

# AAPS FELLOWS HANDBOOK



[www.aaps.org/fellows](http://www.aaps.org/fellows)

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# AAPS FELLOWS HANDBOOK

## AAPS FELLOWS PROGRAM

**Each year, AAPS elevates a few members to Fellow in recognition of their scientific achievement and sustained superior impact in fields relevant to AAPS' mission: to advance the capacity of pharmaceutical scientists to develop products and therapies that improve global health.**

An AAPS Fellow is an AAPS member whose outstanding scientific accomplishments distinguish them as a leader in their field and whose contributions advance the development and availability of products and therapies that improve global health. Their achievements are considered innovative and highly impactful by their peers, and they are recognized for their leadership in developing creative solutions to challenges encountered in the discovery and development of drugs and therapies.

Service to AAPS is a necessary requirement to become a Fellow, but it is insufficient (by itself) to allow a nominee to advance to Fellow; scientific accomplishment is the main criterion for Fellow consideration. Consistent with this excellence, AAPS strongly encourages Fellows to continue to actively contribute to their field and to AAPS through their involvement in AAPS-sponsored activities that benefit the field of pharmaceutical sciences overall, reflective of AAPS' mission.

All AAPS members have the opportunity to be recognized for their accomplishments, regardless of the discipline or setting in which they pursue the discoveries and developments that advance pharmaceutical science and the mission of AAPS. Pharmaceutical scientists practice in diverse basic and applied areas, hence, the measurement of a potential Fellow's contributions and impact on a field requires

consideration of many factors. Accordingly, the case for each nomination is made through a carefully prepared and detailed nomination package.

Nomination packages are first reviewed for completeness and qualification by AAPS staff. The AAPS Fellows Committee then reviews the nomination packages of individuals who are qualified for consideration. The committee recommends to the AAPS Board of Directors members who meet the high standards of the AAPS Fellows Program, and the Board then approves candidates for advancement to Fellow.

### **NOMINATION PROCESS OVERVIEW**

Each candidate for AAPS Fellow is nominated by an AAPS member. The nominator and nominee work together to develop a complete and thorough nomination package that meets the criteria outlined in this document.

The nominator and the nominee are encouraged to work with an advisor who is experienced in navigating the Fellows nomination process. The nominator or the nominee may request the AAPS Fellows Committee identify an advisor from among the AAPS Fellows. Fellows Committee members and members of the AAPS Board of Directors are strictly prohibited from assisting in the development of a nomination package or authoring nomination letters.

The nomination package must be submitted electronically to AAPS no later than the submission deadline. Nomination packages that arrive before the deadline are screened by AAPS staff to assure that all the required documents are included, the candidate is qualified (e.g., the candidate meets the requirements for membership), and the package is complete.

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## AWARDS FELLOWS PROGRAM *continued*

Qualified packages are reviewed and voted upon by the Fellows Committee. The committee then submits a report with the names of the nominees recommended as Fellows to the Board of Directors for review and final approval.

Nominees approved for advancement to Fellow, along with their nominators, are notified by the Fellows Committee Chair.

### ■ SUCCESSFUL NOMINATIONS

Successful Fellow candidates are recognized during AAPS' annual meeting, PharmSci 360.

Members who have been elevated to Fellow may use the designation "FAAPS" after their names, if they so choose, in their communications, written biographies, curriculum vitae, and at any opportunity where other significant designations are in use.

AAPS Fellows are strongly encouraged to remain involved with AAPS after elevation. As role models for other pharmaceutical scientists, they are expected to share their science and insights through AAPS to benefit other members, and to step forward as leaders in activities that drive the organization's mission.

### ■ UNSUCCESSFUL NOMINATIONS

Nominators and nominees whose nomination packages are not recommended for elevation to Fellow by the AAPS Fellows Committee are notified by the Chair.

Generally, nominations that are not recommended have failed to demonstrate distinctive, sustained contributions. Nominators are advised to carefully read the notification from the Chair, which includes detailed information about the nomination's weaknesses.

The AAPS Fellows Committee advises any nominee not recommended for elevation to Fellow to delay reapplying for at least two (2) years, to allow for the time needed to address weaknesses in the nomination, and to enhance the nominee's record of accomplishment.

However, if a nomination was rejected because the nomination package was incomplete, it may be appropriate to resubmit a complete nomination package the following year.

In rare circumstances, a nominee or nominator may choose to appeal a decision. The appeals decision process is outlined later in this guide.

### ■ RESCINDING FELLOWSHIP

Elevation to AAPS Fellow is an honor bestowed by the AAPS Board of Directors upon scientists who set an example in their fields, to which all pharmaceutical scientists should aspire. Should a Fellow engage in conduct that violates AAPS's member code of ethics or other policies, or that, in the opinion of the majority of the Board of Directors, deviates widely from the conduct expected of a Fellow representing AAPS, the AAPS Board of Directors may rescind an individual's Fellow status. The AAPS Fellows Committee may recommend such action following due process.

