



## AAPS Board of Directors Election Handbook

### Contents

Introduction .....	2
Information for Board of Directors Candidates .....	2
Role of the Board of Directors .....	2
Science and the Board .....	3
Time Commitments .....	4
Additional Position-Specific Time Commitments .....	4
Board Composition and Terms of Service.....	5
Election Cycle .....	5
Nomination Process Overview.....	5
Step 1: Complete the Board Nomination Form .....	5
Step 2: Nominations Committee Narrows the Field.....	5
Step 3 Deeper Review of Candidates.....	6
Desirable Competencies for Future Board Members.....	6
Campaigning Activity .....	7
Nominations Committee Timeline.....	7
Nominations Committee Composition and Procedures.....	8
Nominations Committee Obligations .....	9
Final Approval of the Slate of Candidates.....	10
Election Process .....	10
Reconciliation of a Tie Vote .....	10
Appendix 1 – Presidents Group Policy.....	12
Appendix 2—Board Nomination Form .....	14
Appendix 3—Nomination Packet.....	16
Appendix 4—Professional Conduct Disclosure Form .....	17
Appendix 5—AAPS Diversity Statement .....	19

## Introduction

The AAPS Board of Directors Election Handbook is a Board-approved document that provides details about serving on the AAPS Board of Directors and the process and procedures for facilitating and conducting the annual AAPS elections.

## Information for Board of Directors Candidates

### Role of the Board of Directors

The Board of Directors guides AAPS toward a sustainable future by adopting sound, ethical, and legal policies for governance and financial management, and by ensuring that AAPS has adequate resources to advance its mission. The Board provides foresight, oversight, and insight, while the executive director manages the day-to-day operations.

Board members are expected to be familiar with the association's articles of incorporation, bylaws, strategic plan, policies, and code of professional conduct, as well as their fiduciary responsibilities, which define and clarify the Board's role in providing oversight to AAPS.

It is the responsibility of the Board to maintain an environment that enables AAPS members, volunteers, and staff to reach their full potential.

The Board shapes the association's reputation, sets AAPS's strategy, and oversees implementation of the strategic plan.

The Board's responsibility is to the whole of the membership, including parts of the member body with which an individual board member may be less familiar. The Board monitors AAPS' response to members' needs, desires, goals, and environmental forces affecting their day-to-day work. Board members can apply their influence most effectively only if they are well-informed on developments and perspectives within AAPS and the members' various professional roles. The AAPS governance structure includes systems for developing insight into members' lives and the pharmaceutical environment they work in, and for advising the Board of this expanded view of the markets in which the organization operates. The Board engages in sense-making with this information. Then it determines if and how the association will respond to members' various needs and the pressures affecting the pharmaceutical environment.

Board members hold fiduciary duties of care, loyalty, and obedience to AAPS. They meet these obligations primarily by following operational and fiscal developments as managed and provided by staff, providing strategic direction and oversight in line with their specific roles on the Board, and always placing AAPS' best interests above their own.

It is the Board's responsibility to do what it can to keep information flowing both ways between the Board, committees, communities, and the general membership.

Board members have an influential role in shaping the public's perception of the pharmaceutical science community and its many professions. They do this best by giving genuine, efficient, and conscientious service to AAPS, its members, and the public.

The Board should be constructively critical of AAPS, continually seeking to make it more beneficial to its whole membership and thereby of better service to members and the public. Representing the highest aims of the profession, the Board constantly keeps itself open to new ideas.

To do its best work, the Board must operate in a free atmosphere where there is uninhibited, though polite, expression of thoughts and ideas. Open exchange and honest debate of ideas are encouraged. Once a decision is made, the entire Board must work to make that decision effective, subjugating personal feelings or beliefs to the posture of the majority. Unity and a sense of "team" are critical to progress.

