This does not impact their voting rights within the organization. Please reference the Bylaws for voting status and eligibility.

The membership cycle shall be rolling, beginning on the date the application and payment is accepted and ending one (1) or two (2) years later based on the type of membership purchased.

Other non- Fellow members (i.e. Associate, Student) are not eligible for special subcategories of membership.

RatePromotions

With the exception of discounted rates during designated membership drives, one and two-year memberships are effective from the date payment is received. If a current member elects to participate in a membership drive special, their membership will be extended for one year from their prior end date.

New Graduates are eligible for discounted membership within 90 days of graduation. These rates are to be set by the Membership Chair and/or committee annually.

MembershipRates

Rates for membership are set as part of the annual budget discussion. All rate increases must be communicated to members immediately and as part of the notice of expiring membership.

Of note, Military membership status may be placed on hold during deployment. Written requests for this arrangement should be submitted to membership chair and/or the management company. The membership period will resume upon written request by the member.

Hardship Application

Any member may petition for hardship status by written communication to the Membership Committee. Individuals may qualify for hardship status owing to financial or health related condition for the PA or a family member. A fifty percent reduced or waived membership fee may be granted for a period of one year in every five. The management company will assist with this process.

AUTHORITY (AKA references):

Bylaws Article 3 Section 2

Origination Date: 7/2021

Revision Date(s)

POLICY NAME:

MEM05: Membership Termination and Denials

Purpose: To outline the process for removing, revoking or terminating membership within MdAPA.

Budget: There is no specific line item associated with this policy.

Policy:**Involuntary Termination**

To protect the public and organizational mission, any member may, in good faith, refer charges against any other member who is believed to have violated the principles of medical ethics or the rules and regulations of the Maryland Academy of PAs. Such charges shall be brought to the attention of the entire Executive Committee.

1. Such charges must be in writing and signed by the accuser(s) and must state the action, behavior or questionable conduct witnessed, and must be accompanied by any substantiating evidence.
2. Charges must be filed with the Secretary of the MdAPA chapter and a copy must be sent to the President, who will then advise the Executive Committee.
3. The Executive Committee will determine the appropriateness of advising the Board of Directors of the entire situation based on the nature of the accusation and any extenuating circumstances.
4. A date shall be set for a meeting of the Executive Committee for the purpose of considering such charges within 1 month of initial receipt.
5. The Executive Committee shall reach out to the accused member and inform them of the pending accusation. The identity of the accuser does not have to be revealed.
6. The accused member will have a period of 1 month to provide evidence regarding the nature of the accusation(s).
7. The Executive Committee shall reference the most current edition of the AAPA Policy Manual as it relates to the ethics of the PA profession as well as the MdAPA Bylaws and Policy Manual.
8. The affirmative vote of the majority of the Executive Committee will dictate the recommendation of the Executive Committee which will then be put forth to the entire BOD within thirty days. The BOD by majority vote may exonerate, censure, suspend, or expel the accused from the Maryland Academy of PAs. Should the behavior be considered grossly unethical or detrimental to the mission of MdAPA, an expulsion from the Academy is appropriate.

9. The BOD shall issue a final written outcome, which shall contain its decision without other statement or opinion about the case, and shall be signed by the President and Secretary of MdAPA. This should be filed with all other important documents.
10. The decision of the BOD is final.
11. If the member is expelled from the organization, all paid membership dues at the time of expulsion are forfeited.
12. In the event of a BOD member having charges filed against him or her, that BOD member would be suspended from the BOD pending the final decision in the hearing.
13. Any member who has had their membership restricted, suspended or revoked may apply to the Board of Directors for reinstatement one (1) year after the effective date of such action.
14. The member will be notified of the outcome of this hearing by MdAPA by certified mail.
15. All proceedings will be confidential with the exception of the final outcome statement.

The management company will monitor the Maryland Board of Physicians (MBP) disciplinary alerts and notify the BOD of any PAs who are listed. If a Fellow member's license is revoked by the MBP, their membership in the Academy is terminated until the member is back in good standing with the MBP. At the time of reinstatement of the license, the PA is able to reapply for membership. The member will be notified of this termination by MdAPA by certified mail.

Voluntary Termination

Termination of Membership shall be based on the following:

1. Written notice of termination delivered to the President and/or Secretary of MdAPA, electronically or by mail. The membership will terminate on the date of delivery of the notice, or date of deposit in the mail. All dues paid shall be forfeited.
2. Failure to pay dues on or before the due date.

Denials for Membership

1. Any person who has had their membership restricted, suspended or revoked, may apply to the BOD for reinstatement one year after the effective date of such action.
2. The BOD will have the authority to decline membership to any person who does not align with and support the mission and purpose of the Maryland Academy of PAs. Denials must be provided in writing to the person with an electronic copy on file with the Secretary.
3. A person is eligible to apply again for membership one year after their prior denial.
4. Any fees paid will be reimbursed in the event of a membership denial.

AUTHORITY (AKA references):

Bylaws Article 3, Section 6 and Article 4

Origination Date: 7.2021

Revision Date(s)

POLICY NAME:

TECH01: Technology Committee Policy

Purpose:

The Maryland Academy of PAs (MdAPA) has various technological outlets, which must be organized and maintained. This specific policy is in regard to these outlets and those individuals responsible for the management thereof.

Policy: To establish and clarify the rules as they apply to the maintenance of the various technological outlets MdAPA utilizes.

Budget: Budgetary expenses may be related to promotion (falling under Public Relations or Membership), website (under President's budget or Management), or conference (under CME budget)

Procedure:

1. Technology committee
 - a. Will be composed of interested members of MdAPA with a chair approved by the Board of Directors.
 - b. Responsibilities include the design, development, and maintenance of current MdAPA related technology platforms as well as evaluation and recommendation on adoption of new technology.
2. MdAPA Website: The CME Director, Public Relations Director, and designees, and MdAPA management representative, shall have access and make updates to the website to ensure that the information is current and accurate. The website shall include topics including but not limited to the following:
 - a. A calendar of upcoming events
 - b. Legislative updates
 - c. New Maryland resident information
 - i. Link to application for state licensure
 - ii. Link to application for DEA license
 - iii. Link to application for CDS license
 - iv. Membership Application/Renewal Form
 - d. Information regarding the annual conference such as (see conference specific policies for additional information):
 - i. Save the Date
 - ii. Registration Rates
 - iii. Schedule of Events
 - iv. Location information (e.g. hotel, things to do)
 - v. Post-conference review
 - vi. Exhibit/Sponsorship and General Advertisement Information

3. Advertisement (see below for full breakdown)
 - a. Fee structure determined by BOD and communicated to management representative.
 - b. Fee structure to include print, website, and social media advertising.
 - c. Conference advertising to be included under conference related policy.
4. Student specific information
 - a. Pre-PA
 - i. For High School Students
 1. PA FAQs
 2. Shadow for a Day
 - ii. For College Students
 1. Overview of Process
 - a. CASPA
 - b. GRE
 2. Personal Statement Tips
 3. Interview Tips
 - b. Current PA students
 - i. Transition to Practice in Maryland
 - ii. Resume Tips
 - iii. Interview Tips
 - iv. Contract Red Flags
5. Important AAPA Information
6. Social Media
 - a. Social media outlets including Facebook, Instagram, Twitter, and LinkedIn may be used. Creation of accounts using other outlets must be approved by the Public Relations Director or CME Director prior to publication.
 - b. Updates shall be made by Public Relations Director, management representative, CME Director and/or Conference Planner, or designee(s).
 - c. Purpose- Advertisement on social media; Sharing of MdAPA events; sharing of Maryland PA school events, noteworthy national/local events, PAs in the news/stories of interest to PAs
 - d. All account information and passwords shall be kept confidential but shared between the PR Director, management representative, and any designee(s).
7. Phone and Group Text Messaging
 - a. Management representative will be responsible for the MdAPA phone number and voicemail and respond to requests for information/questions in a timely manner or refer individual to appropriate resource.

