

AAPS Board of Directors Election Handbook

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## Background and Introduction

A critical need of the American Association of Pharmaceutical Scientists (AAPS) is to sustain highly effective volunteer leadership for the association and its members. The elected AAPS members form its leadership backbone and therein comprise the offices and elected positions of the AAPS Board of Directors (Board).

The “AAPS Board of Directors Election Handbook” is a Board approved document created to provide specific details about the process and procedures for facilitating and conducting the annual AAPS elections. It is the Board’s responsibility to assure that there will be a timely, fair, and consistent election of AAPS members to various positions on the Board that will be done in accordance with the AAPS Bylaws.

The processes and procedures are intended to assure that the election process proceeds in an efficient, orderly, and consistent manner that is open, transparent, and fair and with adequate depth of detail so that everyone acting upon these details clearly know how elections are to be conducted.

This handbook also describes the nominations process, which is the responsibility of the AAPS Nominations Committee, and the process for final approval of the slate of candidates, which is the Board’s responsibility. The nominations process is designed to assure that AAPS members who are nominated and ultimately stand as electoral candidates are qualified, willing, and able to serve AAPS if elected to the Board.

Under the nomination procedures, the AAPS Nominations Committee is charged to identify qualified and willing candidates for president-elect, treasurer, and member-at-large that will be approved by the Board. Approval by the Board is designed to ensure that the selection of candidates results from a fair and balanced review, the selection resulted from all nominations, and identified candidates are appropriate and qualified to serve AAPS. It is essential that the Board execute this specific duty since it is ultimately responsible for the health and welfare of AAPS.

## Board Composition

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 finally automatically succeeds to the office of **immediate past president**. This makes the service of the individual serving as an “AAPS president” a three-year term on the Board. No individual shall serve more than one term as president.

The treasurer shall serve 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.

## Board of Directors Functions and Responsibilities

The Board guides AAPS towards a sustainable future by adopting sound, ethical, and legal governance and financial management policies, as well as by ensuring that AAPS has adequate resources to advance its mission. It is the responsibility of the Board to maintain an environment for performance by AAPS membership and staff. Every Board member shares this responsibility. It is especially important that the Board understand its place in the structure of the association. Board members should know the association bylaws and strategic plan, but they should also know the management role. The Board provides foresight, oversight, and insight, while the executive director manages the day-to-day operations. More detailed information is available on the Role of the Board of Directors in Appendix I.

## Election Cycle

**President-elect:** The Nominations Committee shall provide at least two candidates each year who shall stand for election. A new president-elect is elected every year.

**Treasurer:** The Nominations Committee shall provide at least two candidates for treasurer every third year who shall stand for election.

**Members-at-Large:** The Nominations Committee shall provide at least two candidates for each member-at-large position. Twice during a three-year election cycle, there will be at least four member-at-large candidates for two open member-at-large positions. During the third year of the election cycle, there will be at least two member-at-large candidates. Either one or two members-at-large are elected every year.

## Nomination Process Overview

**Step 1**

Nominations are open to any AAPS member. Candidates for the Board are nominated by peers or by self-nomination. For peer nominations, the nominator or a Nominations Committee member is encouraged to confirm the person’s willingness to be considered before submitting the Call for Nominations Form to the Nominations Committee for consideration.

To ensure that all candidates are appropriate and qualified to serve AAPS and that the Nominations Committee may efficiently, fairly, and consistently review all nominations, all nominators or prospective candidates must complete the Call for Nominations Form as the first step in the nomination process. This form provides vital information about the candidate and will help the Nominations Committee discuss each candidate’s qualifications. A well-prepared nomination form will eliminate the problem of considering individuals who have not specifically declared their interest in serving AAPS as an elected Board member.

The Call for Nominations Form (Appendix 1) must be submitted electronically to AAPS no later than the submission deadline.

Call for Nominations Forms that arrive before the deadline and are complete according to the criteria outlined in this document are reviewed by the AAPS Nominations Committee and then voted upon by the committee.

**Step 2**

The Nominations Committee will review all Call for Nominations Forms and discuss each nominee’s qualifications based on the desired leadership characteristics. The Nominations Committee will narrow the list of nominees for each position to those who are the most qualified. Candidates who are not selected for the next step will be eliminated from consideration.

Following this review, the Nominations Committee Chair will contact all self-nominees and individuals who are selected for the next step in the process to confirm their continued interest in running.

**Step 3**

All individuals with continued interest in being considered for the Board slate must complete a Nomination Packet that includes the following information:

1. Nomination Form
The Nomination Form identifies the nominee and gathers pertinent information for the Nominations Committee’s review and consideration.
2. Curriculum Vitae

A complete, updated Curriculum Vitae (CV) summarizes the candidate's background and qualifications.