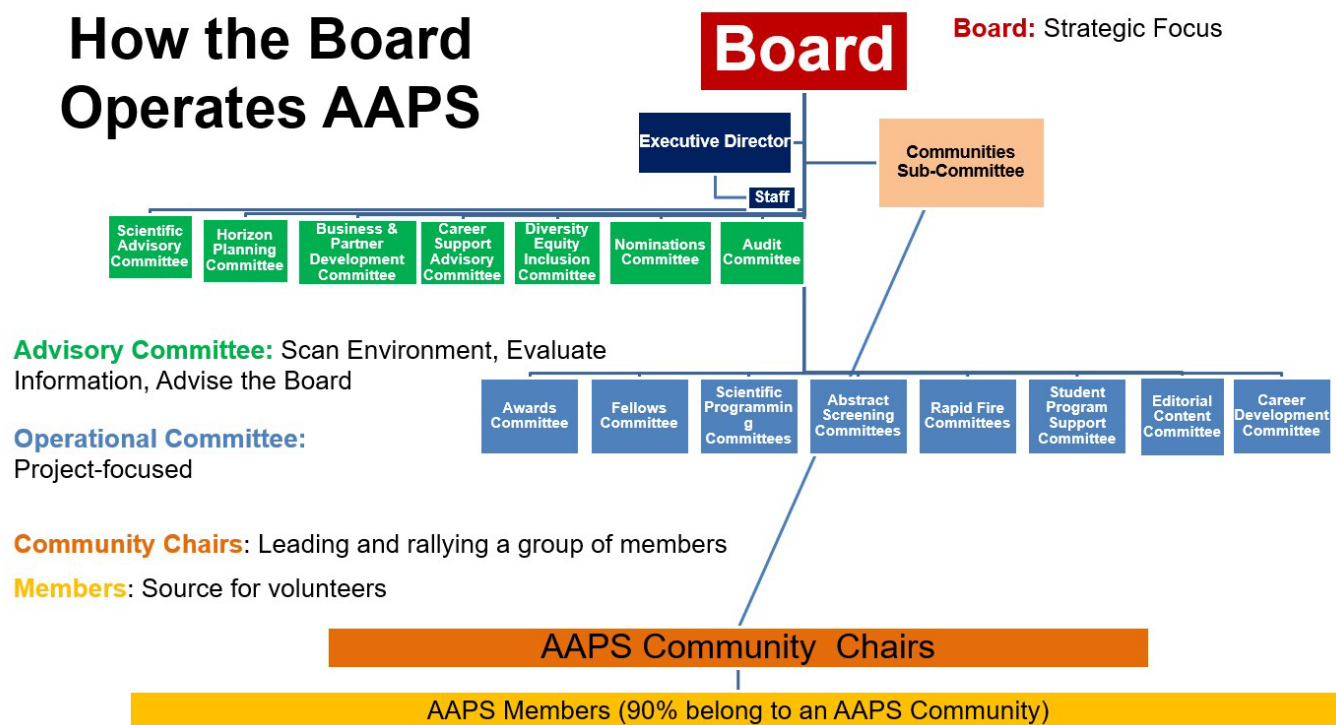
### Science and the Board

Those considering applying for Board Service should recognize that the Board of Directors is not a scientific body and does not:

- Directly set the association's scientific agenda
- Manage the selection of programming
- Influence the content of AAPS' peer-reviewed and other publications

Scientific leaders who wish to focus on technical discussion, to review the scientific merits of their peers for awards or Fellows selection, or to select scientific research for presentation are encouraged to consider other service opportunities, such as chair of a Scientific Programming Committee or a seat on the Scientific Advisory Committee, Fellows Committee, or Awards Committee.

## How the Board Operates AAPS



## Time Commitments

### All Board Members

Members of the Board of Directors should anticipate attending quarterly three-hour meetings and spending at least an hour reviewing documents distributed by staff to prepare for each meeting. Board members should also set aside time to for:

- An all-day meeting at PharmSci 360 in the fall
- An all-day meeting at the National Biotechnology Conference in the spring
- A two-day, virtual, leadership retreat that requires 2-4 hours of teleconferencing, and may also require some preparation in advance
- A two-day, virtual training session in September that requires 2-4 hours of teleconferencing and includes the Board meeting

Board members spend about 1-2 hours per week on AAPS business including serving as:

### Liaisons

Each Board member is appointed to serve as a liaison to at least one, and usually multiple, AAPS committees. The president also appoints liaisons for task forces and other areas as needed. Liaisons serves as a conduit between the Board and the AAPS component and are responsible for assuring that responsibilities assigned by the Board are communicated to the component. Liaisons should make every effort to attend meetings and read the minutes and notes of their assigned meetings. They may be called on to present the committee's perspective during Board discussions.

Liaisons do not lead components to which they liaise and should defer to the chair in managing the component's operation.

### Community Mentors

A Board member is designated to mentor each AAPS Community and is expected to develop a strong relationship with the leaders of their assigned communities. Community chairs keep their Board Mentors informed about all leadership team activities and are encouraged to consult their mentors for advice on managing the community and identifying resources. Board Mentors also help represent the community's concerns and achievements to the Board.

## Additional Position-Specific Time Commitments

The president, president-elect, and past president communicate frequently with the executive director on Board meeting agendas and routine administrative, legal, and financial issues, generally during weekly video conferences or as the need arises. Refer to the Presidents Group Policy (Appendix 1) for additional information. To learn more about the authorities and limitations of Board members, including the President, refer to the AAPS Bylaws (posted at [www.aaps.org](http://www.aaps.org)).

### President

The president spends approximately four hours each week on AAPS business, including:

- Attending events as an official representative of AAPS or directing other Board members to do so.
- Meeting with the executive director weekly on ongoing AAPS business (Appendix 1).
- Producing a monthly column for *AAPS Newsmagazine*, a quarterly letter to AAPS' former presidents, and other communications as needed with staff support.

## Board Composition and Terms of Service

The official composition of the Board is defined in the AAPS Bylaws and includes nine individuals who are AAPS members:

- Officers:**
- 1. President** – Serves one year
  - 2. Immediate Past President** – Serves one year
  - 3. President-elect** – Serves one year
  - 4. Treasurer** – Serves three years

The elected **president-elect** automatically succeeds to the office of **president** and then **immediate past president**. This means the individual elected to president-elect is committing to a three-year term on the Board.