Although AAPS strongly encourages AAPS Fellows to continue to actively contribute to their field and to AAPS through their involvement in AAPS-sponsored activities, a failure to do so will not jeopardize a Fellow's designation. No Fellow will have their Fellow status rescinded for failing to serve.





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## NOMINATION REQUIREMENTS

**Submissions that do not follow the requirements outlined below will be rejected without consideration.**

### **NOMINATOR REQUIREMENTS & RESPONSIBILITIES**

- **The nominator must be a member of AAPS.** Submissions advanced by a nonmember will not be considered.
- **The nominator is responsible for assembling and submitting a complete nomination package.** The nominator must actively work with the nominee to collect all the necessary information, including soliciting letters of recommendation.

### **NOMINEE REQUIREMENTS & RESPONSIBILITIES**

**The nominee must be a member of AAPS at the time of nomination.** The nominee must have been a member of AAPS for no fewer than five (5) of the immediate past seven (7) years.

#### **Service Requirement**

**Service to AAPS is required of the nominee.** The nominee must have provided service to AAPS during the course of at least 2 years within the immediate past 10 years. The service is not required to last for an entire year and is dependent on the specific committee or activity.

Service to AAPS is a necessary requirement to become a Fellow, but it is insufficient (by itself) to allow a nominee to become a Fellow; scientific accomplishments are the main criterion for Fellow consideration. Service to AAPS is a requirement which is *unweighted* in the dossier

evaluation. If a nominee has provided the expected amount of service to AAPS, the Fellows Committee's discussion moves forward to the nominee's scientific contributions. If a nominee has insufficient AAPS service, the discussion does *not* move forward to scientific accomplishments.

#### **Examples of Service**

The following list is indicative of the types of acceptable service, but is not comprehensive—other service to the association will be considered by the committee:

- AAPS task forces, ad hoc committees, and standing AAPS committees related to policy, governance, and awards
- AAPS Board of Directors
- AAPS program-planning committees for PharmSci 360, National Biotechnology Conference, other meetings, and topic-centered workshops including moderating roles, program submission ideas, curriculum vitae reviews, etc., related to AAPS conferences
- AAPS abstract reviewer
- AAPS Community (or former AAPS section and focus group) roles, including leadership and sub-leadership activities
- Authoring white papers
- Organizing or speaking in webinars or elearning programs
- Work or engagement with AAPS Student Chapters, especially as faculty advisor
- Mentoring at professional-development career events at AAPS meetings and workshops

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# AAPS FELLOWS HANDBOOK

## NOMINATION REQUIREMENTS *continued*

- AAPS Visiting Scientist Program (visit graduate schools and present seminars, mentor students/postdocs, etc.)
- Service to AAPS journals including as editor, editorial advisory board member, or guest editor; and regular and sustained review of manuscripts

All levels of service have value to both AAPS members and the association as a whole. All service will be considered by the Fellows Committee. There is no hierarchy of types of service. AAPS service that contributes to a national meeting, workshop, awards program, fundamental governance, or similar program is acceptable.

### Developing the Nomination Package

The nominee must work with the nominator to develop and complete the submission package. Nominees must collaborate particularly closely with the nominator on:

- Compiling their Portfolio of Accomplishments

- Identifying authors for at least two (2), but no more than three (3) letters of recommendation
- Submitting their updated curriculum vitae

The nominee or nominator may ask the AAPS Fellows Committee to recommend an advisor from among the AAPS Fellows. Both the nominator and advisor must be free of the conflict of interest caused by being a current member of the AAPS Fellows Committee or AAPS Board of Directors.

Nominees and nominators are advised that successful candidates should generally have completed their highest degree plus 10 years of work in the pharmaceutical sciences and have been promoted to full professor or to a corresponding level of impact in industry or government service. Candidates with abbreviated biographies must demonstrate extraordinary accomplishment.



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## NOMINATION PACKAGE REQUIREMENTS

To ensure that only members of the highest qualifications and distinction are elevated to Fellow, there must be focus and rigor in the nominating process.

The contents of each nomination package must include the following information in this order:

1. AAPS Fellow Nomination Form
2. Portfolio of Accomplishments
3. Nominator's Assessment
4. At least two (2), but no more than three (3) Letters of Recommendation
5. Current curriculum vitae formatted as described below
6. Professional Conduct Disclosure Form

**Nomination packages must be submitted in an electronic format, e.g., MS Word or Adobe Acrobat (.pdf), as a single file.**

Paper submissions received by mail will not be considered. Handwritten, incomplete, or otherwise illegible submissions will not be considered. Submissions that fail to follow the format described in this document will not be considered.

Poorly prepared and/or insufficiently documented nominations will place the nominee at a disadvantage in the evaluation process. It is the responsibility of the nominator to ensure the submission of a complete and representative nomination package before the submission deadline.