1. Current, High-Resolution (300 dpi or greater) Photo
2. 3 Letters of Reference (for treasurer and member-at-large applications, only)
	* + - **Letters may not be written by a member of the Board or the Nominations Committee** to avoid conflicts of interest. Conflicts of interest can arise by endorsing or assisting a nominee, exercising a vote regarding a nominee on whose behalf they have written a letter, advising a nominee on assembling a nomination package, or otherwise engaging in any effort to support a particular nominee. Individuals must declare all potential conflicts of interest to the Nominations Committee chair or Board president, who will assess the potential conflict and if necessary, recuse the member from discussion and voting during deliberations.
* Letters are an attestation of the nominee’s leadership skills for treasurer or member-at-large and must personalize the nominee, not merely restate accomplishments listed in their CV.
* Letters may be written by colleagues or peers who have worked closely with the nominee through a variety of experiences (i.e., on the job or through volunteer experience).
* Letters should be personal and based in the context of the relationship between the nominee and the endorsing writer, and what that experience has allowed the writer to see in the nominee’s leadership skills. A form letter that restates the general accomplishments of the nominee without expanding upon them and which repeats that which is already detailed elsewhere in the packet, is not a strong endorsement of the nominee.
* Each letter must specify:
* How long the author has known the nominee
* In what capacity the author has known the nominee
* The nominee’s leadership skills that would make the person a strong candidate to serve on the Board
* Letters of reference should be addressed to the AAPS Nominations Committee and be submitted directly to the AAPS senior staff member**.**

The Nominations Packet (Appendix 2) must be submitted electronically to AAPS no later than the submission deadline.

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 desired leadership characteristics.

The Nominations Committee will report the names of the nominees recommended for the ballot to the Board for review and final approval.

All nominees will be notified about the results of their nomination by the AAPS Nominations Committee chair after the Board approves the final slate of candidates.

## Nominations Committee Composition and Procedures

The AAPS Nominations Committee plays a vital role in seeking, identifying, and nominating the best candidates for the Board, including president, treasurer, and members-at-large. These leaders need to understand the mission and vision of the association and be willing to commit time and utilize their unique perspectives to serve the association and its members.

The committee composition allows the Board to observe how the committee works and functions. The structure helps the past-past president (Nominations Committee chair) to appropriately perform the responsibilities of administering the Nominations Committee.

**Membership of the Nominations Committee**

The Board has appointed a Nominations Committee with the following structure:

**Nominations Committee Chair:** AAPS Past-Past President; 1-year term; no longer an officer or member of the Board

**Nominations Committee Chair-elect:** AAPS Immediate Past President; 1-year term; member of the Board

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

**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:** 2-year staggered term; no longer members of the Board, but whose term end date was within the last 5 years.2

**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

1 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.

2 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.

In the call for members to serve on the Nominations Committee (non-presidential Board members and open positions), it must be confirmed that the applicants are not submitting self-nominations for any of the open Board positions while serving on the committee. If a committee member decides to submit a self-nomination for any of the open positions, then the member will be excused from the Nominations Committee and the position will be filled by a Board-appointed replacement.

**Requirements for Nominations Committee Member Applicants**

* Must be an AAPS member for at least 5 years at the time of application and must maintain membership throughout the nomination process
* Interest in contributing to the selection of AAPS Board members
* Ability to maintain confidentiality
* Ability to respect other committee members and their opinions
* Ability to act impartially and diligently
* Time (approximately 10 hours total) to commit to:
	+ Participating in at least three conference calls and one in-person meeting; the committee’s activities begin in October and end in April
	+ Soliciting nominations from the membership through personal outreach
	+ Reviewing nominees’ Call for Nomination Forms and Nomination Packets
	+ Sharing insight and making recommendations with the other committee members to finalize the slate
* Professional pharmaceutical experience for at least 10 years

Applications to serve on the Nominations Committee will be screened by the preceding year’s Nomination Committee chair, chair-elect, and the two members-at-large. Recommended committee members will be sent to the Board for approval.

The Board gives final approval for the appointment of all Nominations Committee members.

## Nominations Committee Obligations

The AAPS Nominations Committee has an obligation to carefully, fully, and fairly consider all nominations that are put forward to the committee by AAPS members. While the Nominations Committee must be active in seeking members for each position, all nominations must be impartially considered and viewed as coming from an individual member of the association and not a representative from or for any specific peer or group.

AAPS leadership will need to encourage AAPS members to enter their names into the nominations process. This is one of the important tasks of AAPS leadership and specifically a task of the Nominations Committee and Board. It is desirable to review more nominations than there are slots for candidates. It is also appropriate for AAPS staff to encourage AAPS members to nominate themselves, and for AAPS staff to provide suggestions to the Nominations Committee on AAPS members who have worked well with staff during various AAPS activities.

The Nominations Committee will evaluate the personal and professional attributes of the candidates and select those who have the greatest potential to provide solid leadership for the association. A list of leadership qualities and dimensions has been developed which will be used in evaluating candidates. Discussions about the nominees must be handled in a confidential manner and only those on the Nominations Committee are allowed to participate in the discussion. **All the discussions about any aspect of the nomination process must be held in strict confidence.** Nominations Committee members are required to sign a non-disclosure statement.