The treasurer serves a three-year term and may be re-elected for one additional three-year term.

**Members-at-Large:** There are five **members-at-large** on the Board who are each elected to serve a three-year term. Twice during a three-year election cycle, two members-at-large are elected. During the third election cycle and in the same year as the election of a treasurer, only one member-at-large is elected.

No individual shall serve more than two terms as a member-at-large.

## Election Cycle

**President-elect:** The Nominations Committee recommends least two candidates each year. A new president-elect is elected every year.

**Treasurer:** The Nominations Committee recommends at least two candidates for treasurer every third year.

**Members-at-Large:** The Nominations Committee recommends at least two candidates for each member-at-large position.

## Nomination Process Overview

### Step 1: Complete the Board Nomination Form

Any AAPS member may be nominated by peers or by self-nomination. Peers who intend to submit a colleague's name for consideration are expected to confirm the individual's enthusiastic interest in serving before nominating them.

To initiate the nomination process, each candidate or their nominator must electronically submit a completed Board Nomination Form (Appendix 2) to the Nominations Committee by the announced deadline. The information captured in the form will be used for discussion and voting by the Nominations Committee.

Nominees who are not AAPS members at the time of application, or who submit incomplete Board Nomination Forms, will be rejected without review by the Nominations Committee.

### Step 2: Nominations Committee Narrows the Field

The Nominations Committee will discuss each nominee's qualifications in relation to the competencies required to serve on the Board. The list of candidates will be narrowed by eliminating candidates who are less suited to the

needs of the Board in the immediate election cycle. The committee will take into consideration the comments of staff who have direct experience working with volunteers in particular roles during this process.

Following this review, the Nominations Committee Chair will contact all nominees to notify them of the status of their application, and in the case of those still under consideration, to confirm continued interest in Board Service.

### Step 3 Deeper Review of Candidates

Nominees with continued interest in Board service must complete a Nomination Packet that includes the following information:

1. Application Form (Appendix 3)
2. Professional Conduct Disclosure Form (Appendix 4)

The Nomination Packet (Appendix 3) must be submitted electronically to AAPS no later than the submission deadline staff establish.

Poorly prepared and/or insufficiently documented nominations will place the nominee at a disadvantage in the evaluation process. It is the nominee's responsibility to ensure a complete and representative Nomination Packet is submitted before the submission deadline.

The Nominations Committee will review all Nomination Packets and discuss each nominee's qualifications based on the desirable competencies.

The Nominations Committee will submit the names of the nominees recommended for the ballot to the Board for endorsement.

All nominees will be notified about the results of their nomination by the AAPS Nominations Committee Chair after the Board endorses the final slate of candidates for presentation to the membership.

### Desirable Competencies for Future Board Members

Board members are elected to provide oversight to the association on behalf of the entire membership. The Nominations Committee considers candidates both as individuals representing different constituencies within the organization, and more significantly, as parts of a Board that must maintain a consistent level of executive operation over time in order to assure the organization's continual advancement against its goals.

While all members are welcome to apply for a role on the Board, not all members are suited to serve in this role. Further, the Board may need more expertise in one of the competencies listed below in one year than it does in another as the membership of the Board of Directors changes over time. The Nominations Committee must consider matters of diversity, equity, and inclusion when the Board is viewed as a whole (See AAPS's Diversity Statement, Appendix 5).

Successful nominees will demonstrate their skill in several of the competencies listed below through the careful documentation of their experiences and prior professional and volunteer roles.

- Business acumen, or deep experience in operating businesses in industry, academia, or other contexts
- Change management experience
- Financial acumen
- Experience with managing and leading multi-level organizations
- Experience developing business strategy and applying it in decision-making

- Entrepreneurial insight and expertise in assessing business risk
- Emotional IQ, including empathy with the needs of constituencies within AAPS and the ability to prioritize organizational need above personal desires
- Application of analytical skills to business challenges

## Campaigning Activity

All candidates are afforded the opportunity to write a biographic profile and to respond to written questions.

**Campaigning through the use of flyers, emails, letters, structured talks, etc. is not permitted.**

The Nominations Committee monitors for campaigning during the election cycle and will recommend action to the Board for violations of this No Campaigning policy. The Board may take any action it deems reasonable, including, but not limited to, the removal of a nominee from consideration as a candidate for violations of this policy.