### ■ NOMINATION FORM

The AAPS Fellow Nomination Form identifies the nominee, the nominator, and, if selected, the advisor. Download a copy of the nomination form at [www.aaps.org/fellows](http://www.aaps.org/fellows).

### ■ PORTFOLIO OF ACCOMPLISHMENTS

**A curriculum vitae cannot be substituted for a Portfolio of Accomplishment.**

The nominee, in consultation with the nominator, must prepare a Portfolio of Accomplishments documenting their contributions and impact in a particular scientific discipline. This is an accurate and concise evaluation of the contributions and impact of the nominee in the pharmaceutical sciences. The term "portfolio" literally means "a collection of representative works," and its use here implies a document that is not limited to traditional academic forms of evidence such as refereed publications and successful grantsmanship.

For scientists working in non-academic environments, significant evidence of scientific contribution other than traditional refereed publications may be appropriate. The portfolio requires careful preparation to concisely and unambiguously document the sustained scientific contributions of the nominee.

This section must be clear, focused, and convincing. The following is a list of categories of documentation that may be used to support the nomination of a candidate. **This list is intended only as a guideline and is not intended to limit the types of information that may be submitted or that could be considered during the evaluation.** Successful nomination packages will identify and document, through whatever pathway is considered best suited for establishing excellence of accomplishment, the candidate's scientific contributions and impacts on the pharmaceutical sciences.

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## NOMINATION PACKAGE REQUIREMENTS *continued*

### **Executive Summary**

In 250 words or less, provide a brief description of the impact of the nominee on the pharmaceutical sciences. This summary should make clear the sustained contribution for which the nominee is to be elevated to Fellow.

### **Sustained Contribution, Recognition, and Solicitation for Expertise and Technical Leadership**

Sustained scientific contribution implies continued, impactful work for at least the past five years before application for AAPS Fellow.

AAPS strongly suggests that the length of time that the nominee has been active in a scientific area; the rank achieved in academic, industry, or government; and the individual's promotion history be considered and documented. The suggested minimum time for sustained contributions and recognition is 10 years after the highest degree is completed (not including post-doctoral training). Promotion record, including promotion to full professor or a corresponding promotion in industry or government, is a strong indicator of sustained recognition, expertise, and technical leadership. However, a high-level position does not lead directly to elevation to Fellow and is seen by the Fellows Committees as one indicator among many of the strength of a potential Fellow's nomination.

### **Publication Record**

The nominee must cite and discuss no more than six (6) key publications representing major contributions to the field, giving a brief explanation of the reason why each should be regarded as a key contribution. One good measure of the impact of publications is the frequency at which seminal research articles are cited by other authors and researchers, and serious consideration must be given to providing such information in this section. The impact and sustained

nature of the activity is the committee's focus, rather than the number of publications.

Refereed publications must be listed separately from other publications, such as books or chapters. In the case of multiple authorships, the principal or corresponding author must be identified with an asterisk, and all authors must be included in the order in which they were listed in the actual publication. If an author is a "middle author" on an article cited in the Publication Record, AAPS recommends the nominator include a brief statement that highlights the nominee's contribution to the article.

### **Regulatory, Compendial, Standardization, and Other Technical Documents Developed Through International Expert Groups**

If a nominee has contributed significantly to the development of key regulatory or technical documents that are developed through expert working groups, e.g., convened by the International Conference on Harmonization (ICH), the World Health Organization (WHO) or global pharmacopoeias, the nominee must provide documented evidence of involvement, as well as a description of their role and contribution to the effort. For documents where a list of working party authors is not published or public knowledge, a statement from the convening agency about the nominee's role and participation is desirable in support.

### **Patents**

When patents are listed in the nomination package, the nominee should clearly define the value and the number of patents held by the nominee. Value can be assessed, for example, by the number of patents that have led to products; to new directions and approaches that emerged within the pharmaceutical sciences because of that patent; and to the success with which those patents have dominated the field.

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# AAPS FELLOWS HANDBOOK

## NOMINATION PACKAGE REQUIREMENTS *continued*

### **Presentations**

Invited presentations and submitted presentations may both be included and considered. Invited presentations are presentations given as a speaker who is invited by the organizing committee to present on a topic at the meeting. Submitted presentations are either poster or podium presentations submitted through a meeting abstract submission process by the author.

Presentations must be cited chronologically, indicating full authorship, the title of the presentation, and to whom and where the presentation was given. For invited presentations, the purpose of the invitation and the size and potential influence of the targeted audience is considered as evidence of the candidate's impact and accomplishments. Considerations include a determination of whether the presentations reflect expertise and innovation on the part of the nominee. It must be noted if a contributed presentation was refereed. In the case of multiple authorship, the principal author must be identified with an asterisk and all authors must be identified in the order in which they were listed in the presentation abstract.