- b. Management representative will be responsible for sending out texts to those who opt-in to receive texts.
- c. BOD and Committee Chairs are the only individuals authorized to make requests for texts from management representative.

8. Email

- a. Management representative is responsible for news blasts and maintaining accurate lists of recipients.
- b. Opt-in/opt-out requests will be included on the membership application and conference registration.
- c. Those who “opt-out” of receiving standardized emails shall be maintained on a separate list in case of need for emergency contact and for accurate membership lists.

9. Point of Sale Technology

- a. Management representative is responsible for maintaining actual devices and distributing to appropriate individuals as needed for events.
- b. Treasurer will be responsible for administration of financial component of point-of-sale devices/applications

10. Management Specific Technology

- a. Management representative may own a computer or other technology that contains MdAPA specific information. Updated technology requests will be made as part of the annual budget.
- b. Management representative is responsible for maintaining virus protection software on any computer that contains MdAPA specific information along with password protection.
- c. All data files must be regularly backed up to secondary storage device.

11. Advertising Fee Structure

Package	Length of Posting	Price
1. Job posting to website only	60 days	Company \$250; annual \$1,125 Recruiter \$350; annual \$1,750
	1 year – save 15%	No limit to number or frequency of job postings
2. Advertisement on webpage	1 time posting (1 week)	\$200
		Max 4 weeks per 3 months

3. Posting on social media platforms (Facebook, Twitter, Instagram, LinkedIn)	1 time post/like/etc.	\$50 each occurrence across all requested platforms Max 4 times per 3 months
4. Advertisement in newsletter (>5,000 people)	1 time per quarterly newsletter 1 year- save 15%	Column sized ad: \$100//\$340 ¼ page ad: \$200//\$680 ½ page ad: \$250//\$850 Full page ad: \$500//\$1,700
5. Weekly email newsblast (>5,000 people)	1 time in weekly newsblast	\$100 Max 4 weeks per 3 months
6. Dine and Learn events	Individual events	Company will pay for all costs incurred but has full oversight of event structure/limits
7. MdAPA social events	Individual events	Companies may support MdAPA events totally or in part with unrestricted funds
8. MdAPA Annual Conference	Exhibit hall and additional sponsorship opportunities	Coordinated by different company Information available at https://www.mdapa.org/cme/exhibits-sponsorships/

Specific information for above fee structure:

1. Website job posting is listed under “Job Opportunities” section. Job is listed for 60 days. If the position is filled, another job may be posted for day(s) remaining at no additional charge.
2. Advertisement featured on home page of www.MdAPA.org for 1 week. Limit is 4 advertisements for the company/program in a 3-month period.
3. Advertisement of job/company/promotion on MdAPA social media platforms. A one-time update across any/all of the available platforms is included in pricing. Limit is 4 advertisements in a 3-month period.
4. Quarterly electronic newsletter sent to over 5,000 people. Charge based on size of advertisement. No limit to the number of purchases.
5. Weekly email news blast to over 5,000 people.

6. Dine and Learn are individual events hosted totally or in part by companies
7. MdAPA events are held throughout the year and across the state. Companies may promote at such events in exchange for inclusion on advertising for event and/or promotional information at event to be determined on a case-by-case basis.

General information:

1. MdAPA reserves the right to refuse any advertisement request
2. If a MdAPA member is placing advertisement, they are eligible for 10% discount on all product lines OR a free social media post of their promotion
3. Requests for survey respondents from PA and doctoral students will be done on a case-by-case basis and limited only to a single publication in the weekly news blast. Any further promotion requires purchase using the above fee structure.

If interested in advertising with the Maryland Academy of PAs, please contact the organization management representative:

Beth Pardoe
management@mdapa.org
410-818-MAPA (6272)
MdAPA
PO Box 1252
Millersville, MD 21108

Origination Date: 8/2020

Revision Date(s)

Policy Name:

TECH02: Guidelines for Social Media Usage/Postings

Purpose: Establish policies and procedures for posting of content to MdAPA social media outlets/sites that are in alignment with the MdAPA goals and vision statement. Social media outlets that MdAPA uses currently include Facebook, Twitter, Instagram, and LinkedIn.

Social media is a viable and effective means of disseminating information with extensive and rapid reach. This has the potential for profound effects, both positive and negative. Therefore, policies guiding the electronic dissemination of content are critical for our organization to ensure that all content is appropriate for our organization to avoid adverse publicity or negative effects.

Budget: no budget line-item cost associated with this policy

Policy:

MdAPA is a volunteer organization designed to represent all PAs in the state of Maryland and has been granted 501(c)(6) status. Content should always reflect positively on the organization and the PA profession.

Social media postings should not be polarizing in nature.

Social media postings fall under the purview of the organization's Director of Public Relations (PR) Chairperson and the Public Relations Committee. It is this person(s) who oversees and manages the content for social media.

However, all members of the MdAPA Board of Directors (BOD) will have the ability to have input on social media postings.

Socialmediapostingsshouldconsiderthefollowing:

1. Avoid overly political, polarizing, controversial, or emotionally charged posts.
2. All postings should remain professional, show integrity, and authenticity/truthfulness per the best professional judgment of the MdAPA representative posting.
3. Provide neutral information about MdAPA (membership, events, etc.), healthcare related content, PA profession and/or medicine specific topics.
4. Keep social media posts within the objectives and mission statement of the organization.
5. BOD members can make posts to social media. "Guest" posts can be made to some social media platforms.
6. If any content is deemed inappropriate, off-topic, offensive, etc. it will be deleted. Any job postings/ads that have not been approved and/or payment was not received will be deleted.
7. Be careful discussing topics which may be considered highly controversial (e.g. politics and religion) and show respect for others' opinions.

8. The tone of our organization will be positive, helpful, and informative. Overly formal language is not necessary, especially when using lighthearted humor as a tool for engagement.
9. Social media will not disclose any inner workings or problems within the organization.

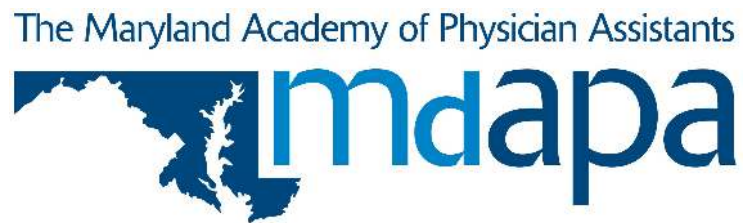
Procedure:

1. The PR Director/Chair and designees will be the primary individual(s) responsible for posting all social media content on various platforms.
2. The PR Director shall report directly to the President and BOD.
3. The PR Director may delegate certain posting responsibilities to PR Committee members or other members of the BOD or management representative under their supervision.
4. Social media content is subject to the scrutiny of the MdAPA BOD.
5. Any questionable content must be previewed by a quorum of the MdAPA BOD prior to posting and a consensus (majority) reached.
6. Any content deemed inappropriate or offensive by any member of the MdAPA may be removed upon request.
7. In the event of a breach in the security of any MdAPA platform, the manager of the platform will immediately disable the platform if possible to protect against any negative consequence and immediately notify the MdAPA BOD of the breach. As appropriate, a public notification of the security breach will be made.