## Nominations Committee Timeline

### 2024 AAPS Board of Directors Election Schedule

<b>Nov 2023</b>	AAPS issues a call for applicants to serve on the Nominations Committee
<b>Nov 2023</b>	Applications to serve on the Nominations Committee are screened by the preceding year's Nomination Committee chair, chair-elect, and the two members-at-large
<b>Nov 2023</b>	Nominations Committee members sent to Board for approval
<b>End of Nov 2022</b>	Letters are sent to all Nominations Committee applicants confirming the appointed committee members
<b>Early Dec 2023</b>	Nominations Committee teleconference to discuss election process, criteria to select final slate (desirable competencies), and deadlines
	This year, nominations will be sought for president-elect, one treasurer, and one member-at-large
	Committee members begin to identify potential candidates for the offices
<b>Oct - Jan</b>	Board and Committee members speak with potential candidates for the offices to encourage nominations and gauge interest
<b>Nov 2023 – Jan 2024</b>	Open call for Board Nominations to membership through website, emails, and <i>AAPS Newsmagazine</i>
	Nominations requested from Board, Nominations Committee, and staff for potential candidates <ul style="list-style-type: none"> <li>• <b>For peer nominations, candidates must be asked if they are willing to be considered and a Board Nomination Form must be submitted for each potential candidate</b></li> <li>• This is not a guarantee that candidates will move on to the second round of screening or be on the final ballot; do not make any promises to potential candidates</li> <li>• If potential candidates are not interested or cannot commit the time, do not submit their names for consideration</li> </ul>
<b>Jan 9, 2024</b>	Nomination deadline; Nominations Forms submitted to AAPS from peer nominations, self-nominations, Board, and Nominations Committee members

<b>Jan 10, 2024</b>	All Nomination Forms will be placed on a secure site to be reviewed by Nominations Committee electronically.
<b>Late Jan or Early Feb 2024</b>	Nominations Committee teleconference to develop a short list of potential candidates for each position. Those candidates determined to be a definite “no” will be eliminated from consideration. After the meeting, the Nominations Committee chair contacts individuals on the short list to ascertain their continued interest in running.
<b>March 18, 2024</b>	All individuals wishing to be considered for the Board slate must complete a Nomination Packet  All Nomination Packets will be placed on a secure site to be reviewed by Nominations Committee electronically.
<b>Early April 2024</b>	<b>Nominations Committee meets to finalize slate. Plan on meeting last at least 4 hours. Final slate will be submitted to the Board for approval in April.</b>
<b>April 2024</b>	Nominations Committee Chair notifies all candidates (final slate and those not on final slate) with results of the Nominations Committee deliberations
<b>May 6, 2024</b>	All materials (biography, statement of interest, & photo) for election bulletin due to Maria Nadeau
<b>May 2024</b>	Online election ballot is developed
<b>June 3, 2024</b>	Voting begins
<b>July 31, 2024</b>	Voting ends
<b>1<sup>st</sup> Week of Aug 2024</b>	All Board candidates notified about the election results by Nominations Committee chair
<b>Aug 2024</b>	Membership notified of election results

## Nominations Committee Composition and Procedures

### Membership of the Nominations Committee

Each year, the Board appoints a Nominations Committee as follows:

**Nominations Committee Chair:** The most recent AAPS President who has left the Board; 1-year term

**Nominations Committee Chair-elect:** AAPS Immediate Past President who is a Board member; 1-year term

**Board Member-at-Large:** First year of a 2-year term on Nominations Committee; member of the Board <sup>1</sup>

**Board Member-at-Large:** Second year of a 2-year term on Nominations Committee; member of the Board

**2 Past Non-Presidential AAPS Board of Directors Members:** No longer members of the Board, but whose term end date was within the last 5 years<sup>2</sup>

**3 Open Positions:** 1-year term; call for applicants to serve on the committee sent to all AAPS members; not members of the Board

**AAPS Executive Director:** ex officio member, non-voting

**AAPS Senior Staff Member:** ex officio member, non-voting



<sup>1</sup> From the two newly elected Board members-at-large, one will be selected to serve a two-year term on the Nominations Committee. In years when only one member-at-large member is elected, that individual will serve a two-year term on the Nominations Committee. Not every Board member-at-large will serve on the Nominations Committee. It is intended that a member-at-large in their third year of service on the Board will not serve on the Nominations Committee.

<sup>2</sup> If AAPS is unable to secure past non-presidential AAPS Board of Directors members, the position(s) will remain open for the year.

AAPS membership is required to serve on the Nominations Committee, except for the staff liaisons. Members of the Nominations Committee may not nominate themselves or another individual for the Board while serving on the committee.

### **Requirements for Nominations Committee Members**

- Must be an AAPS member for at least 5 consecutive years at the time of application and must maintain membership throughout the nomination process
- At least 10 years of professional pharmaceutical experience
- Ability to maintain confidentiality
- Ability to act impartially and diligently
- Membership in at least 1 AAPS Community
- Willing to use personal networks, social media, and the AAPS Communities to solicit applications
- Ability to use Microsoft Teams, the AAPS Communities platform, and other software to attend meetings, evaluate candidates, and participate in the committee

### **Time Commitment**

Time (approximately 10 hours total between October and April):

- Participating in at least three conference calls
- Reviewing nominees' Nomination Forms and Nomination Packets
- Discuss candidates and determine recommendations

Applications to serve on the Nominations Committee are screened by the preceding year's Nomination Committee chair, chair-elect, and the two members-at-large. Successful applicants will be recommended to the Board for approval.