### **Service as Editor, Associate Editor, Editorial Advisory Board Member, or Referee for Learned Journals in the Pharmaceutical or Related sciences**

This information is indicative of the scientific recognition of the nominee.

### **Organization of Symposia**

Successfully organizing national and international symposia establishes the level of recognition of the nominee in the area of the nominee's expertise. The nominee's specific involvement in supporting scientific and professional organizations must be documented.

### **Mentoring of Graduate Students, Subordinates, and Colleagues**

This category includes the traditional role of thesis or dissertation advisor or co-advisor, as well as mentor for summer interns in academic and non-academic research or development laboratories. For Ph.D. and Master's students, the student's name and the title of the thesis or dissertation must be included. The research under the direction of mentors ordinarily will be published and/or presented. An additional, though more indirect, measure of the impact of the mentor may be taken from the current position and success of the nominee's students upon leaving the program.

### **Service to AAPS or Other Professional/Scientific Organizations**

The nominee must have provided service to AAPS during the course of at least 2 years within the immediate past 10 years. The service is not required to last for an entire year and is dependent on the specific committee or activity.

Service to AAPS is a necessary requirement to become a Fellow, but it is insufficient (by itself) to allow a nominee to become a Fellow; scientific accomplishments remain the main criterion for Fellow consideration. Service to AAPS is a requirement which is *unweighted* in the dossier evaluation. If a nominee has provided the expected amount of service to AAPS, the discussion moves forward to the nominee's scientific contributions. If a nominee has insufficient AAPS service, the discussion does not move forward to the scientific accomplishments. The below list is indicative of the types of acceptable service but it is *not* comprehensive. Other service to the association will be considered by the Fellows Committee.

- AAPS task forces, ad hoc committees, and standing AAPS committees related to policy, governance, and awards
- AAPS Board of Directors

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## NOMINATION PACKAGE REQUIREMENTS *continued*

- AAPS program-planning committees for PharmSci 360, National Biotechnology Conference, other meetings, and topic-centered workshops, including moderating roles, program submission ideas, curriculum vitae reviews, etc., related to the AAPS conferences
- AAPS poster abstract reviewer
- AAPS Community (or former AAPS section and focus group) roles, including leadership and sub-leadership activities
- Authoring white papers
- Organizing or speaking in webinars or elearning programs
- Work or engagement with AAPS Student Chapters, especially as faculty advisor
- Mentoring at professional-development career events at AAPS meetings and workshops
- AAPS Visiting Scientist Program (visit graduate schools and present seminars; mentor students/postdocs, etc.)
- Service to AAPS journals including as editor, editorial advisory board member, or guest editor; and regular and sustained review of manuscripts

### **Adjunct Faculty Positions in Universities**

If including a position as adjunct faculty member in the nomination, the nominee must clearly demonstrate the contributions made. For example: frequency of visits, number of lectures per year, or contribution to a student's dissertation must be specifically identified. Mere listing as adjunct faculty is insufficient to assess its impact.

### **INDs, NDAs, and Related Contributions**

If the nominee functions in a drug development environment, it is important to identify the product

development work associated with the person's career. To be supportive of the nomination package, evidence must be provided demonstrating that the nominee was pivotal in a product's success through some unique contribution. Examples of such contributions include: a new formulation technique or process; development of a new analytical procedure or a novel in vitro procedure that provided in vivo correlation for a dosage form that would otherwise be "unapprovable"; a novel statistical method for pharmacokinetic data analysis or a unique contribution to a clinical pharmacology program critical to an NDA; or collaboration with FDA or another authority in the creation of a new regulatory channel or pathway for a class of new drugs. The impact and sustained nature of these activities must be documented. It is important that a strong case be made by experts other than a nominee's supervisor or subordinates.

### **Level and Scope of Technical and/or Managerial Responsibility**

A record of increasing responsibility is usually an indicator of the regard that the organization holds for the individual. Responsibility does not necessarily mean managing a large staff. It may also include responsibility for start-up departments, responsibility for managing complex projects, or other senior scientific leadership roles in industry, academia, or government organizations.

### **Special Internal Awards, Recognition, etc., for Research and Development Related Achievements**

These may include major recognition awards from employers (e.g., President's Awards), or national or international achievement and recognition awards. Awards routinely given in recognition of a job well done, as a part of normal employment, should not be listed.

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# AAPS FELLOWS HANDBOOK

## NOMINATION PACKAGE REQUIREMENTS *continued*

### ■ NOMINATOR'S ASSESSMENT

**The purpose of the Nominator's Assessment is to clearly identify the sustained achievements of the nominee, and to support them with appropriate, relevant examples.** The nominator must articulate and establish the answers to the following three questions:

- What makes the nominee an acknowledged leader in, and an outstanding contributor to, the pharmaceutical sciences?
- What are the nominee's most important scientific accomplishments?
- What is the demonstrated impact of those contributions to pharmaceutical sciences?