Origination Date: 8/2020

Revision Date(s)

Appendix A.



**Maryland Academy of PAs Board of Directors
Proposal Template**

1. Date proposal is submitted
2. Submitted by
3. Project / activity name
4. Short overview of project / activity
5. Pros
6. Cons
7. Impact, to include, but not limited to, any financial implications
8. Recommendation

Appendix B: MdAPA Award Descriptions

MdAPA PA OF THE YEAR AWARD

The MdAPA PA of the Year is presented to a PA who has recently gone above and beyond the call of duty in their service to their patients, community, and the profession.

Criteria include:

- Current MdAPA Member
- Preference for nomination by a current MdAPA member
- Must be in clinical practice for a minimum of 3 years, currently practicing within state of Maryland
- Nominators may be asked to provide evidence of the PA's contribution to society and/or healthcare systems (volunteering, precepting/pre-PA student shadowing, serving within AAPA, local government etc to help raise awareness of PA profession)
- Preference to individuals who have not received this award previously
- Must be in good standing with Maryland Board of Physicians and have shown commitment to AAPA statement of values
- Nominees cannot be currently serving on the MdAPA Board of Directors, be a Maryland representative to the AAPA House of Delegates, be a MdAPA committee chairman, or be on the MdAPA Awards Committee

Award: physical award, year of free membership

This awards criteria supersedes any prior MdAPA award criteria for PA of the Year

MdAPA PA-PHYSICIAN TEAM AWARD

This award honors a PA-Physician team that exemplifies the unique relationship of trust and mutual respect that is essential to the team-based approach to healthcare. This collaboration allows both the PA and the physician to provide greater care than either one would be able to do alone. Further the physician must demonstrate a commitment to the PA profession via actions that advocate for and empower PAs to work to the fullest scope of practice

Criteria include:

- At least one member of the PA team must be a current member of MdAPA in good standing
- The team must have worked together for a minimum of one year
- The team may constitute multiple physicians and PAs working together, or a single physician and PA
- Preference for nomination by a current MdAPA member
- Team must be practicing in Maryland
- Recipients must be of good moral character and in good standing with the Maryland Board of Physicians
- Nominees cannot be currently serving on the MdAPA Board of Directors, be a Maryland representative to the AAPA House of Delegates, be an MdAPA committee chairman, or be on the MdAPA Awards Committee

Award: physical award

This awards criteria supersedes any prior MdAPA award criteria for Physician of the Year

MdAPA PA EDUCATOR OF THE YEAR AWARD

This award recognizes a PA who has demonstrated praiseworthy behavior in his/her role as a PA educator. The PA selected for this award exhibits behavior and traits which reflect favorably on him/herself and on the PA profession. Through designation of the title “MdAPA PA Educator of the Year,” the academy seeks not only to honor the individual PA but also to provide an example to the public and healthcare community of a PA who promotes and excels in the education of PAs.

Criteria include:

- “PA educator” is a broad term which includes but is not limited to: PA program faculty, student preceptors, and unofficial mentors in the workplace
- Preference will be given to those educating PAs, but may extend their educator role to other healthcare professions as well
- Preference for nomination by a current MdAPA member
- Current member of MdAPA in good standing
- Must be in good standing with Maryland Board of Physicians and have shown commitment to AAPA statement of values
- Nominees cannot be currently serving on the MdAPA Board of Directors, be a Maryland representative to the AAPA House of Delegates, be an MdAPA committee chairman, or be on the MdAPA Awards Committee

Award: physical award, year of free membership

MdAPA HUMANITARIAN & SERVICE AWARD

The MdAPA Humanitarian & Service Award seeks to recognize a PA who has shown incredible service to the community, providing care to the most vulnerable and underserved populations, and/or populations in crisis. This service may have been provided anywhere inside or outside of the United States, but no matter the location, there is a clear dedication to human rights and expanding access to care.

Criteria include:

- Must show consistent dedication to providing accessible healthcare to underserved populations, going “above and beyond”, who may also have participated in disaster response or other humanitarian missions
- Must be a current MdAPA member in good standing
- Must be in practice for at least 3 years OR have had significant outreach during their clinician rotations in PA school
- Preference will be given to individuals who have provided care to the residents of Maryland
- Preference for nomination by a current MdAPA member
- Cannot have won the award previously
- Must be in good standing with Maryland Board of Physicians and have shown commitment to AAPA statement of values
- Nominees cannot be currently serving on the MdAPA Board of Directors, be a Maryland representative to the AAPA House of Delegates, be an MdAPA committee chairman, or be on the MdAPA Awards Committee

Award: physical award, free year of membership

MdAPA “RISING STAR” EARLY CAREER AWARD

The MdAPA “Rising Star” Early Career Award recognizes a PA who has proven themselves exemplary in the first 1 to 3 years of their practicing PA career. This can be through any combination of the following:

- a) Excellence providing healthcare to communities on the local, national or international level
- b) A history of excellence in PA school
- c) Leadership which encourages involvement in PA organizations and professional development of others
- d) Actions which reflect and promote the role of PAs as pivotal members of the healthcare team
- e) Volunteerism (especially in underserved communities)

Criteria include:

- Practicing for 1-3 years
- Must be a current MdAPA member in good standing
- Currently practicing in Maryland
- Preference for nomination by a current MdAPA member
- Cannot have won the award previously
- Must be in good standing with Maryland Board of Physicians and have shown commitment to AAPA statement of values
- Nominees cannot be currently serving on the MdAPA Board of Directors, be a Maryland representative to the AAPA House of Delegates, be an MdAPA committee chairman, or be on the MdAPA Awards Committee

Award: physical award, free year of membership

MdAPA LIFETIME ACHIEVEMENT AWARD

This award recognizes a PA who has exhibited the highest professional qualities both as a PA in general and through involvement with MdAPA or other state organizations during their lifetime. This award is open to all MdAPA members. The nominee must be in good standing with Maryland Board of Physicians and have shown commitment to AAPA statement of values

Criteria include:

Candidate has demonstrated consistent adherence to the highest principles of PA practice over a significant amount of their professional lifetime. Evidence should include as many of the following as possible:

- At least 15 years of employment as a PA.
- Letters of recommendation/commendation from supervisors.
- Testimonials of colleagues, patients or others familiar with professional work.
- Evidence of achievements and awards for professional activities.
- Evidence of voluntary work which is directly related to healthcare or which brings positive recognition to the candidate as a PA.

Candidate has shown significant involvement with MdAPA or other state organizations over a lengthy amount of time. Evidence may include any of the following:

- Documentation of membership in MdAPA or other state organizations of at least 10 years.
- Documentation of active involvement at Board, Committee, or Delegate level with participation in MdAPA or other state organization's projects.

Candidate has shown involvement in professional development as a PA in areas other than state organization involvement. Evidence may include documentation of professional activities on national, state, local, and/or employer level including any of these activities:

- Involvement with employer on committees, boards, and other areas of professional development.
- Service with AAPA national or regional committees, offices and caucuses.
- Involvement as a PA with municipal, county or state government organizations or other non-employer health-related institutions, such as representative role with the Maryland Board of Physicians
- Service with health-related institutions.

Candidate has shown intellectual or educational achievement as a PA. Evidence may include the following:

- Attainment of advanced degree which is directly related to health care or PA professional development.
- Involvement with PA education. This may include teaching PA students, mentoring PA students, and career guidance to prospective PA students.
- Involvement with health education in general. This may include teaching other health professionals in a formal setting.