## **Nominations Committee Obligations**

The Nominations Committee must carefully, fully, and fairly consider all qualified nominations against the competencies necessary for Board service and the composition of the Board at that time. A candidate who does not fit the Board's needs in one year may fit well in another.

The Nominations Committee and Board lead the volunteer leadership in promoting board service to the membership. It is also appropriate for AAPS staff to encourage AAPS members to nominate themselves.

All materials related to nominees and discussion about them are confidential. **All the discussions about any aspect of the nomination process must be held in strict confidence.**

AAPS staff maintain a confidential list of potential candidates from year to year, from which the Nominations Committee may recruit candidates.

## Final Approval of the Slate of Candidates

The Nominations Committee recommends a list of candidates to the Board for endorsement. The list must include at least two qualified candidates for each position, as prescribed by the AAPS Bylaws. The committee may adjust the list up until the Board votes on the recommendation.

The Board's review and endorsement of the Nominations Committee's recommendation will emphasize that:

- The Nominations Committee conducted a fair and balanced review and selection from all the nominations put forward by AAPS members
- The specific individuals on the slate of candidates are appropriate and qualified to serve the association

The Board may ask the Nominations Committee to provide more details about the qualifications of a candidate but should not engage in the selection work of the Nominations Committee. In the event that the Board fails to endorse a candidate or candidates, the Nominations Committee will reconsider their recommendation and provide an alternative nominee(s). This process continues until a slate of candidates is endorsed by the Board.

It should only be a rare instance when the Board would find it necessary to reject the Nominations Committee's slate of candidates. Nonetheless, it is essential that the Board execute this specific duty since it is ultimately responsible for the health and welfare of the association.

Once the Board has endorsed candidates to stand for election, all nominees will be notified by the Nominations Committee chair, with staff assistance.

Candidates may withdraw after the ballot has been endorsed by the Board and after voting has begun. In the event that a candidate who has withdrawn garners a winning number of votes, the vacancy on the Board will be filled according to Article VI, Section 4 in the AAPS Bylaws.

## Election Process

AAPS Bylaws require AAPS to hold an annual election in which all members in good standing may vote. Each member is limited to one ballot. AAPS will publicize the election and provide information about all candidates to members as well as directions for casting electronic ballots.

Candidates are selected by simple majority of all ballots cast.

An independent election management company manages the vote to ensure a fair and unbiased collection and tallying of ballots. The company reports the results of the vote to the Executive Director.

The Executive Director and AAPS staff hold all information about the vote, including the specific number of ballots cast in total and for specific candidates, and the margins by which seats were won or lost, in confidence.

The Nominations Committee Chair will notify each candidate of the election results before AAPS announces the information to the membership.

## Reconciliation of a Tie Vote

The AAPS Bylaws require that in two out of three years the Board election ballot is designed to elect two members-at-large. For these ballots, there are at least four member-at-large candidates. In this case, the simple majority is the highest number of votes cast for two candidates. In a situation where the same number of votes

are cast for two candidates getting the most votes, this is not a tie vote, and both of those candidates are elected. However, if the number of votes for a second and third candidate are the same, then this would be a tied vote.

**Breaking a Tie**

The election management company will audit its report to confirm that a tie exists. Once confirmed, the election management company will use a random results generator to select the elected member.

### The Presidents' Group Meeting in AAPS Management and Governance

The AAPS Executive Director (ED) meets with the Presidents Group each week. The meeting serves three purposes. (1) From a management perspective, it is the regular one-on-one meeting of the current President with the Executive Director. (2) With the inclusion of the Immediate Past President, President-elect, and others at the President's discretion, the meeting increases transparency and information sharing; supports transition planning and continuity in AAPS' business management; and allows the President and Executive Director to seek advice on complex issues between Board meetings. (3) The meetings are also used to coordinate tasks in which the presidents and Executive Director are engaged together.

#### Meeting Scope

##### **Executive Director Management & Performance Review Conversation**

The President uses the Presidents Group meeting to review the Executive Director's work each week and discuss priorities and expectations. Additionally, by contract the President leads an annual review of the Executive Director's performance. The President generally conducts the performance review conversation with the Executive Director, with AAPS' HR Manager present, during a Presidents Group Meeting.

##### **Information Sharing**

The Executive Director and the Presidents update each other on day-to-day AAPS business and operational matters. This includes discussing organizational metrics – e.g., membership data; community developments; financial updates planning progress and financial performance updates for AAPS conferences; speaking invitations and other visibility opportunities for AAPS leadership; updates on AAPS' staff; etc. The group also discusses the most recent developments in work conducted by AAPS Committees, Task Forces, and the AAPS Communities.

##### **Transition Planning and Continuity in Business Management**

The Presidents and the Executive Director use the weekly meeting to prepare agenda items and otherwise plan for quarterly meetings of the AAPS Board of Directors. Additional attendees may be invited to attend the Presidents Group meetings, e.g., the AAPS Controller and Treasurer to prepare for the annual budget or audit report discussions.

