

Policy Name: ASPS/PSF Nominating Committee Standard Operating Procedures

Background / Purpose: This policy defines the process to elect members of the Nominating Committee and procedures for the Nominating Committee to conduct its work of slating elected leaders for the member vote. Resources include appendices related to the various stages of the nominations process.

Keywords: Nominating Committee, Slate of Elected Leaders, Regional Representatives, Assembly Representatives, Trustee Representative, Presidential Line Representative

Program Area or Business Line Governance

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ASPS/PSF Nominating Committee Standard Operating Procedures

Committee Charge

The Nominating Committee conducts its business in two phases.

During Phase 1, the Nominating Committee is responsible for providing nominee recommendations to the ASPS and PSF Boards of Directors on the disposition of current Board Vice Presidents and whether they should be elevated to the ASPS President-Elect or PSF President-Elect positions, retained in their current position, or laterally assigned to another Board Vice President position. The ASPS and PSF Boards of Directors may accept, reject, or modify the Nominating Committee's recommendations. The slate as approved by the ASPS and PSF Boards of Directors for the Phase 1 positions will be the slate presented to members.

During Phase 2, the Nominating Committee is responsible for soliciting, interviewing, and vetting candidates to be considered for election by the membership to the Trustees, the Ethics Committee, the Judicial Council, the Conflict of Interest Committee, and any open Board positions under its purview following Phase 1. The slate as nominated by the Nominating Committee for the Phase 2 positions will be the slate presented to members.

The Nominating Committee is not involved with the election of the Assembly Leaders to the Council of Representatives. That process is described in the Council of Representatives Standard Operating Procedures.

The Nominating Committee ensures candidates for all elected positions review the ASPS Conflict of Interest Policy and complete the COI Disclosure Statement prior to being placed on the ballot. The Committee reviews the principles of the COI policy during the interview process and may seek guidance from the COI Committee in understanding potential conflicts.

The Nominating Committee also makes recommendations for external appointments to other organizations as directed by the Board of Directors.

Diversity Goals

ASPS and The PSF value racial, ethnic, religious, gender, sexual orientation, gender identity, disability and age diversity, as well as diversity in perspective, thought and personality.

Both in the selection of members to the Nominating Committee, and in the selection of candidates for leadership positions by the Nominating Committee, we will strive to select individuals who reflect the diversity of the general membership. Diversity, including diversity of race, ethnicity, age, gender, religion, sexual orientation, gender identity, disability, economic status, employment type, geography and experience level, is actively sought and encouraged.

In the selection of candidates, the Nominating Committee shall also be sensitive to institutional diversity and their relationship in terms of succession to the Presidency.

Committee Composition

For the 2023-24 governance year and beyond, the Nominating Committee shall consist of 16 Active members of the Society and up to one Public PSF Board member as described in the ASPS/PSF Bylaws. All shall have voting rights.

1. ASPS members shall elect five Regional Representatives to the Nominating Committee.
2. The Trustees shall elect the Trustee Representative to the Nominating Committee, who must meet the qualifications listed below.
3. The Presidential Line of the Society and the Foundation for the upcoming leadership term, other than the Immediate Past Presidents who will be serving as Nominating Committee Co-Chairs, shall elect the Presidential Line Representative to the Nominating Committee, who must meet the qualifications listed below.
4. The three (3) Assemblies of the ASPS Council of Representatives shall each elect two members to the Nominating Committee, who must meet the qualifications listed below. They shall be referred to as Assembly of State and Regional Societies Representative (“State & Regional Representative”), the Assembly of National and Specialty Societies Representative (“National and Specialty Representative”) and the Assembly of Member Sections Representative (“Member Sections Representative”) based on which Assembly elected them.
5. The carryover member will alternate each year between the prior year’s ASPS and PSF Co-Chairs. If the designated carryover member is not able to serve during their term, the other co-chair shall be asked to serve as carryover member. However, this deviation shall not alter the original sequence.
6. The PSF Board may elect a PSF Public member to the Nominating Committee.
7. The Immediate Past ASPS President and the Immediate Past PSF President shall co-chair the Nominating Committee.