It is acceptable and appropriate to maintain a list of potential candidates from year to year and to retain a brief note about the individual and their AAPS involvement. However, any rankings of individuals or specific leadership qualities will not be retained as a record from year to year.

## Final Approval of the Slate of Candidates

The Nominations Committee will forward a list of the names for the final slate of candidates to the Board for approval. The Board’s review and approval of the Nominations Committee’s recommendation will emphasize that:

1. the Nominations Committee conducted a fair and balanced review and selection from all the nominations put forward by AAPS members and
2. 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 the candidate for office but should not engage in the selection work of the Nominations Committee. If the final slate of candidates is not approved by the Board, the Board must ask the Nominations Committee to reconsider their recommendation and provide an alternative slate of candidates. This process continues until a slate of candidates is approved 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 approved the slate of candidates for election to the Board, everyone who was considered during the nominations process will be sent a letter from the Nominations Committee chair, with staff assistance, to inform them of the results.

Criteria to Select the Final Slate of Candidates

Choosing nominees for the Board is an extremely important task. The Board serves as an official spokesperson for AAPS, pharmaceutical scientists, and the profession and therefore must represent the breadth, depth, and diversity of its members.

These guidelines will be utilized by the Nominations Committee to evaluate potential members of the board. The Nominations Committee may also evaluate candidates based on their leadership characteristics to complement current members of the Board.

In choosing among those who may be qualified to serve on the Board, the following desired characteristics will be considered by the Nominations Committee.

While leadership ability is the primary attribute, the Nominations Committee must also analyze the current Board composition and strive to develop a final a slate of candidates that adequately represents the diversity of AAPS’ members (i.e., gender, discipline, occupation, ethnicity, national origin, nationality, age).

**Desired Characteristics of AAPS Board Members**

**1. Recent, Active Participation**

* Has the individual served in AAPS leadership positions (Board/Committees/Boards/Task Forces/Groups) on a regular basis, particularly during the last 5 years?
* Has the individual regularly attended meetings and actively contributed rather than just being in the leadership position in name only?
* Has the individual followed up on all assignments on a timely basis?
* Valued leadership characteristics:
	+ Demonstrated interest in AAPS
	+ Preparedness; constancy
	+ Recent participation in AAPS activities
	+ Willingness to commit time

**2. Leadership**

* Has the individual demonstrated characteristics of a strong leader?
* Is the individual willing and able to adequately balance AAPS service with personal and business activities during his/her term on the Board (time commitment)?
* Valued leadership characteristics:
	+ Balanced evaluator; constructive challenger
	+ Clear, rational thinking
	+ Confident, but humble
	+ Effective communicator
	+ Gracious; will seek information/clarification before acting
	+ Honors confidentiality/trustworthy
	+ Open-minded
	+ Positive, “can do” attitude
	+ Sense of integrity and fair play

**3. Accessibility/Availability**

* Is the individual readily available to provide guidance as needed, often on short notice?
* Is the individual easily reached for decision making and guidance?
* Does the individual return phone calls quickly and/or respond to emails?
* Valued leadership characteristics:
	+ Accountable
	+ Engaged
	+ Responsive
	+ Self-motivated

**4. AAPS/Board Culture**

* Does the individual understand and support the AAPS Strategic Plan?
* Does the individual have an appreciation of the "team" concept by participating in AAPS leadership meetings, retreats, etc.?
* Will the individual place the welfare of the organization above personal gain?
* Valued leadership characteristics:
	+ AAPS advocate
	+ Knowledge of AAPS and AAPS Strategic Plan
	+ Has sense of proportion when making decisions
	+ Committed to serve the vision, mission, and values of AAPS and all members
	+ Centered; ego in check
	+ Strategic thinker
	+ Team-oriented

**5. AAPS Core Values**

* Does the individual exhibit and act in accordance with AAPS Core Values of learning, innovation, service, inclusiveness, and Integrity?
* Does the individual complement members of the Board in representing the diversity of AAPS membership (e.g., gender, discipline, occupation, ethnicity, national origin, nationality, age)?
* Is the individual committed to a diverse organization and Board?
* Does the individual exhibit a lack of bias in decision-making and interpersonal interactions?