The nominator must answer these questions in a brief essay statement. This should not be a recitation of the nominee's curriculum vitae or Portfolio of Accomplishments.

Nominees often present additional qualities and dimensions that enhance their nomination. However, the identification and validation of a candidate's sustained excellence in one (no more than two) specific field(s) is key to the success of the nomination. The Nominator's Assessment must identify these fields clearly, with supporting evidence.

### ■ LETTERS OF RECOMMENDATION

Letters of Recommendation are an attestation of the nominee's achievements in the field by experts. These written endorsements must personalize the nominee, not merely restate accomplishments listed in their curriculum vitae or Portfolio of Accomplishments.

Each letter must specify:

- The length of time the author has known the nominee
- The capacity in which the author has known the nominee

- The nominee's contributions to, and impacts on, the pharmaceutical sciences

Nominators and nominees should direct authors to explain what makes the nominee "an acknowledged leader in, and an outstanding contributor to the pharmaceutical sciences." They may solicit more than three letters; however, they must include no more than three letters that best support the nomination for Fellow.

**A minimum of two (2), but no more than three (3) letters of recommendation will be accepted.**

Submissions that have only one letter, or four or more, will be rejected without review by the Fellows Committee.

### Who Can Write an Endorsement Letter

Letters of recommendation may be written by colleagues, peers, or technical managers working in academic, industrial, or government settings. Letters should be written by independent evaluators. Letters written by AAPS Fellows who are independent evaluators of the nominee are particularly valuable because Fellows understand the professional excellence standards sought by AAPS. Supporting letters should not come from current employers, supervisors, or direct reports.

Above all else, letters should be personal and based in the context of the relationship between the nominee and the endorsing writer; i.e., what that experience has allowed the writer to see in the nominee and in the nominee's contribution to pharmaceutical sciences. A letter that restates the general accomplishments of the nominee without expanding upon them, and which repeats that which is already detailed elsewhere in the package, is not a strong endorsement of the nominee.

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# AAPS FELLOWS HANDBOOK

## NOMINATION PACKAGE REQUIREMENTS *continued*

It is strongly advised that letters of recommendation not be written by individuals associated with the nominee's current place of employment or training. If such is not possible, then letters from coworkers or instructors should be both strong and unique, meaning that no other writer could comment on the nominee from this perspective. The letter should include an explanation of why the relationship is incidental to the evaluation being provided by the coworker or instructor.

### **Fellows Committee and Board of Directors May Not Participate in Developing the Nomination**

**Members of the Fellows Committee and the Board of Directors cannot participate in the nomination process in any way.** This includes writing endorsement letters or reviewing drafts of nomination packages. Members of the Fellows Committee must avoid conflicts of interest in their roles and must not endorse or assist a nominee. Members of the Board of Directors approve all recipients and are involved in the appeals process for decisions, and so cannot participate in the nomination process in any way.

### **CURRICULUM VITAE**

**A complete, updated curriculum vitae summarizing the candidate's background and qualifications must be included in the nomination package.** The contents must contain:

- Current position and affiliations
- Fields and areas of specialization
- Degrees, including institutions, years, majors, and minors
- Previous positions held
- Professional licensure, if appropriate
- Honors and awards
- Promotions and recognitions, with dates
- A complete list of presentations, abstracts, etc.

- A complete list of publications divided into "Peer Reviewed," "Non-Peer Reviewed," and "Unrefereed"
- Patents
- IND/NDAs involved/submitted
- Therapeutic candidates launched

### **PROFESSIONAL CONDUCT DISCLOSURE FORM**

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

#### **Candidates 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. See the Professional Conduct Disclosure Form FAQs at the end of the handbook for more information.

**Download a copy of the Professional Conduct Disclosure form at [www.aaps.org/fellows](http://www.aaps.org/fellows).**



# AAPS FELLOWS HANDBOOK

## FELLOWS SELECTION PROCEDURE

### SELECTION PROCESS OVERVIEW

All nominees are evaluated on the basis of professional excellence as indicated by a documented, sustained, and continuing level of superior and distinguished professional achievement and contributions in a relevant field.

The two key questions Fellows Committee members consider are:

1. What makes the nominee an acknowledged leader in, and an outstanding contributor to, the pharmaceutical sciences?
2. What are the nominee's most important scientific accomplishments?

Only those nominees receiving a majority vote from the Fellows Committee will be recommended for elevation to Fellow. There is no limit on the number of nominees, or number of Fellows.

### ASSESSING THE CAREER PATH OF A CANDIDATE

AAPS Fellows are AAPS members whose outstanding scientific accomplishments distinguish them as leaders in their fields. Their scientific achievements are considered innovative and highly impactful by their peers, and they are recognized for their leadership in developing creative solutions to challenges encountered in the discovery, development, and/or regulation of pharmaceuticals and biologics. There is no standard career path that leads to the honor of Fellow.