##### **Tasks**

The Presidents and the Executive Director also review tasks on which they collaborate, including developing the quarterly update emailed to the Past Presidents; agenda planning for the Past Presidents luncheon at PharmSci 360; and preparing the president for public presentations.

#### Typical Topics Addressed

The Presidents Group generally discusses, but is not limited to, the following agenda items over the course of a Fiscal Year.

##### Q1

##### **Financial:**

- Audit review and final numbers for PharmSci 360
- BOD meeting with AAPS Investment Advisors

##### **AAPS Planning and Strategy:**

- AAPS meeting and event calendar for the year
- Current President refines topic and leadership agenda for their year

- Planning for the AAPS Leadership Retreat (typically in March)
- Planning for the in-person BOD meeting at NBC

## Q2

### **Financial:**

- Initial budgeting conversations
- AAPS 990 filing

### **AAPS Planning and Strategy:**

- AAPS NBC and in-person BOD meeting
- AAPS election

## Q3

### **Financial:**

- Preparing for budget discussions – budget is approved at September BOD meeting, detailed discussion typically already occurs at the September BOD meeting
- Closeout of the current business year on September 30

### **AAPS Planning and Strategy:**

- Reports from Advisory Committees
- Summer Scientific Forum
- PharmSci 360 anticipated performance and expectations
- Onboarding of President-elect: from the announcement of the AAPS election results until the Board of Directors meeting at PharmSci 360, the Presidents' Group includes the incoming President-elect in addition to the current 3 Presidents. After the BOD meeting at PharmSci 360, the Immediate Past President of that year rotates off
- Planning for the Board of Directors meeting at PharmSci 360: this is the AAPS Leadership transition meeting where the new AAPS President takes office immediately after PharmSci 360

## Q4

### **Financial:**

- Initial PharmSci 360 results and financial implications for the budget year
- Financial audit fieldwork takes place in December

### **AAPS Planning and Strategy:**

- PharmSci 360 debriefing
- ED performance review process
- New AAPS President plans for year in office
- Beginning of the Board nominations process

## **Out of Scope**

The Presidents Group only discusses and makes decisions that are within the authority levels of the President and/or the Executive Director. The Presidents Group is not an Executive Committee of the Board of Directors and cannot take actions delegated to the Board by the AAPS bylaws or policies.

## **Confidentiality**

The Presidents Group discusses topics that affect AAPS business operations. All discussions, materials, and other information shared within the group are confidential unless the President chooses to make information public.



## AAPS BOARD NOMINATION FORM

### AAPS President-elect, Treasurer, and Member-at-Large

#### General Information

AAPS is seeking nominations for president-elect, treasurer, and member-at-large of the Board of Directors for the term of 2025–2027. Nominees for these offices must be current AAPS members. Use of this form is required if you wish to nominate a colleague or yourself for these leadership positions.

Refer to the information in this handbook for details about the role of the Board, time commitments, nomination process and requirements, and criteria to select the final slate of candidates.

After an initial assessment of the nominations, the Nominations Committee may request additional information from nominees.

**Nomination Deadline:** January 9, 2024, by 5:00 pm ET

**Required Nomination Materials:** [Nomination Form](#)

**[Submit this form online](#) for consideration by the Nominations Committee  
by January 9, 2024, 5pm ET.**

#### Nominee Information

*I am recommending:*

☐ An AAPS member ☐ Myself

**If you are recommending a fellow AAPS member, has she/he agreed to serve?**

☐ Yes ☐ No

**For the office(s) of:**

☐ President-elect ☐ Treasurer ☐ Member-at-Large

Please indicate your preference if you are applying to multiple positions:

#### Nominee's Contact Information

First Name, Middle Initial, Last Name, Degree(s)	
Employer/Work Affiliation	
Work Phone #	
Cell Phone #	
Email Address	

## Please Respond to the Following Questions

**1. Enter your Member ID Number:**

**You must be a member of AAPS at the time of application to be considered for service on the AAPS Board.** To check your membership status and get your Member ID Number, visit [members.aaps.org](https://members.aaps.org), log in, and select "My Account" under "My AAPS." Or email the AAPS Membership Team at [membership@aaps.org](mailto:membership@aaps.org).