- Publication of scholarly healthcare articles or articles which are directly related to the PA profession.
- Educational lectures on the state, national, and/ or international level

Award: physical award, free MdAPA membership for life

EVIE WOLLMAN MEMORIAL SCHOLARSHIP APPLICATION

Evie Wollman was one of the first PAs in the state of Maryland. She was a pioneer with a positive attitude and great work ethic. Unfortunately, she lost her battle with cancer at a young age. A scholarship was funded in her honor because of her passion for PA education and the PA profession. The MdAPA Board of Directors and general membership continue to fund the scholarship to memorialize Evie and keep her spirit alive in the PA community.

Eligibility:

- i) Second year PA student
- ii) Current Maryland resident, enrolled in any Maryland PA Program
- iii) Current MAPA member (an application and fee for membership must be sent with scholarship application for non-members)
- iv) Completed application must be post-marked by: August 1st

Documentation for the following 5 components to be considered for this scholarship :

- I. Personal Information (type or print legibly):
 - a. Name:
 - b. MAPA number (or note application submission):
 - c. E-mail address:
 - d. Address:
 - e. Home phone:
 - f. Alternate phone number:
 - g. Maryland residency duration (years/months):
 - h. PA Program:
 - i. Anticipated Graduation Date:
- II. Official Transcript:

Please submit an official* transcript from the Physician Assistant Program/institution in which you are enrolled.

*An unofficial can be sent with application if this is pending, but must be received prior to submission deadline.
- III. Community Service/Volunteer Experience:

Please provide the name of the organization where the community service/volunteerism was performed below:

 - a. Organization:
 - b. Contact person:
 - c. Contact phone:
 - d. Dates of Volunteer Service (years/months):
 - e. Approximate hours per month:
 - f. Brief description of duties/activities:
- IV. Narrative/Essay:

In 500 words or less (typed, double-spaced), please describe the impact of your first year of PA school on your view of modern medical practice or the PA profession. Please enclose this narrative as a separate sheet of paper in the application, but do

NOT place any personal identifying information on the page to ensure anonymity amongst committee reviewers.

V. Letter of Good Reference & Good Standing

Please enclose a letter of reference and good standing on PA Program official letterhead from the Program Director or Senior Faculty in your program.

Appendix C: MdAPA CONFLICT OF INTEREST FORM

To help avoid and manage any potential conflicts of interest, you are disclosing ownership of other proprietary interests, responsibilities, circumstances, or other reasons why you [or, by extension, any member of your family; see: Conflict of Interest and Disclosure Policies and Procedures (“Policy”)] might have any actual, apparent or potential conflict of interest with your duty to the Maryland Academy of Physician Assistants (“MdAPA”) with respect to the conflicts identified in the attached Policy and any others.

You hereby invite further review by MdAPA of any aspects of these circumstances that may be appropriate. In addition, you agree to take other steps, such as avoiding deliberation on, resolution of, or voting on certain issues, or even withdrawing from serving in a leadership position with MdAPA, if it is determined that such steps are necessary to protect the integrity of MdAPA and avoid the breach of your duties of care, loyalty, and obedience to MdAPA. Finally, during such time as you continue to serve MdAPA, you agree to promptly notify the Board of Directors (BOD), which is the point of contact for MdAPA leadership, if and when you determine that any additional actual, potential or perceived conflict of interest with your duties to MdAPA arises subsequent to the execution of this form. Information reported to the BOD will be reviewed in accordance with the attached Policy.

Disclosure of actual or potential conflicts of interest (please attach additional pages if necessary): Please list:

Do you or any of your family members have personal or business relationships, activities, or interests which could potentially appear to the public as impairing your objectivity making decisions on MdAPA matters?

Examples:

- Your spouse receives a grant to create CME or employed by the BOD
- A family member is a pharmaceutical executive

Yes No Unsure

Please list:

I agree not to disclose any Academy confidential or proprietary information except as required by law and not to use the MdAPA’s name, or any affiliation with the Academy in a manner that would incorrectly imply an MdAPA endorsement of a non-MdAPA product or service, or that would imply MdAPA support of a personal opinion or activity.

Examples of proprietary information:

- Confidential MdAPA member information
- Any contracts or business dealings that are not publicly available
- Ask to be invited to a state congressional event using your MdAPA title
- Use your MdAPA title for any personal gain or to leverage personal views
- Submit comments to a state or federal agency on behalf of MdAPA without MdAPA’s express written consent

I agree I disagree

If disagree, please explain:

Appendix D: MdAPA NONDISCLOSURE AGREEMENT

I agree that any confidential information disclosed to me by any persons affiliated with MdAPA or by third parties, in connection with my affiliation with MdAPA, will be treated as such. I will not use or disclose such information except as may be authorized by MdAPA and will use best efforts to prevent its unauthorized disclosure. Confidential information may include all such information relating to MdAPA' s members, operations, policies, plans, goals, or objectives. Confidential information shall not include information previously known to me, MdAPA membership, the general public, or previously recognized as standard practice in the field. I acknowledge that unauthorized disclosure of confidential information could cause irreparable harm and significant injury to the Academy and its members. I agree that, upon request, I will return to MdAPA all materials supplied to me by them, including agendas, minutes and supporting documents.

I understand that disclosure of confidential information may result in termination or removal from office.

I have completed the Conflicts Disclosure Form and agree to abide by all of the above terms and conditions and understand that the MdAPA agrees not to disclose any information reported on this completed form, except to its BOD, officers, attorneys, accountants, auditors, or others to the extent necessary to comply with the law or on a “need to know” basis or as necessary to implement the policy.

Signature

Printed Name

MdAPA Position Date

Acknowledgements

The Maryland Academy of PAs (MdAPA) had a revision of the organization Bylaws passed by the general membership in September 2019. Owing in part to this, a decision was made to review existing policies and procedures of the organization and, to a much larger extent, create standard policies to improve consistency, create transparency, and further the stability of the organization. This project was undertaken in the midst of the Coronavirus pandemic of 2020 yet still managed to be completed in one year, under the incredible leadership of PA Tara Mahan.

MdAPA is also indebted to the following individuals who helped in the development of the original policy manual contained herein:

Christina Wojnarwsky
Corey Lewis
Deanna Bridge Najera
Gwendy McCoy
Jennifer Grover
Laurarose Dunn O'Farrell
Mark McKinnon
Marlecia Lambeth
Sarah Pope
Shanaz Mobley
Steven Cohen
Thom Kidd
Tiffany Kuebler
Tim Sparta

December 2020

POSITION DESCRIPTIONS & DUTIES OF OFFICERS

PRESIDENT

GENERAL RESPONSIBILITIES

They shall:

- Coordinate agendas for all Board of Directors meetings.
- Preside over all business meetings of the MdAPA and its Board of Directors meeting as de facto Chair.
- Provide a written summary report of the year's activities two weeks prior to the annual meeting of the organization with an account of the activities of the Board for the past year.
- Mentor the President-Elect.
- Keep membership informed of programs and of information pertinent to them through various means of communication.
- Keep abreast of changes within the constituent organization.
- Define and monitor the goals and objectives of the MdAPA.
- Write a "President's Message" article for each edition of MdAPA's newsletter.
- Submit, in a timely fashion, all requested AAPA paperwork (update and delegate forms, survey).
- Submit a summary report of all activities for each Board of Directors meeting
- Coordinate with Secretary and MdAPA Management any resignations or other changes of the BOD officers. Update necessary AAPA constituent organization contact information.
- Uphold the MdAPA policies and procedures.
- Seek out and mentor new potential leaders.
- Attend at least one meeting of each of the MdAPA committees
- Follow all MdAPA and AAPA policies and hold themselves to the highest possible standards.