The members of the Fellows Committee familiarize themselves with this chart and use it as a guide in reviewing individual nomination packages. This helps to ensure nominees from various scientific and career backgrounds receive a fair appraisal from committee members who are from different scientific and career backgrounds than the candidate. **The committee does not treat the list of accomplishments as a checklist.** Rather, it is a guide to help committee members place accomplishments in perspective against different scientific career paths.

ATTRIBUTES FOR CONSIDERATION	ACADEMIC	INDUSTRY	REGULATORY	MIXED CAREER PATH
<b>Written Scientific Impact (Credibility)</b> <ul style="list-style-type: none"> <li>• Peer-reviewed Manuscripts/Book Chapters</li> <li>• Patents</li> <li>• Formal Regulatory Submission Documents (INDs/CTAs, IBs)</li> <li>• Whitepapers/Expert Opinions/Reviews</li> <li>• Regulatory Guidance Documents</li> </ul>	E L N E N	E L E E N	L N N E E	E L L E N
<b>Scientific Visibility and External and Internal</b> <ul style="list-style-type: none"> <li>• Invited External Scientific Presentations/Speaking</li> <li>• Internal Scientific Presentations</li> <li>• Abstracts/Poster Presentations</li> <li>• Organizing Scientific Sessions, including overall meeting, moderator, etc.</li> <li>• Scientific Awards/Recognition</li> <li>• International Profile (ICH, WHO, etc.)</li> </ul>	E L E E E L	L E E L E L	L E E L E L	L E E L E L
<b>Scientific Leadership/Management</b> <ul style="list-style-type: none"> <li>• Scientific Collaborations</li> <li>• Scientific Committees (internal and external)</li> <li>• Non-scientific committees (career development, DEI, etc.)</li> <li>• Mentorship</li> </ul>	E E L E	L E L E	L E L E	E L L E
<b>Service/Volunteer Activities to AAPS</b> <ul style="list-style-type: none"> <li>• As per the guidance on service to the Fellows Committee</li> </ul>	E	E	E	E
<b>E</b> = Expected for most candidates based on career path <b>L</b> = Likely for most candidates based on the career path <b>N</b> = Not expected for most candidates based on career path				

# AAPS FELLOWS HANDBOOK

## CONFLICT OF INTEREST & CONFIDENTIALITY

### ■ CONFLICT OF INTEREST

Conflict of interest is a continual concern in any process where nominations are evaluated and selected by a panel of individuals. The AAPS Fellows Program draws its value from its prestige. It is paramount that any potential for bias be avoided, and that the process for evaluation of nominees be transparent. This protects the program, the reputations of the volunteers involved in the program, and the value of the AAPS Fellows Program and its Fellows.

- 1. Members of the AAPS Fellows Committee who will evaluate nomination packages and vote on nominees must avoid any discussion or interaction with nominees, nominators, and other supporters of nominees (advisors) related to the nomination packages.** This includes giving advice, reviewing a component of a package, writing letters of recommendation, advising on the selection of letter writers, and chatting about a nominee's background with their former and current colleagues. Committee members should approach the evaluation process without bias and treat all nominations fairly and equitably.
- 2. Questions about the Fellows nomination and selection process, nomination package development, and other issues should be directed to AAPS staff and the AAPS Fellows Committee Chair.** Staff will respond directly with information. Staff and the Chair can help a concerned nominator find a mentor who is a Fellow but is not expected to vote on a package.
- 3. Committee members who have experienced interactions related to a nomination package must announce their conflict of interest to the Chair, and the Chair must recuse them from both the discussion and the vote.** AAPS does not permit the Fellows Committee Chair to waive a committee member's conflict and permit them to participate.

Any conflict, no matter how minor, must be recorded in the minutes of the meeting and the party in conflict recused. Ideally, the recused individual will leave the teleconference or meeting during the discussion of the candidate for which they hold a conflict.

- 4. In the event of a blatant attempt to bias a decision, the Chair may bar the member from the committee's deliberations.** The Chair should only take this action after consulting with AAPS staff.
- 5. During deliberations, committee members may not bring information into the discussion that is not referenced in the package.** It is not unusual that a committee member knew the nominee before nomination occurred and experienced them in another setting. It is inappropriate to discuss this knowledge during deliberations because it is unfair to nominees who did not have the same opportunity to interact with committee members.

### ■ CONFIDENTIALITY

Being nominated for AAPS Fellow is an honor. However, it can prove embarrassing to nominees who are not selected should the rejection of their nomination package become known. Therefore, committee members and staff involved in the Fellows nomination and recommendation process should only share the names of nominees when necessary to advance the nomination process. Committee members and nominators are discouraged from general announcements of the names of nominees and from distributing nominee information to others. Potential endorsement letter writers and individuals who can supply information for a nomination should be contacted personally and confidentially by the nominator or nominee.