**2. In which environment have you spent most of your career?**

<input type="checkbox"/> Academia	<input type="checkbox"/> Industry – Large Pharma (10,000+ employees)
<input type="checkbox"/> Consultant	<input type="checkbox"/> Industry – Mid-Sized/Specialized (1,000 - 10,000 employees)
<input type="checkbox"/> CRO/CMO	<input type="checkbox"/> Pharma – Small (Fewer than 1,000 employees)
<input type="checkbox"/> Government	<input type="checkbox"/> Other (please specify):

**3. With which gender do you identify?**

<input type="checkbox"/> Female	<input type="checkbox"/> Prefer not to say
<input type="checkbox"/> Male	<input type="checkbox"/> Prefer to self-describe:

**4. Indicate your primary scientific area of expertise by placing an X in front of your selection.**

<input type="checkbox"/> Pre-Discovery	<input type="checkbox"/> Clinical Research
<input type="checkbox"/> Discovery	<input type="checkbox"/> Regulatory Review
<input type="checkbox"/> Product Characterization	<input type="checkbox"/> Manufacturing and Quality
<input type="checkbox"/> Formulation, Delivery, Packaging Development	<input type="checkbox"/> Supply Chain
<input type="checkbox"/> Pharmacokinetics and Drug Disposition	<input type="checkbox"/> Post-Market Safety Monitoring
<input type="checkbox"/> Preclinical Toxicology Testing and IND Application	<input type="checkbox"/> Medical Affairs/Market Access
<input type="checkbox"/> Bioanalytical Testing	<input type="checkbox"/> Other (please specify):
<input type="checkbox"/> Preclinical Research	

**5. Share a brief chronology of your career over time highlighting any experience with managing and leading multi-level organizations.**

**6. What do you think the priorities are for an AAPS Board member? How will you make time to prepare for and attend to Board business?**

**7. List leadership positions held with AAPS and/or with other organizations (include dates) and your key accomplishments in these positions.**

**8. List prior experience serving on a Board of Directors with AAPS and/or with other organizations including dates and the position(s) held.**

**9. List financial oversight responsibilities, including revenue generation responsibilities, detailing what size budgets you have worked with and what you find challenging about budgeting?**

**10. Explain AAPS' mission in your own words.**

**11. What do you think is the most difficult problem and decision that a board has to deal with?**

**12. What value would you bring to the AAPS Board?**



## AAPS BOARD OF DIRECTORS NOMINATION PACKET

### President-elect, Treasurer, and Member-at-Large

The AAPS Nominations Committee requires the following nomination packet and Professional Conduct Disclosure Form to be completed and submitted no later than **March 18, 2024, by 5pm ET**.

For questions about the nominations process, please contact:

Maria Nadeau, Director, Membership & Communities

+1.703.248.4709 | [NadeauM@aaps.org](mailto:NadeauM@aaps.org)

**[Submit the Nomination Packet online](#) for consideration by the Nominations Committee by March 18, 2024, 5pm ET.**

### Nominee Information

I am submitting my name for the office(s) of:

☐

President-elect

☐

Treasurer

☐

Member-at-Large

### Contact Information

First Name, Middle Initial, Last Name, Degree(s)	
Employer/Work Affiliation	
Work Telephone #	
Cell Telephone #	
Email Address	

**If you are elected to the AAPS Board, you will be required to attend the following Board meetings.**

- Quarterly virtual Board meetings typically held on the third Wednesday of each month from 12:00 pm–3:00 pm ET
- Virtual Board Orientation & Meeting on Sept. 17–18, 2024, 12:00 pm–4:00 pm ET
- In-person Board Meeting during AAPS PharmSci 360 in Salt Lake City on Saturday, Oct. 19, 2024, 8:30 am–4:00 pm ET
- In-person Board Meeting during the AAPS National Biotechnology Conference in San Francisco on Sunday, May 3, 2025, 8:30 am–4:00 pm ET

**My signature below indicates my desire to be considered on the AAPS Board of Directors slate of candidates. I acknowledge the meetings that I am required to attend if elected to the Board. I am not aware of any conflict between my current employment and potential service to AAPS.**

\_\_\_\_\_  
Name

\_\_\_\_\_  
Date



## Please Respond to the Following Questions & Complete the Professional Conduct Disclosure Form

1. What year were you born?
2. What is your country of origin?
3. Think of a situation where you were working to persuade, convince, or influence others to support a point of view, position, or recommendation. What actions did you take to persuade or influence others?
4. What are your relevant prior leadership experiences where you've moved the dial, shifted mindsets and ultimately, influenced decisions?
5. Describe a situation in your work or as a volunteer where you had to think strategically and consider the implications of decisions to ensure long-term success for an organization or undertaking. In what ways did you help the organization align its work and resources with the strategy?
6. What metrics would you use to measure AAPS' performance?
7. How will you balance the needs of AAPS' members, customers, stakeholders, volunteers, and staff? How do you manage your own biases?
8. How would you stay informed about trends and developments in the pharmaceutical sciences in order to make informed decisions as a Board member?
9. Why are you interested in serving AAPS in the capacity of president-elect, treasurer, or member-at-large and how has your experience prepared you to lead AAPS?
  - Your response to this question must be 400 words or less and be written in the first person.
  - If you are selected for the final slate, your response to this question will be placed in the ballot.
  - You will have an opportunity to refine your interest statement before it is issued in the ballot.

### Appendix 4—Professional Conduct Disclosure Form

#### Professional Conduct Disclosure Form

AAPS has a responsibility to protect the scientific and professional credibility of the organization. As a potential representative of AAPS, you are required to declare any issues that could affect your professional reputation and thus the credibility of AAPS.