## Nominations Committee Timeline

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**2022 AAPS Board of Directors Election Schedule**

|  |  |
| --- | --- |
| **Jul 2021** | AAPS issues a call for applicants to serve on the Nominations Committee |
|  |  |
| **Aug 2021** | 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 |
|  |  |
| **Sep 2021** | Nominations Committee members sent to Board for approval  |
|  |  |
| **End of Sep 2021** | Letters are sent to all Nominations Committee applicants confirming the appointed committee members |
|  |  |
| **Mid Oct 2021** | Nominations Committee teleconference to discuss election process, criteria to select final slate (desired characteristics), and deadlinesThis year, nominations will be sought for president-elect, one treasurer, and one member-at-largeCommittee members begin to identify potential candidates for the offices |
|  |  |
| **Nov, Dec, Jan** | Board and Committee members speak with potential candidates for the offices to encourage nominations and gauge interest |
|  |  |
| **Dec 2021** | Nominations Committee teleconference to share updates on any discussions from PharmSci 360, further discuss the nomination process, and identify need to pursue additional nominations |
|  |  |
| **Nov 2021 – Jan 2022** | Open call for Board Nominations to membership through website, emails, and *AAPS Newsmagazine*Nominations requested from Board, Nominations Committee, and staff for potential candidates* Ideally, before submitting names, ask the candidates if they are willing to be considered and a Call for Nominations Form should be submitted for each potential candidate
* 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
* If potential candidates are not interested or cannot commit the time, do not submit their names for consideration
 |
|  |  |
| **Jan 10, 2022** | Nomination deadline; Call for Nominations Forms submitted to Maria Nadeau from peer nominations, self-nominations, Board, and Nominations Committee members |
|  |  |
| **Jan11, 2022** | Staff to develop a potential candidate survey to send to the Nominations Committee members for feedback to aid the committee’s discussions. All Call for Nominations Forms will be placed on a secure site to be reviewed by Nominations Committee electronically. |
|  |  |
| **Late Jan or Early Feb 2022** | 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. |
|  |  |
| **March 21, 2022** | All individuals wishing to be considered for the Board slate must complete a Nomination PacketStaff to develop a “criteria to select the final slate of candidates” survey to send to Nominations Committee members. All Nomination Packets will be placed on a secure site to be reviewed by Nominations Committee electronically. |
|  |  |
| **Early April 2022** | **Nominations Committee meets to finalize slate. Plan on meeting last at least 5 hours. Final slate will be submitted to the Board for approval at the April meeting.** |
|  |  |
| **Early April 2021** | Nominations Committee Chair notifies all candidates (final slate and those not on final slate) with results of the Nominations Committee deliberations |
|  |  |
| **May 9, 2022** | All materials (biography, statement of interest, & photo) for election bulletin due to Maria Nadeau |
|  |  |
| **May 2022** | Online election ballot is developed  |
|  |  |
| **June 1, 2022** | Voting begins |
|  |  |
| **July 29, 2022** | Voting ends |
|  |  |
| **1st Week of Aug 2022** | All Board candidates notified about the election results by Nominations Committee chair |
|  |  |
| **Aug/Sep 2022** | Membership notified of election results in the *AAPS Newsmagazine* and on the website |

## Campaigning Activity

The Nominations Committee will monitorfor campaigning during the election cycle. If violations come to its attention, the committee may recommend penalties like censure or a statement to members. Appeals will be handled by the Board.

The Board is strongly opposed to any overt active campaigning (of the type commonly known to be associated with the election of political officials) by any member or group(s) with the purpose of affecting the outcome of an AAPS annual election. Specifically, no one should expend any amount of funds to distribute campaigning materials, send mass emails, or to hold meetings to rally support for a particular candidate. Campaigning activity is typically uncommon and generally not suitable or appropriate for elections in a professional association or organization.

The election to an AAPS position of leadership is an opportunity to serve the community of pharmaceutical scientists at large and to make use of every opportunity to advance pharmaceutical research worldwide. Every candidate for an AAPS leadership position is only placed on the ballot after a thorough nomination process during which a committee of peers have selected the candidates. An important consideration in that process is that the individual is qualified, able, and willing to represent all constituencies of the association within the scope of the leadership role. It is the intent that the nomination process ensures that only appropriate candidates are placed onto the ballot. Therefore, the purpose of the election is to select among those qualified candidates as to the AAPS members’ choice or perspective as to the best individual to serve in a leadership position.

There are very good reasons to encourage every AAPS member to participate in the selection of the individuals who they believe will best represent them as AAPS leaders. However, overt campaigning activities that are clearly designed to promote the election of a specific individual particularly as opposed to another candidate is strongly discouraged. An email, public statement, speech, simple personal expression, or an endorsement of a particular candidate that reflects or expresses an individual’s viewpoint and preference of why a particular candidate may be the best choice is acceptable provided that such communications do not disparage other candidate(s) or call upon a loyalty that may discriminate against the other candidate(s).

**CAMPAIGNING POLICY**

AAPS is a professional association that encourages qualified members to seek leadership positions. Election to such positions should be voted upon based on service to AAPS, scientific background, experience in leadership positions, and overall reputation.