COMMITTEE RESPONSIBILITIES

They shall:

- Appoint by majority vote of the Board of Directors all standing committee members and designate their chairs.
- Serve as a resource and unofficial advisor for all MdAPA-committees.

In support of strategic directions, assign specific charges to Board of Directors' committees.

ATTENDANCE RESPONSIBILITIES

They shall:

- Represent the MDAPA with outside organizations and the media.
- Miss no more than 25% of Board of Directors meetings.
- Seek out and mentor new potential leaders.

Abstract: One of the prime responsibilities of the President is to have knowledge of organizational interests and monitor the progress of goals and objectives for the constituent organization. Another is to keep current with all new information and policies within the organization and coordinate the dissemination of this information to pertinent members. The President and Immediate Past President should serve as the primary spokespersons (points of contact for the media) for the organization so that a consistent message is provided. During meetings, the President should initiate discussion about organizational improvements and encourage other leaders to share ideas that have been successfully implemented. This officer should have the ability to conduct meetings, formulate ideas, consummate plans, and delegate responsibility. They should be able to communicate effectively, on all levels, and seize any opportunity to positively represent the organization at meetings or social functions that would benefit the organization. The President is also responsible for upholding the organization's policies and procedures and for handling problems among organization members. In order to keep the lines of communication open, the President should be available by phone and at meetings to other officers and members, and should return organization-related phone calls and emails in a timely manner. The President should also prepare a final report of the year's activities of the office and include recommendations for the following year as part of the transition of office.

They shall:

- Follow all MdAPA and AAPA policies and hold themselves to highest possible standards
- Attend Board of Directors meetings
- Attend all assigned committee meetings
- Respond promptly to all communications
- Strong organizational skills
- Ability to utilize or learn to utilize basic technology (e.g. virtual meetings, shared documents, emails, word/excel/powerpoint)
- Keep all confidences regarding Board of Directors procedures and meetings
- Seek out and mentor new leaders

- Submit summary reports before each Board of Directors meetings
- Follow parliamentary procedure for all formal meetings
- Whenever possible, a sixty day (60) notice of resignation shall be submitted to the Board of Directors.

This position requires approximately 10-20 hours per month.

PRESIDENT-ELECT

GENERAL RESPONSIBILITIES

They shall:

- Succeed the office of President at the end of the President's term, or earlier if the office becomes vacant for any reason.
- Write at least one article for an edition of the MdAPA newsletter.
- Submit a summary report of all activities prior to each Board of Directors meeting
- Seek out and mentor new potential leaders.

COMMITTEE RESPONSIBILITIES

They shall:

- In the absence of both the President and Vice-President, the President-Elect shall assume the duties of the President.
- Serve as the Board of Directors' advisor to assigned committees.
- Submit a summary report of all activities for each Board of Directors meeting
- Seek out and mentor new potential leaders.
- Follow all MdAPA and AAPA policies and hold themselves to highest possible standards

ATTENDANCE RESPONSIBILITIES

- Miss no more than 25% of the Board of Directors meetings.
- Attend at least one meeting of each of the MdAPA Committee Meetings.

They shall:

- Follow all MdAPA and AAPA policies and hold themselves to the highest possible standards
- Attend Board of Directors meetings
- Attend all assigned committee meetings
- Respond promptly to all communications
- Strong organizational skills
- Ability to utilize or learn to utilize basic technology (e.g. virtual meetings, shared documents, emails, word/excel/powerpoint)
- Keep all confidences regarding Board of Directors procedures and meetings
- Seek out and mentor new leaders
- Submit summary reports before each Board of Directors meeting
- Follow parliamentary procedure for all formal meetings
- Whenever possible, a sixty day (60) notice of resignation shall be submitted to the Board of Directors.

This position requires approximately 10-12 hours per month.

VICE-PRESIDENT

GENERAL RESPONSIBILITIES

They shall:

- Ensure compliance with parliamentary procedures and act as Sergeant at Arms.
- Organize and conduct, with the assistance of Management, all annual elections.
- Write at least one article for each edition of the MdAPA newsletter.
- Coordinate with the Student Director at Large all activities/interactions with Maryland PA programs.
- Coordinate the submission of the AAPA Constituent Organization Award of Excellence, when applicable.
- Anticipate and inform the President of any changes affecting the Board of Directors and/or MdAPA and suggest ways of dealing with these changes.
- Submit a summary report of all activities prior to each Board of Directors meeting

- Seek out and mentor new potential leaders.
- Follow all MdAPA and AAPA policies and hold themselves to highest possible standards

COMMITTEE RESPONSIBILITIES

They shall:

- Serve as a voting member of the Board of Directors
- Serve as the Board of Directors advisor to assigned committee(s).
- Serve as a chair of the ad hoc Elections Committee or as the Board of Directors' advisor to this committee.

They shall:

- Follow all MdAPA and AAPA policies and hold themselves to highest possible standards
- Attend Board of Directors meetings
- Attend all assigned committee meetings
- Respond promptly to all communications
- Strong organizational skills
- Ability to utilize or learn to utilize basic technology (e.g. virtual meetings, shared documents, emails, word/excel/powerpoint)
- Keep all confidences regarding Board of Directors procedures and meetings
- Seek out and mentor new leaders
- Submit summary reports before each Board of Directors meetings
- Follow parliamentary procedure for all formal meetings
- Whenever possible, a sixty day (60) notice of resignation shall be submitted to the Board of Directors.

ATTENDANCE RESPONSIBILITIES

They shall:

- Miss no more than 25% of Board of Directors meetings.
- Attend at least one meeting of each of the MdAPA Committee Meetings.

This position will require approximately 2-5 hours per month.

IMMEDIATE PAST PRESIDENT

GENERAL RESPONSIBILITIES

They shall:

- Serve as the liaison with medical counterparts and market/promote MdAPA.
- Help mentor the President and President-Elect.
- Submit a summary report of all activities prior to each Board of Directors meeting
- Seek out and mentor new potential leaders.

COMMITTEE RESPONSIBILITIES

They shall:

- Serve as the Board of Directors representative to any committee as assigned.

ATTENDANCE RESPONSIBILITIES

They shall:

- Miss no more than 25% of Board of Directors meetings
- Represent the MdAPA with outside organizations and the media as requested or required.

Abstract: The Immediate Past President will serve as a voting member of the Board of Directors. They will also serve in an advisory capacity on various other committees and perform such duties as may be delegated by the President and/or the Board of Directors. One of the most valuable traits that the Immediate Past President can bring to an organization is a depth of experience that newer members can draw upon for strength, stability, and knowledge. They should always seek ways to mentor other Board members, especially the President and President-Elect. This officer should also be committed to the identification, recruitment, and cultivation of new leadership for the organization. Any opportunity to represent the organization at functions should be carried out. The Immediate Past President should also prepare a final report of the year's activities of the office and include recommendations for the following year.

They shall:

- Follow all MdAPA and AAPA policies and hold themselves to highest possible standards
- Attend Board of Directors meetings
- Attend all assigned committee meetings
- Respond promptly to all communications
- Strong organizational skills
- Ability to utilize or learn to utilize basic technology (e.g. virtual meetings, shared documents, emails, word/excel/powerpoint)
- Keep all confidences regarding Board of Directors procedures and meetings
- Seek out and mentor new leaders
- Submit summary reports before each Board of Directors meetings
- Follow parliamentary procedure for all formal meetings
- Whenever possible, a sixty day (60) notice of resignation shall be submitted to the Board of Directors

This position will require approximately 3 – 8 hours per month to this office.