Candidates and nominees for AAPS Awards, AAPS Fellow, AAPS Board of Directors, Editor-in-Chief of an AAPS journal, Chair of the Scientific Advisory Committee, and Chair of the AAPS PharmSci 360 or National Biotechnology Conference Scientific Programming Committees are required to answer the following questions by marking the appropriate response for each annually.

**Candidates and nominees must disclose matters that are resolved as well as matters that are still pending.**

Self-disclosure does not mean automatic disqualification of the candidate or nominee. However, each disclosure will receive a confidential review and follow-up discussion if there are areas of concern.

Please complete this Professional Conduct Disclosure Form no later than the specified request date. If you have questions, you may contact the appropriate staff liaison or Executive Director Tina Morris, Ph.D., at [morrist@aaps.org](mailto:morrist@aaps.org).

1. Have you been the subject of a filed complaint regarding your professional conduct or scientific integrity?  
☐ No ☐ Yes. [If yes, you will be contacted for a discussion of the details of the complaint.]
2. Have you been the subject of, a defendant in, or respondent to any investigation, civil litigation, arbitration, mediation, or other action or proceeding in which your professional conduct or scientific integrity was at issue?  
☐ No ☐ Yes. [If yes, you will be contacted for a discussion in which you will be asked for a description of the investigation, civil litigation, arbitration, mediation, or other action or proceeding and any relevant background materials.]
3. Have you been convicted of or plead guilty to any crime in any court of law in which your professional conduct or scientific integrity was at issue?  
☐ No ☐ Yes. [If yes, you will be contacted and asked to provide a brief description of the crime and related court documents.]

#### CERTIFICATION

The undersigned hereby affirms that they have read, understand, and agreed to comply with the [AAPS Code of Ethics \(PDF\)](#), the [AAPS Conflict of Interest Policy \(PDF\)](#), the [AAPS Event Attendee Code of Conduct \(PDF\)](#), and other policies and procedures as established and amended from time to time.

By signing this document, I certify that, to the best of my knowledge, the above responses and all information provided by me on this Professional Conduct Disclosure Form are truthful, accurate, and complete. Additionally, I agree to notify AAPS staff and/or the AAPS Executive Director promptly of any material changes required in my responses to the above questions.

I acknowledge that failure to comply with AAPS policies and procedures may result in my ineligibility to receive, or revocation of, any award, honor, role, or other type of recognition, or governance position, and is grounds for potential sanctions against me, up to and including my expulsion from the organization.

Signed:

Print Name:

Date:

Email address:

Phone:

### FAQs About the Conduct Disclosure Policy

#### Why does AAPS require candidates to complete a Professional Conduct Disclosure Form?

AAPS has a responsibility to protect the organization's scientific and professional credibility. AAPS members in

high-profile positions, including Fellows, award recipients, and volunteer leaders, are part of establishing and maintaining AAPS' reputation in the pharmaceutical sciences.

**Who will see this form?**

All completed forms are held in confidence. AAPS staff distribute and receive these forms, which are then filed in AAPS' records. Forms that report a potential issue are shared with the AAPS President and the members of the Board's Ethics Committee for assessment and determination.

**What happens if I check "yes" on any question?**

A member of the Ethics Committee will contact you and schedule a confidential conversation. Your candidacy or nomination cannot move forward until the Ethics Committee has made a determination, so AAPS recommends you schedule this conversation right away.

**What if I do not have this conversation?**

Failure to engage in this conversation before the completion of the application submission process will mean that your candidacy does not move forward.

**What will the Ethics Committee do?**

The Ethics Committee is composed of members of the Board of Directors. It will meet in confidence to discuss your answers to your interviewer's questions. The Committee will then recommend an action that the Board of Directors will consider in Executive Session, which is a confidential environment.

The Ethics Committee's options range from taking no action; recommending you not be considered for this opportunity until the matter has been resolved, or another outcome. The committee can recommend expulsion from the organization, which is considered the most severe penalty.

**Who will know about the Ethics Committee's recommendation and the Board's decision?**

The Ethics Committee meets in confidence with the administrative support of staff and will make a recommendation to the Board in confidence. The Board's final decision will be recorded in the minutes of the Board's meetings by staff. The minutes are accessible upon request to members.

The AAPS President will notify the candidate of the outcome.

## Appendix 5—AAPS Diversity Statement

**AAPS Diversity Statement**

Approved by the Board of Directors on March 15, 2023.

Diversity, equity, inclusion, and belonging are critical to the work of the American Association of Pharmaceutical Scientists (AAPS) and the larger pharmaceutical community. At AAPS we are committed to:

- Cultivating spaces where people with various backgrounds and identities can bring their full and authentic selves and thrive.
- Building a community that fosters respect, embraces inclusion, and prioritizes equitable access to personal and professional development.
- Supporting mentoring that advocates for diversity, individuals from underrepresented groups, and accessibility-related outreach activities.

AAPS believes that everyone's unique contributions accelerate innovation and advances pharmaceutical sciences.