Equal opportunity to write a biographical profile and respond to written questions is afforded to all candidates. In order to keep the elections fair and even, the AAPS Board of Directors urges that candidates and their supporters refrain from campaigning. It is our hope that this will ensure a level playing field where all candidates can be considered fairly. **Campaigning through the use of flyers, emails, letters, structured talks, etc. is not permitted.**

## Election Process

To meet the AAPS Bylaws terms-of-office requirements, an election must be held every year to allow the entire AAPS membership the opportunity to identify the successors for a variety of AAPS leadership positions. The election process begins with the Board’s approval of the slate of candidates that were identified by a nomination process. The AAPS annual election ballot shall include candidates standing for election to the Board (officers and members-at-large). The election of AAPS members to serve on the Board shall be performed by a ballot of the entire AAPS membership at least one time each calendar year. The election process ends with the public announcement of those elected to leadership positions.

## Frequency of Elections and Voter Qualification

 All AAPS members in good standing are qualified voters and will be identified by their AAPS membership ID number (or other suitably unique identification number) on a list provided to the independent certified auditors of the election. Honorary members are not eligible to vote. A new member must have joined AAPS no less recently than one week prior to the date that the official balloting for the election is open for voting (ballot posted online and/or mailed). New AAPS members who join the association during the process of an election (period that the balloting is open) will not be eligible to vote in the concurrent election but will be eligible to vote in the next AAPS annual election. AAPS staff may make a specific change in the qualified AAPS voter database on a case-by-case basis to rectify any specific membership problems or issues specifically with a current AAPS member not being able to cast their vote.

## Formation of the AAPS Annual Election Ballot

Upon Board approval of the slate of candidates for the election, the annual AAPS election ballot will be created and may include a description of the leadership position, a picture of each candidate, the bibliographical information for each candidate, and optionally, a statement of interest for each candidate.

Provisions in the AAPS Bylaws for various AAPS leadership positions require that at least two (2) candidates will be nominated and placed on the annual AAPS election ballot. The election of an individual will be based upon a determination of a simple majority (highest number of votes for any one candidate designates the individual elected) of all the qualified votes that are cast. A tie vote or other unusual voting results are considered below.

## Vacancies on the Ballot

Up until the time that the ballot is approved by the Board, there may be changes made to the candidates on the ballot for any reason. Such circumstances might include an individual withdrawing their agreement to be placed on the ballot as a candidate. In any case, for the Board to approve a ballot, it must include the proper number of candidates as described above.

However, once the election slate has been approved by the Board, the election process has then officially started. A withdrawal or vacancy on the approved ballot will not disrupt the normal completion of the election process. if a candidate or elected individual withdraws after the election process has officially started, and the candidate elected is the one who has withdrawal from or vacated the ballot, then the vacancy on the Board will be filled according to Article VI, Section 4 in the AAPS Bylaws.

## Methods of Casting a Ballot and One Vote Policy

Annual elections represent one of the most important opportunities for the general AAPS membership to participate in the selection of those who will govern the association. Therefore, a wide variety of means for every AAPS member is provided to cast their ballot so that each qualified voter can participate in the election. However, with multiple mechanisms to cast a vote, it is important that the policy of “one member – one vote” is strictly administered and enforced. The authority to cast a vote is controlled by the individual’s AAPS membership number or a unique number assigned by AAPS to each qualified member/voter. Only members in good standing (a member as defined in Section II of the AAPS Bylaws) may participate in the election process by casting a ballot.

A link to the online AAPS election ballot shall be prominently displayed on the AAPS website. In addition, a link to the information on the AAPS website may be made available in other communications, publications, or forms sent to all AAPS members. All means of communication to all AAPS members to inform them of their opportunity to participate in the AAPS annual election may be used to encourage the AAPS membership to vote.

Each AAPS member will only have a single vote regardless of the method chosen to cast their ballot. Every ballot must contain a unique AAPS member ID that will denote and uniquely identity the voter. Methods that may be used to cast a single vote shall include:

1. Electronic voting on the AAPS website (this is the preferred method)
[www.aaps.org](http://www.aaps.org)
2. Printing the ballot and mailing it to a specific address
(Note: the independent auditor may be a different firm. This is provided as an example.)
Mail ballots to: Gelman, Rosenberg & Freedman
Certified Public Accountants, Attn. RWA
4550 Montgomery Avenue, Suite 650 North, Bethesda, MD 20814

In the extremely unusual case that an individual is somehow in possession of more than one membership identification number (e.g., he or she has paid more than one AAPS membership dues in a calendar year), that individual member shall only be entitled to one vote. This is a situation that should be identified and addressed during the building of an eligible voter listing. The voter list for any individual who appears to be listed more than once must be carefully reviewed to determine that each entry represents a unique individual (AAPS member) and not a duplication of one individual’s AAPS membership.

Because there are multiple methods by which an AAPS annual election ballot can be cast, it is vital that the independent auditors of the AAPS annual election verify that each member is only provided one vote. This will be accomplished by matching all votes cast to a specific AAPS member voter identification number. Should a member cast more than one ballot (presumably by oversight), the first ballot that is received and recorded shall remain as the ballot they have cast. There is no provision in the current AAPS annual election process for a voter to change their vote once they have indicated their choice on a ballot and committed their ballot to the voting process either by online submission or by mailing or faxing a complete ballot.