TREASURER

GENERAL RESPONSIBILITIES

They shall:

- Work closely with Management and accountant services to ensure the financial stability of the organization
- Maintain accurate records of the financial status of MdAPA.
- Deposit all money received by the organization in the organization's account.
- Pay all bills approved by the MdAPA Board of Directors, and record all receipts of those payments.

- Prepare the annual budget by reviewing past years' financial statements combined with requests from MdAPA Board members and Committee chairs
- Provide a detailed report of fiscal accounts and contacts to be forwarded to the next Treasurer.
- Work with the CME committee to identify non-dues sources of revenue.
- Assist the Standing Rules and Contract Committee with bids for services that include a financial component
- Work with management, membership, and website coordinator for collection of yearly dues from all members.
- Write a column for each edition of MdAPA's newsletter providing a summary of the organization's financial status.
- Submit a summary financial report prior to each Board of Directors meeting.
- Produce report of current state of accounts upon request by any Board of Directors member or management company within 3 business days.
- Track quarterly financial reports over time
- Seek out and mentor new potential leaders.

COMMITTEE RESPONSIBILITIES

They shall:

- Serve on the committee which plans the annual budget
- Work with accountant, financial advisor, and/or management company to provide financial advice and investment strategies to the ad hoc Financial Advisory Committee and the Board of Directors .

ATTENDANCE RESPONSIBILITIES

They shall:

- Miss no more than 25% of the Board of Directors meetings.

Abstract: The main responsibility of the Treasurer is directing the organization's fiscal policy and money. An annual budget proposal should be provided to the Board of Directors to serve as a guide for making decisions for the organization. Monitoring the disbursement of funds related to specific budgeted uses throughout the year is a useful and necessary tool for maintaining a balanced budget. A financial report should be presented to the Board of Directors before each Board meeting. In addition, an annual fiscal report should be presented to both the Board and membership at annual meetings. The Treasurer should recognize the need for non dues sources of income and propose specific projects in conjunction with other MdAPA leaders to the Board of Directors as a means to generate and obtain new sources of income. This officer must be a

detail-oriented person and possess exceptional organizational skills. They may have other additional duties, as assigned, by the President and/or the Board of Directors. The Treasurer should also prepare a final report of the year's activities of the office and include recommendations for the following year.

This position will require approximately 5 – 10 hours per month. More hours may be required during time of annual budget preparation and other large events. Skills/experience needed to successfully serve in this position are:

- Attentional to detail
- Organizational skills
- Comfort with accounting and book-keeping procedures, including checkbook balancing

They shall:

- Follow all MdAPA and AAPA policies and hold themselves to highest possible standards
- Attend Board of Directors meetings
- Attend all assigned committee meetings
- Respond promptly to all communications
- Strong organizational skills
- Ability to utilize or learn to utilize basic technology (e.g. virtual meetings, shared documents, emails, word/excel/powerpoint)
- Keep all confidences regarding Board of Directors procedures and meetings
- Seek out and mentor new leaders
- Submit summary reports before each Board of Directors meetings
- Follow parliamentary procedure for all formal meetings
- Whenever possible, a sixty day (60) notice of resignation shall be submitted to the Board of Directors

SECRETARY

GENERAL RESPONSIBILITIES

They shall:

- Keep minutes of the MdAPA meetings
- Work with the Public Relations Director at Large to provide notification to MdAPA members of all meetings.

- Provide each Board member a copy of the minutes within two weeks of each Board of Directors' meeting.
- Work with Management to securely store all documentation in appropriate formats as required by organization, state, or national laws
- Submit a summary report of all activities prior to each Board of Directors meeting
- Seek out and mentor new potential leaders.[]

ATTENDANCE RESPONSIBILITIES

They shall:

- Miss no more than 25% of Board of Directors meetings.

Abstract: The main responsibility of the Secretary is to make sure all organizational records are accurately kept and regularly maintained. They may be asked to provide information on organizational activities in order to apply for grants, awards, or other applications. The Secretary should also prepare a final report of the year's activities of the office and include recommendations for the following year.

- Timeliness in completing projects
- Communication Skills
- Administrative skills
- Ability to use technology
- Basic knowledge of parliamentary procedure (can be learned during term of service)

They shall:

- Follow all MdAPA and AAPA policies and hold themselves to highest possible standards
- Attend Board of Directors meetings
- Attend all assigned committee meetings
- Respond promptly to all communications
- Strong organizational skills
- Ability to utilize or learn to utilize basic technology (e.g. virtual meetings, shared documents, emails, word/excel/powerpoint)
- Keep all confidences regarding Board of Directors procedures and meetings
- Seek out and mentor new leaders
- Submit summary reports before each Board of Directors meetings
- Follow parliamentary procedure for all formal meetings

- Whenever possible, a sixty day (60) notice of resignation shall be submitted to the Board of Directors

This position will require approximately 2 – 5 hours per month.

DIRECTOR AT LARGE/CHAIR OF THE CONTINUING MEDICAL EDUCATION COMMITTEE

GENERAL RESPONSIBILITIES

They shall:

- Coordinate all CME events for MdAPA including:
 - Coordinate speaker list
 - Necessary marketing materials, coordinating with Public Relations Director at Large and Management when appropriate
 - Determine of fee schedule for CME events
 - Obtain necessary approval of all events for official/certified CME
 - Work with management and website contractors for registration for events
 - Stay within proposed budget constraints while maximizing profit potential
 - Create seamless transition between CME directors
- Work closely with management and any contracted companies on the logistics of the exhibit hall, exhibitor appreciation events, and with companies that wish to sponsor speakers or other events (e.g. meal functions, breaks) at MdAPA CME events.
- In consultation with the Board of Directors, determine the location of future conferences.
- Work with the Standing Rules and Contracts committee to identify contractor(s).
- Sign contracts related to the conference, with the Board of Directors approval.
- Make policy recommendations to the Board of Directors, when appropriate. {{add to each position description}}
- Submit promotional articles/ads before as well as reports and summaries following conferences for the MdAPA newsletter.
- Submit a summary report of all activities for each Board of Directors meeting
- Seek out and mentor new potential leaders.

- COMMITTEE RESPONSIBILITIES

They shall:

- Implement Board of Directors' charges to the committee.
- After reviewing the charges from the Board of Directors for the year, prepare a yearly committee budget to be approved by the Board of Directors.
- Provide leadership to the committee.
- Report back to the committee the decisions of the BOD that may affect the committee's work or activities.
- Appoint committee members.
- Provide oversight of committee functions.
- Solicit new volunteers to serve on the committee.

ATTENDANCE RESPONSIBILITIES

They shall:

- Attend and facilitate all CME committee meetings.
- Miss no more than 25% of Board of Directors meetings.

They shall:

- Follow all MdAPA and AAPA policies and hold themselves to highest possible standards
- Attend Board of Directors meetings
- Attend all assigned committee meetings
- Respond promptly to all communications
- Strong organizational skills
- Ability to utilize or learn to utilize basic technology (e.g. virtual meetings, shared documents, emails, word/excel/powerpoint)
- Keep all confidences regarding Board of Directors procedures and meetings
- Seek out and mentor new leaders
- Submit summary reports before each Board of Directors meetings
- Follow parliamentary procedure for all formal meetings
- Whenever possible, a sixty day (60) notice of resignation shall be submitted to the Board of Directors

This position requires approximately 15- 25 hours per month, with an increase in the weeks prior to/during/following conference.