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# AAPS FELLOWS HANDBOOK

## CONFLICT OF INTEREST & CONFIDENTIALITY *continued*

A nominee may choose to make their status known, but all volunteers, including nominators, should leave that choice to the nominee.

Committee members will also refrain from congratulating the Fellow or announcing the outcome to other members until the AAPS Board of Directors, the AAPS President, and the Fellows Committee Chair have publicly announced the outcome.

### **AAPS FELLOWS COMMITTEE REVIEW**

1. Upon receiving a package by the designated deadline, AAPS staff:
  - a. Document the date that the nomination arrived
  - b. Review the package to verify that it is complete
2. Staff make complete nomination packages available for review by Fellows Committee members in electronic format.
3. The Fellows Committee Chair assigns each nomination to two committee members (designated as primary and secondary reviewers) for a detailed evaluation. The Chair and members should identify potential conflicts of interest arising from assignments. When such potential conflict arises, the Chair will re-assign the review to other members.
4. The APS Fellows Committee is called to meet with the following in attendance:
  - a. AAPS Fellows Committee Chair
  - b. All Fellows Committee members
  - c. The Board of Directors Liaison designated by the Board of Directors
  - d. AAPS staff liaison
5. Under extenuating circumstances, and entirely at their discretion, the Fellows Committee Chair may approve a substitution for a Fellows Committee member. A substitute committee member must be an AAPS Fellow.
6. Prior to the beginning of deliberations, members must review the slate of nominees and disclose any conflicts of interest. Recusal is imposed by the Chair.
7. Each reviewer reports their evaluations to the full AAPS Fellows Committee in turn, making the case for the nomination, and participating in any discussion that may result from an evaluation.
8. Each AAPS Fellows Committee member votes on each package.
  - a. Election is by majority.
  - b. Staff record the vote count and decision for each package.
9. If a package fails, the AAPS Fellows Committee Chair leads the committee in reaching consensus on why the package failed. Such consensus is noted and forwarded to the nominee and the nominator.
10. After all candidates have been considered, those packages that failed by a close vote are reconsidered to ensure fair evaluation.
11. The AAPS Fellows Committee Chair reports the recommended nominees to the Board of Directors for acceptance.
12. Nominees elevated to Fellow are notified by the Fellows Committee Chair.
13. The AAPS Fellows Committee Chair, with the support of AAPS staff, prepares written communications to nominees and nominators of failed nominations detailing the weaknesses, deficiencies, and shortcomings of the nomination packages.

# AAPS FELLOWS HANDBOOK

## APPEALS PROCESS

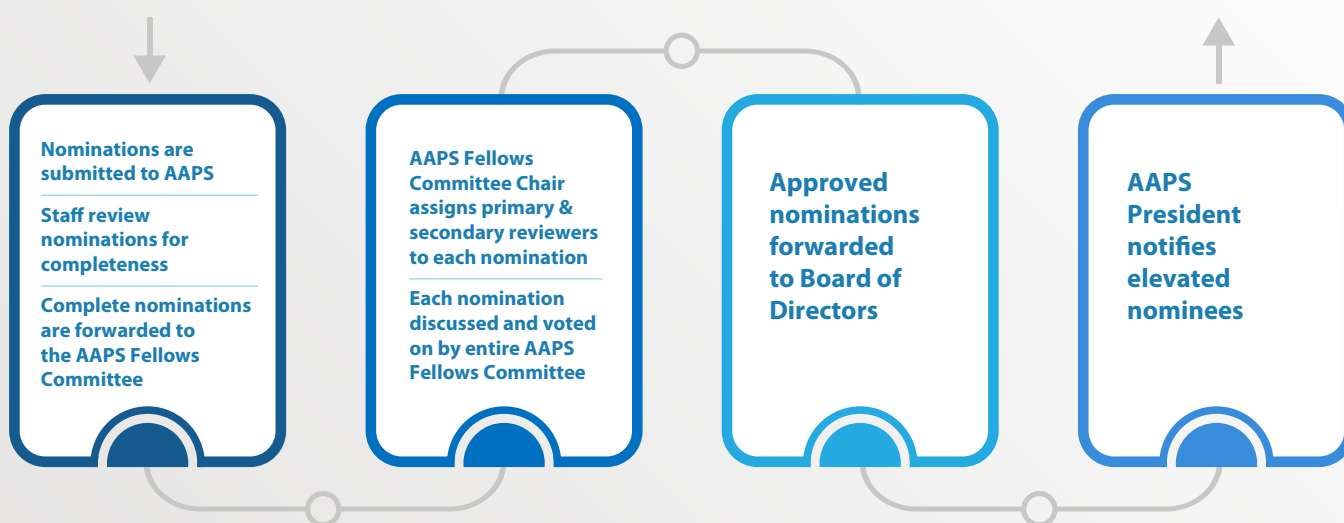
Nominees and their nominators may challenge a nomination's rejection as follows:

1. **Email a written appeal to the AAPS Fellows Committee staff liaison within five days of the AAPS Fellows Committee Chair's notification of the package's failure.** The five-day window begins when the AAPS Fellows Committee Chair issues notification. Appeals received within five days of the notification date are documented, and notice is made to the AAPS Fellows Committee Chair and the AAPS Board of Directors. Appeals received after that time will be rejected without consideration.
2. **The appeal must include a written statement specifying the cause of the rejection identified in the rejection notices, and a reasoned response that makes a case for reversal.**
3. The reasoned response may not include:
  - A re-written nominations package. Editing and rewriting constitutes a new package, which may be submitted the following year.
  - Additions that complete an incomplete package. An incomplete package may be completed and resubmitted the following year.

4. Upon receiving an appeal, the AAPS Fellows Committee Chair will ask the AAPS Board of Directors to seat a three-member Appeals Committee of the Board to review the appeal, excluding any member who participated in the discussion or vote that led to the rejection of the package.
5. The Appeals Committee will review this guide, the nomination package as received by staff, the AAPS Fellows Committee Chair's letter documenting the reasons for rejection, and the arguments set forth in the written appeal.
6. The Appeals Committee will advise the AAPS Board of Directors on its determination, and then the AAPS Board of Directors will affirm or reject the Appeals Committee's determination.
7. Within two weeks of their appeal submission, the nominator will be contacted by a representative of the AAPS Board of Directors with the final decision.

# AAPS FELLOWS HANDBOOK

## AAPS FELLOWS COMMITTEE MEMBERS AND CHAIR RESPONSIBILITIES



### ■ COMMITTEE MEMBERS

The AAPS Fellows Committee is composed of 7-9 Fellows and is assisted by a staff liaison and a Board of Directors Liaison.

The AAPS Board of Directors appoints a liaison to the AAPS Fellows Committee annually who attends all AAPS Fellows Committee meetings as an *ex-officio* member without voting rights.

#### Vice Chair Selection

The Fellows Committee Chair annually selects a Vice Chair from submitted applications to the Fellows Committee through a blind screening process based on the job requirements outlined in the Board-approved committee charter. The Vice Chair then assumes the role of Chair the following year, presiding over all AAPS

Fellows Committee meetings. The Vice Chair, in essence, has a three-year commitment—as Vice Chair in the first year, Chair in the second year, and as Immediate Past Chair in the third year.

### ■ RESPONSIBILITIES

AAPS Fellows Committee members:

- Must be an AAPS member at time of application and throughout service
- Must be an AAPS Fellow
- Must use electronic platforms to receive and review nominations and participate in mandatory committee training and discussion

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# AAPS FELLOWS HANDBOOK

## AAPS FELLOWS COMMITTEE MEMBERS AND CHAIR RESPONSIBILITIES *continued*

- Must have the ability to maintain confidentiality during service and afterward
- Must have the ability to act impartially and diligently
- Must have the integrity to declare conflicts of interest to the Chair and recuse themselves from discussions and votes taken on such nominations
- Must promote the Fellows program to members in general terms through social media, AAPS Communities, and personal networks

### ■ TIME COMMITMENT

- One-half to three hours to review each nomination, with as many as 30 or so nominations to consider
- The hours needed to provide all assigned primary and/or secondary review
- A day-long meeting, or conference call, to review and vote on nominations
- Participation in, and completion of, any activities that are needed to review and select AAPS Fellow nominations

### ■ BOARD OF DIRECTORS LIAISON RESPONSIBILITIES

The AAPS Board Liaison keeps the committee informed of the Board's actions and concerns and communicates the committee's questions and decisions to the Board. The liaison:

- Attends meetings and conference calls held by the Fellows Committee
- Ensures the Fellows Committee Chair follows the procedures adopted by the Board of Directors for administering the Fellow program
- Ensures the process is fair and equitable among all members

The Liaison may not:

- Influence the Fellows Committee's decisions by participating in discussions about candidates, especially interjecting personal knowledge of candidates not found in the nomination packages
- Participate in the Fellows Committee's votes

### ■ FORMS, LETTERS & ADDITIONAL INFORMATION

Current information is posted at [www.aaps.org/Fellows](http://www.aaps.org/Fellows) including:

- List of current AAPS Fellows
- Upcoming Fellows nomination deadlines
- AAPS Fellow nomination instructions and forms

### Conduct Disclosure Policy FAQs

#### **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 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.

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# AAPS FELLOWS HANDBOOK

## AAPS FELLOWS COMMITTEE MEMBERS AND CHAIR RESPONSIBILITIES *continued*

### **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.

**Visit [www.aaps.org/Fellows](http://www.aaps.org/Fellows) to download the Conduct Disclosure Policy form**