## Independent Auditors of the Election

To assure that the AAPS annual election process is conducted in a fair and unbiased manner, an independent auditor of the election is hired by AAPS to conduct every aspect of the vote tally process. The company hired to do this vital task must be a certified accounting firm that has the qualification, staff, and computer programs needed to process the data from the AAPS annual election. It is important to note that the company as well as individual employees have no financial or any other type of investment in the outcome of the AAPS annual election. The independent auditors are to receive all ballots that are cast by AAPS members regardless of the balloting method. The independent auditors may be responsible for the distribution and collection of ballot information or they may work with AAPS staff to distribute election materials to all qualified AAPS members/voters.

The responsibilities of the independent election auditors include (1) checking that the AAPS member is entitled to cast a ballot/vote; (2) assuring that each AAPS member only casts a single ballot/vote; (3) tallying all the valid votes that are cast for each specific candidate, (4) auditing the election processes and results to assure that the voting is collected and recorded in a complete and unbiased manner; and (5) reporting the outcome result of the election by identifying the candidate selected by a simple majority of the votes cast or in the case of a tie vote using the procedures detailed below.

The report from the independent auditors sent to the AAPS executive director will include the names of all candidates on the AAPS annual election ballot, the AAPS leadership position for which they were a candidate, and the name of the individual candidate who has been dutifully elected to each leadership position. Specifically and importantly, the report of the independent certified election auditors should **not** include any numeric data for individual candidates. However, the report should include the total number of votes that were cast. The vote counts that are reported then only reflect the total number of votes that were used to make the determination of the candidate having a simple majority or elected using the tie-breaking procedures noted below.

## Confidentiality of the Election Results

The Board and the executive staff have agreed that it should be the specific policy of the association that the exact election results (vote tally) of the AAPS annual election must remain unknown (confidential information) among all AAPS members and staff. Specifically, it is the policy that the election tally will not be revealed to any individual AAPS member, to any member of the Board, or to any member of the staff. Under this policy, the exact tally of votes is to remain “confidential data” known only to the independent auditor of the election.

It is the responsibility of the independent election auditors to inform the AAPS executive staff about the results of the election by identifying the candidate who has been duly elected. The AAPS Nominations Committee chair will then inform each of the candidates about the election results and once all candidates have been notified, AAPS executive staff will inform the entire AAPS membership and public about the individuals who have been elected to AAPS leadership positions.

This policy is designed to avoid an unpleasant and almost always unnecessary exchange of information either privately or publicly about the specific tally of votes from the outcome of an election. The candidates for an AAPS election will be informed going into the election that they will never be given the exact numerical results of the vote tally from the election but only will be informed as soon as possible whether (or not) they have been elected to the leadership position for which they sought election. Whenever an individual is not elected to a position of leadership in preference to another candidate, there is always a period of introspection about their candidacy. While some candidates may like to know by what margin they were not elected, this fact should not be a consideration of whether that individual is willing to submit themselves as a candidate in another election. The decision to become a candidate again should be based solely upon whether the individual is willing to serve AAPS in a manner befitting of the leadership position and whether they have the time, energy, and vision to serve AAPS in that capacity.

Finally, it is the purpose of this policy to protect the honor and integrity of the AAPS members who have chosen to participate in an election. It rarely can be of beneficial information to know either the exact tally of votes or even the percentage of votes cast for particular candidates. The integrity of the independent auditors of the election is a cornerstone of this policy and the selection of a firm that is capable of this degree of integrity and confidentiality is vitally important to the election process. The confidentiality and integrity of the exact numerical results of the AAPS annual election should never be in doubt.

## Reconciliation of a Tie Vote

In most cases, the candidate elected to a position will be easily determined by identifying which candidate received a simple majority (highest number) of votes cast. The simple majority is the primary decision rule for AAPS election results. The only major complication for using a simple majority result to declare the individual elected is when the count of the number of votes produces an exact tie. Such a tie vote affects the ability to declare which candidate has been elected to the leadership position. Therefore, it is necessary to describe a procedure that can be used consistently and in all cases to expediently, reliably, and fairly resolve a tie vote.

There is a special consideration for a tie vote in the election of Board member-at-large. According to the AAPS Bylaws, on two out of three years the Board election ballot is designed to elect two members-at-large. For these ballots, there is 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. In this situation, the process for resolving a tie-vote should follow the tie-breaking procedure.

The tie-breaking procedure is designed to be used in successive stages. These are a series of “recount” stages. These are progressive steps and as the recount progresses through the different stages until the tie vote has been reconciled, then that result will be used to identify the individual elected to the leadership position.