DIRECTOR AT LARGE /CHAIR OF THE MEMBERSHIP COMMITTEE

GENERAL RESPONSIBILITIES

They shall:

- Develop programs to advance the PA profession within the state.
- Coordinate and supervise PA Week activities happening within the state.
- Make policy recommendations to the Board of Directors, wherever appropriate.
- Write a minimum of two articles on Membership topics or a summary of the Membership activities, for the MdAPA's newsletter.
- Seek out membership benefits and submit to the Board of Directors for approval.
- Working with a Public Relations Director at Large to create novel ways to recruit and retain members.
- Submit a summary report of all activities prior to each Board of Directors meeting.
- Seek out and mentor new potential leaders.
- Foster engagement in committee to assist with charges assigned [[make part of every position]]
- Report number of members based on category at each Board of Directors meeting
- Track membership annually and trends over time.
- Seek out and mentor new potential leaders.

COMMITTEE RESPONSIBILITIES

They shall:

- Implement Board of Directors' charges to the committee.
- After reviewing charges from the Board of Directors for the year, prepare a yearly committee budget to be approved by the Board of Directors.
- Provide leadership to the committee.
- Report back to the committee on decisions of the Board of Directors that may affect the committee's work or activities.
- Solicit new volunteers to serve on the committee.
- Appoint the committee members.
- Provide oversight of committee functions.

ATTENDANCE RESPONSIBILITIES

They shall:

- Miss no more than 25% of Board of Directors meetings.
- Attend and facilitate all committee meetings.

They shall:

- Follow all MdAPA and AAPA policies and hold themselves to highest possible standards
- Attend Board of Directors meetings
- Attend all assigned committee meetings
- Respond promptly to all communications
- Strong organizational skills
- Ability to utilize or learn to utilize basic technology (e.g. virtual meetings, shared documents, emails, word/excel/powerpoint)
- Keep all confidences regarding Board of Directors procedures and meetings
- Seek out and mentor new leaders
- Submit summary reports before each Board of Directors meeting
- Follow parliamentary procedure for all formal meetings
- Whenever possible, a sixty day (60) notice of resignation shall be submitted to the Board of Directors

This position will require approximately 5 to 10 hours per month.

DIRECTOR AT LARGE/CHAIR OF THE PUBLIC AFFAIRS COMMITTEE

GENERAL RESPONSIBILITIES

They shall:

- Delegate the following
 - Coordinate the production of the MDAPA quarterly newsletter, including
 - collecting assigned articles from appropriate Board of Director members.

- Recruit articles and photos from members and committee chairs.
 - Write articles.
 - Take photos of MDAPA activities for publication in the newsletter.
 - Edit newsletter articles.
 - Work with management company to oversee the layout of the newsletter and electronic publication
- Electronic News Blasts (at least monthly)
- Social Media (at least weekly on multiple platforms)
- Outreach events
- Website
- Printed outreach items related to such outreach events, legislative initiatives, CME events, membership drives
- Work closely with management company and other members of the Board of Directors and committee chairs on all matters related to advertising and promoting the organization and the profession at large
- Provide leadership to the PR committee.
- Make policy recommendations to the Board of Directors, when appropriate.
- Provide oversight of committee functions.
- Submit a summary report of all activities prior to each Board of Directors meeting
- Seek out and mentor new potential leaders

THEY SHALL:

- Follow all MdAPA and AAPA policies and hold themselves to highest possible standards
- Attend Board of Directors meetings
- Attend all assigned committee meetings
- Respond promptly to all communications
- Strong organizational skills
- Ability to utilize or learn to utilize basic technology (e.g. virtual meetings, shared documents, emails, word/excel/powerpoint)
- Keep all confidences regarding Board of Directors procedures and meetings
- Seek out and mentor new leaders
- Submit summary reports before each Board of Directors meetings
- Follow parliamentary procedure for all formal meetings
- Whenever possible, a sixty day (60) notice of resignation shall be submitted to the Board of Directors

DIRECTOR AT LARGE/CHAIR OF THE LEGISLATIVE COMMITTEE

GENERAL RESPONSIBILITIES

They shall:

- Act as a liaison between state and federal legislature and the State Board of Medicine (Maryland Physicians Board), Maryland Medical Society (MedChi), and the constituency.
- Work with the AAPA constituent organization (CO) liaison regarding legislative initiatives
- Mentor membership concerning legislative issues
- Craft new and revise current PA legislation in concert with the Board of Directors, a MdAPA employed lobbyist, and other interested parties.
- Work with the MdAPA lobbyist and legal counsel.
- Work with other organizations that have similar legislative goals
- Provide leadership to the committee.
- Write an article for each MDAPA newsletter to regularly update the PA constituency.
- Provide a legislative update as part of the annual CME conference
- Communicate with membership during times of important legislation to inform the constituency and gain support for PA issues.
- Make policy recommendations to the Board of Directors, when appropriate.
- Submit a summary report of all activities prior to each Board of Directors meeting
- Seek out and mentor new potential leaders.
- Seek out and mentor new potential leaders.

COMMITTEE RESPONSIBILITIES

They shall:

- Implement Board of Directors' charges to the committee.
- After reviewing charges from the Board of Directors for the year, prepare a yearly committee budget to be approved by the Board of Directors.
- Report back to the committee on decisions of the Board of Directors that may affect the committee's work or activities.
- Solicit new volunteers to serve on the committee.
- Appoint the committee members.
- Provide oversight of committee functions.
- Provide leadership to the committee.

They shall:

- Follow all MdAPA and AAPA policies and hold themselves to highest possible standards
- Attend Board of Directors meetings
- Attend all assigned committee meetings
- Respond promptly to all communications
- Strong organizational skills
- Ability to utilize or learn to utilize basic technology (e.g. virtual meetings, shared documents, emails, word/excel/powerpoint)
- Keep all confidences regarding Board of Directors procedures and meetings
- Seek out and mentor new leaders
- Submit summary reports before each Board of Directors meeting
- Follow parliamentary procedure for all formal meetings
- Whenever possible, a sixty day (60) notice of resignation shall be submitted to the Board of Directors

ATTENDANCE RESPONSIBILITIES

They shall:

- Attend and facilitate all committee meetings.
- Miss no more than 25% of Board of Directors meetings.

This position requires approximately 5 to 8 hours per month with an increase in hours while state/federal legislatures are in session, especially if they are voting on specific PA legislation.

Skills/experience needed to successfully serve in this position:

- Interest in the legislative process
- Preferably prior legislative committee services
- Communication skills
- Diplomacy skills

Regional Directors

Western, Eastern Shore, Southern

GENERAL RESPONSIBILITIES

- Coordinate outreach events localized to region
- Liaison between MdAPA and PAs of the assigned region
 - Make sure local PAs understand issues affecting the profession in the state
 - Make sure MdAPA understand nuances of practice in specific areas of the state

They shall:

- Host or co-host at least one regional event per leadership term
- Seek out and mentor new potential leaders.
- Submit a summary report of all activities for each Board of Directors meeting

They shall:

- Follow all MdAPA and AAPA policies and hold themselves to highest possible standards
- Attend Board of Directors meetings
- Attend all assigned committee meetings
- Respond promptly to all communications
- Strong organizational skills
- Ability to utilize or learn to utilize basic technology (e.g. virtual meetings, shared documents, emails, word/excel/powerpoint)
- Keep all confidences regarding Board of Directors procedures and meetings
- Seek out and mentor new leaders
- Submit summary reports before each Board of Directors meeting.
- Follow parliamentary procedure for all formal meetings.
- Whenever possible, a sixty day (60) notice of resignation shall be submitted to the Board of Directors.

Attendance Responsibilities

- Attend and facilitate all committee meetings.
- Miss no more than 25% of Board of Directors meetings.

Student Representative

GENERAL RESPONSIBILITIES

They shall:

- The student representative shall be named as per Policy
- Provide a student perspective for all MdAPA initiatives and discussions
- With the MdAPA Vice President, coordinate activities with all Maryland PA Program
- Seek out and mentor new potential leaders.
- Seek out and mentor new members (student and fellow)
- Submit a summary report of all activities for each Board of Directors meeting

They shall:

- Follow all MdAPA and AAPA policies and hold themselves to highest possible standards
- Attend Board of Directors meetings
- Attend all assigned committee meetings
- Respond promptly to all communications
- Strong organizational skills
- Ability to utilize or learn to utilize basic technology (e.g. virtual meetings, shared documents, emails, word/excel/powerpoint)
- Keep all confidences regarding Board of Directors procedures and meetings
- Seek out and mentor new leaders
- Submit summary reports before each Board of Directors meetings
- Follow parliamentary procedure for all formal meetings
- Whenever possible, a sixty day (60) notice of resignation shall be submitted to the Board of Directors

Attendance Responsibilities

- Attend and facilitate all committee meetings.
- Miss no more than 25% of Board of Directors meetings.

CHAIR OF THE STANDING RULES AND CONTRACTS COMMITTEE CHAIR

GENERAL RESPONSIBILITIES:

- Responsible for the review and revision of the MdAPA Bylaws, Policies and Procedures, and organizational contracts.
- Address the need for new policy and procedures as the organization and profession evolves
- Seek out and mentor new potential leaders.
- Submit a summary report of all activities for each Board of Directors meeting

They shall:

- Follow all MdAPA and AAPA policies and hold themselves to highest possible standards
- Attend Board of Directors meetings
- Attend all assigned committee meetings
- Respond promptly to all communications
- Strong organizational skills
- Ability to utilize or learn to utilize basic technology (e.g. virtual meetings, shared documents, emails, word/excel/powerpoint)
- Keep all confidences regarding Board of Directors procedures and meetings
- Seek out and mentor new leaders
- Submit summary reports before each Board of Directors meetings
- Follow parliamentary procedure for all formal meetings
- Whenever possible, a sixty day (60) notice of resignation shall be submitted to the Board of Directors.

They shall:

- Attend and facilitate all committee meetings.
- Miss no more than 25% of Board of Directors meetings.

CHAIR OF THE REIMBURSEMENT COMMITTEE

GENERAL RESPONSIBILITIES

They shall:

- Become aware of current reimbursement legislation/policies concerning Medicare/Medicaid issues, and other third-party payers.
- Write a minimum of two articles/letters for the MDAPA's newsletter, on reimbursement issues or a summary of committee activities.
- Serve as a contact for organization members concerning third-party payment issues.
- Make policy recommendations to the Board of Directors, when appropriate.
- Submit a summary report of all activities prior to each Board of Directors meeting
- Seek out and mentor new potential leaders.

COMMITTEE RESPONSIBILITIES

They shall:

- Implement Board of Directors' charges to the committee.
- After reviewing charges from the Board of Directors for the year, prepare a yearly committee budget to be approved by the Board of Directors.
- Provide oversight of committee functions.
- Provide leadership for the committee.
- Report back to the committee on decisions of the Board of Directors that may affect the committee's work or activities.
- Solicit new volunteers to serve on the committee.
- Appoint the committee members.
- Seek out and mentor new potential leaders.

They shall:

- Follow all MdAPA and AAPA policies and hold themselves to highest possible standards
- Attend Board of Directors meetings
- Attend all assigned committee meetings
- Respond promptly to all communications

- Strong organizational skills
- Ability to utilize or learn to utilize basic technology (e.g. virtual meetings, shared documents, emails, word/excel/powerpoint)
- Keep all confidences regarding Board of Directors procedures and meetings
- Seek out and mentor new leaders
- Submit summary reports before each Board of Directors meetings
- Follow parliamentary procedure for all formal meetings
- Whenever possible, a sixty day (60) notice of resignation shall be submitted to the Board of Directors.

ATTENDANCE RESPONSIBILITIES

They shall:

- Attend and facilitate all committee meetings.
- Miss no more than 25% of Board of Directors meetings.

CHAIR OF THE DIVERSITY COMMITTEE

GENERAL RESPONSIBILITIES

They shall:

- Develop a yearly project to increase minority awareness within the PA community and patient base.
Serve as a contact and resource to members who have minority issues relating to their workplace.
- Make policy recommendations to the Board of Directors, when appropriate.
- Write at least two articles for the MDAPA's newsletter providing an overview of the Diversity Committee activities or on Diversity topics.
- Submit a summary report of all activities prior to each Board of Directors meeting
- Seek out and mentor new potential leaders.

COMMITTEE RESPONSIBILITIES

They shall:

- Implement Board of Directors' changes to the committee.
- After reviewing charges from the Board of Directors for the year, prepare a yearly committee budget to be approved by the Board of Directors.
- Provide leadership to the committee.
- Report back to the committee on decisions of the Board of Directors that may affect the committee's work or activities.
- Appoint committee members.
- Solicit new volunteers to serve on the committee.
- Provide oversight of committee functions.

They shall:

- Follow all MdAPA and AAPA policies and hold themselves to highest possible standards
- Attend Board of Directors meetings
- Attend all assigned committee meetings
- Respond promptly to all communications
- Strong organizational skills
- Ability to utilize or learn to utilize basic technology (e.g. virtual meetings, shared documents, emails, word/excel/powerpoint)
- Keep all confidences regarding Board of Directors procedures and meetings
- Seek out and mentor new leaders
- Submit summary reports before each Board of Directors meetings
- Follow parliamentary procedure for all formal meetings
- Whenever possible, a sixty day (60) notice of resignation shall be submitted to the Board of Directors.

ATTENDANCE RESPONSIBILITIES

They shall:

- Miss no more than 25% of Board of Directors meetings.
- Attend and facilitate all committee meetings.

House of Delegates Representative including Chief Delegate

- Must be able to attend the AAPA House of Delegates meeting, usually held in conjunction with the AAPA annual conference
 - Seek out and mentor new potential leaders.
1. All delegates are elected
 - a. Chief Delegate will be determined by the HOD delegates with final approval by the MdAPA President
 2. Coordinate activities for MdAPA regarding the AAPA HOD. This includes polling MdAPA membership regarding issues put forward before the HOD; hold meetings (virtual and/or in person) with HOD delegates prior to meeting to determine MdAPA viewpoints on proposed policies.
 3. Review and understand the HOD handbook.
 4. Be familiar with the MdAPA Bylaws and Policy Manual.
 5. Be familiar with the AAPA Bylaws and Policy Manual. Available at <https://www.aapa.org/governance/house-of-delegates/>
 6. Establish Delegate responsibilities.
 7. Plan meetings prior to HOD to discuss proposed policies and any other related information.
 8. Every delegate should write a single article summarizing the outcome of the annual HOD for the MdAPA newsletter.
 - a. Chief Delegate will make article assignments prior to completion of HOD.
 - b. Reimbursement will be held until the newsletter article is received.
 9. Estimated time: few meetings immediately preceding HOD; 3 full days at HOD (in-person attendance usually required).