**Stage 1**: The independent auditor of the election should carefully audit and recount all the votes from all those cast by the AAPS membership. This recount should focus on whether there were any duplicate votes from the same AAPS member and that all the votes being considered in the count are from qualified voters. If the recount and auditing checking all these additional details still leads to a tie-vote, then proceed to Stage 2.

**Stage 2**: A tie-vote indicates broad support for each candidate in the tie. AAPS leadership, specifically the Board and AAPS Nominations Committee members, have a broad appreciation of the importance of elected Board positions. Prior to each annual election, it is the responsibility of the AAPS staff to provide the independent auditors with a specific list of the voter IDs for these individuals. There will be no additional solicitation for votes if certain leaders have not already cast a vote. Upon recounting the votes of this highly involved subset of AAPS members, it is likely that a tie-vote will be broken. However, if upon a recount of this subset the vote remains tied, then proceed to Stage 3.

**Stage 3**: For the Stage 3 recount procedure, the votes from AAPS presidents (president-elect, current president, and immediate past president) currently serving on the Board will be considered. Again, prior to each annual election it is the responsibility of the AAPS staff to provide the independent auditors with the voter IDs for the three AAPS presidents currently serving on the Board. While it seems highly likely that with 3 votes (an odd number) the tie-vote would be broken, there may be situations where it is not (i.e., one of the presidents did not vote). Therefore, in that case it is possible that the Stage 3 recount will not resolve the tie-vote and the recount procedure will then proceed to Stage 4.

**Stage 4**: Up until this stage, every reasonable and extraordinary effort has been made to reconcile the vote in a manner consistent with using the knowledge and perspectives of AAPS member voters and highly involved AAPS member voters. Having failed to break a tie-vote through each of Stages 1, 2, and 3, this is a final stage that will assure that one candidate can be identified as the individual elected to the office. The candidates for the AAPS leadership position will be alphabetized. Randomly, they will be assigned to heads or tails of a coin. Then, upon the flip of a coin, the individual elected to the leadership position will be that individual having matched the flip of the coin.

## Appendix 1—Call for Nominations Form



**CALL FOR NOMINATIONS FORM**

**AAPS President-elect and Member-at-Large**

**General Information**

AAPS is seeking nominations for president-elect and member-at-large of the Board of Directors for the term of 2023–2025. 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 10, 2022 by 5:00 pm ET

**Required Nomination Materials:** Nomination Form

**Nominee Information**

***I am recommending:***

|  |  |  |  |
| --- | --- | --- | --- |
|  | An AAPS member |  | Myself |

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

|  |  |  |  |
| --- | --- | --- | --- |
|  | Yes |  | No |

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | President-elect |  | Member-at-Large |  |
| Please indicate your preference if you are applying to both positions: |

**Nominee’s Contact Information**

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

**Please Respond to the Following Questions**

1. **Number of National Biotechnology Conferences, AAPS Annual Meeting and Expositions, or PharmSci 360 meetings prospective candidate/you have attended:**
2. **Other scientific and non-scientific organization memberships (include offices held, if applicable):**
3. **Leadership positions held with AAPS (include dates) and your key accomplishments in these positions:**
4. **Other experiences, including other leadership roles, that will benefit AAPS and your key accomplishments in these positions:**
5. **Other relevant contributions to AAPS and other scientific organizations:**
6. **Why are you interested in serving on the AAPS Board of Directors? Or, if you are recommending a fellow AAPS member, why do you feel he/she is a qualified candidate? (200 words or less)**

## Appendix 2—Nomination Packet



**AAPS BOARD OF DIRECTORS NOMINATION PACKET**

**President-elect and Member-at-Large**

The AAPS Nominations Committee requires the following nomination packet be completed and submitted along with a résumé/curriculum vitae and current, high resolution photo no later than **March 21, 2022 by 5pm ET.** Please email the materials to Maria Nadeau at nadeaum@aaps.org.

For questions about the nominations process, please contact:

Maria Nadeau

+1.703.248.4709

NadeauM@aaps.org

**Nominee Information**

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

|  |  |  |  |
| --- | --- | --- | --- |
|  | President-elect |  | Member-at-Large |

**Contact Information**

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

My signature below indicates my desire to be considered on the AAPS Board of Directors slate of candidates. I am not aware of any conflict between my current employment and potential service to AAPS.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name Date

**Letters of Reference**

**Individuals running for member-at-large must attach three (3) letters of reference attesting to your qualifications to serve on the AAPS Board of Directors. Letters of reference are not required for individuals wishing to be considered for president-elect.**

* Current AAPS Board of Directors and Nominations Committee members are not permitted to write letters of reference for potential candidates.
* Please include a phone and email address for references.
* Address letters of reference to the AAPS Nominations Committee and submit letters directly to Maria Nadeau at nadeaum@aaps.org.

**Please Respond to the Following Questions**

* + 1. **Please indicate which modality is your expertise by placing an X in front of your selection.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Biomolecules |  | Chemical Entities |  | Both Biomolecules and Chemical Entities |

* + 1. **Indicate your scientific area of expertise by placing an X in front of your selection.**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Analytical Sciences |  | Pharmaceutics |
|  | Biology |  | Pharmacokinetics |
|  | Biotechnology |  | Process Chemistry |
|  | Clinical Pharmacology |  | Quality Assurance Sciences |
|  | Engineering (biomedical, chemical, mechanical) |  | Regulatory Sciences |
|  | Formulation |  | Toxicology  |
|  | Manufacturing Sciences |  | Other:  |

* + 1. **Share your views on the AAPS Core Values of learning, innovation, service, inclusiveness, and integrity. How would you promote these if you are elected to the Board? (5-10 sentences)**
		2. **What do you think are the characteristics of a great Board member? (5-10 sentences)**
		3. **If elected, briefly explain what your top priority would be while serving on the Board of Directors and why? (5-10 sentences)**
		4. **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.***

## Information for Board of Directors Candidates

### Role of the Board of Directors

The Board guides AAPS towards a sustainable future by adopting sound, ethical, and legal governance and financial management policies, as well as by ensuring that AAPS has adequate resources to advance its mission.

It is the responsibility of the Board to maintain an environment for performance by AAPS membership and staff. Every Board member shares this responsibility. It is especially important that the Board understand its place in the structure of the association. Board members should know the association bylaws and strategic plan, but they should also know the management role. The Board provides foresight, oversight, and insight, while the executive director manages the day-to-day operations.

The Board shapes the association’s personality, sets strategy from the strategic plan, charts its future, nurtures, strengthens, and protects it. The Board does this by representing the needs, desires, and attitudes of AAPS’ members, but Board members can apply their influence most effectively only if they are well-informed on developments and attitudes within AAPS and the profession as a whole. 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 a major hand in shaping the public’s attitude toward the industry or profession. They do this best by giving genuine, efficient, and conscientious service to AAPS, to its members, and ultimately to the public.

In a constructive way, the Board should be critical of AAPS, continually seeking to make it more useful to its members and thereby of better service to 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 feelings and ideas. Open exchange and honest debate of ideas are encouraged. Once this discussion stage is past and 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” is critical to progress.

AAPS counts on the president to inspire and lead for the improvement of the industry or profession. Election as president implies recognition of leadership ability and demonstrated interest in service to the profession.

### Time Commitments

**Time Commitments for All Board Members**

*Board Meetings:* Participation is expected, whether conducted face-to-face or by conference call. Generally, conference calls are scheduled monthly and last approximately 2 hours. The Board also meets face-to-face three to four times per year, for either a half day, full day, or multiple days, depending on the agenda.

*PharmSci 360:* Board members are expected to talk with meeting participants to build AAPS’ fellowship. Board members also attend the Board face-to-face meeting, special events (i.e., opening and closing sessions and receptions), and any applicable leadership or committee meetings. Travel is approximately six days in late October/early November.

*Retreats:* The Board usually meets in February for a retreat with leadership and staff to discuss AAPS initiatives and the strategic plan. An in-person Board meeting precedes the retreat. Depending on the topics, the retreat is approximately 4 days.

*Other Meetings:* Additional meetings may be scheduled as the need arises. In addition, Board members may be asked to represent AAPS at other scientific meetings.

*Board Champions:* Board members are assigned as a Champion to each AAPS business unit subarea and are expected to be the expert on the Board for their assigned area. They are responsible for monitoring progress in their area to help ensure the organization is advancing the AAPS Strategic Plan. Champions are encouraged to monitor strategic reports, plans, and metrics and to discuss the status of the subareas with the Board and staff liaison as needed.

*Board Liaisons:* A Board Liaison is appointed to AAPS committees, communities, task forces, and other areas, as needed. The Liaison serves as a conduit between the Board and the AAPS component and is responsible for assuring that responsibilities assigned by the Board are communicated to the component. Participation in conference calls is discretionary. Some AAPS components hold in-person meetings, and the Liaisons’ attendance may be required.

**Additional Position-Specific Time Commitments**

The president, president-elect, past president, and treasurer communicate frequently with the executive director on Board meeting agendas and routine administrative, legal, and financial issues, generally during weekly telephone calls or as the need arises.

The president, president-elect, and past president may attend other meetings as the official AAPS representative or be asked to represent AAPS at other scientific meetings.

*President:* The president writes a monthly column in the *AAPS Newsmagazine* and may work with staff on scientific issues that cannot be addressed directly by staff. The president must also be available for press requests, as needed.

*President-elect:* The president-elect may fill in for the president at Board meetings if the president cannot be present.

*Treasurer:* The treasurer serves on the Audit Committee and is expected to participate in this committee’s meetings, whether conducted by teleconference or face-to-face.

*The Past, Past President:* The past, past president, while no longer an officer or member of the Board, serves as chair of the Nominations Committee, charged with developing the slate of Board candidates.