Term of Office

1. No member of the Nominating Committee may serve consecutive terms except the carryover member.
2. All members shall serve until the conclusion of the Annual Meeting following their election or appointment.
3. Notwithstanding the carryover member, a committee member is not eligible to be appointed or re-elected to the Committee until two years have elapsed after conclusion of the member’s first term or ten years have elapsed after the conclusion of the member’s second term and each term thereafter.

Nominating Committee Election Procedures

The process for electing the upcoming term Nominating Committee shall be timed such that the full Nominating Committee is selected by the conclusion of the Annual Meeting or shortly thereafter.

Nominee Qualifications

To be placed on the ballot for election, candidates must meet the following criteria:

- Active Society member in good standing for a minimum of five (5) years.
- Active in ASPS/PSF Committees, Councils, Task Forces and/or Work Groups for a minimum of three (3) years. (The reference to “Councils” in this bullet point does not include the Assemblies or the Council of Representatives.)

- Cannot have been disciplined or currently under investigation by any state or provincial medical licensing authority, any plastic surgery organization, any other healthcare organization, or any healthcare delivery facility.
- Cannot have served on the Nominating Committee for the past two (2) terms; and if the candidate has served on the Nominating Committee twice before, must have an interval of at least ten (10) years between the second and each subsequent term.
- Members of the Trustees, Judicial Council, Ethics Committee and the ASPS/PSF Board of Directors (other than the Immediate Past Presidents and the PSF Public Member) are ineligible to concurrently serve on the Nominating Committee.
- Must sign the Nominating Committee Attestation (Appendix A) prior to being placed on the ballot whether elected by members, the ASPS Trustees, the ASPS/PSF Presidential Line, other than the Immediate Past Presidents, or any of the three (3) Assemblies of the ASPS Council of Representatives.
- Must submit the Summary of Qualifications form (Appendix B) prior to being placed on the ballot to be elected by members. (This requirement does not apply to representatives nominated by the ASPS Trustees, the ASPS/PSF Presidential Line, other than the Immediate Past Presidents, or any of the three (3) Assemblies of the ASPS Council of Representatives.)

Regional Representative Election Process

The Regional Representative election shall be conducted in two phases. First there shall be a call for self-nominations, followed by the election by members.

Call for Self-Nomination

1. The Regional Representative Election process, beginning with the call for applications and concluding with the election results, shall be timed such that the Regional Representative election shall conclude prior to the meetings of the three (3) Assemblies to the ASPS Council of Representatives that take place during Plastic Surgery The Meeting. Whenever feasible, the Regional Representative Election should coincide with the Slate Election.
2. The Nominating Committee Staff Liaison shall put out a call for applications to Active members inviting them to apply to serve on the Nominating Committee as a Regional Representative. Only self-nominations shall be accepted. Whenever feasible, the call for applications shall include the dates of the Nominating Committee meetings for the upcoming term.
3. Active members shall have a minimum of 21 calendar days to apply.
4. Once the nominating deadline has passed, staff shall vet the nominations to ensure established requirements have been met and prepare the Regional Representative ballot.

Regional Representative Election

1. Active and Life Active members shall be notified via email that the Regional Representative election has opened and that they have 30 days to vote.
 - a. Members may vote for up to one candidate from each of the five regions
 - b. Members are not required to vote for a candidate from every region
2. The election shall conclude 30 calendar days after members are notified that the Regional Representative vote has opened.
 - a. The top vote getter from each region shall be that region's Regional Representative
 - b. The second highest vote getter shall be the first Alternate
 - c. The third highest vote getter shall be the second Alternate

3. A runoff election shall take place for that region if the election results in a tie such that it is unclear who came in first place.
 - a. Active and Life Active members shall be notified as quickly as possible after the online ballot listing the names of members tied for first place is ready.
 - b. The runoff election shall conclude 7 calendar days after the notice of the runoff election was distributed to eligible voters.
 - i. The top vote getter from the runoff election shall be that region's Regional Representative.
 - ii. The second highest vote getter from the runoff election shall be the first Alternate
 - iii. If the runoff election had only two candidates, the next highest vote getter from the original election shall be the third Alternate.
 - iv. If the runoff election had more than two candidates, the third highest vote getter from the runoff election shall be the third Alternate
4. The results of the vote shall be communicated to each applicant within 10 business days following the conclusion of the election for all Regions.

Trustee Representative and Presidential Line Representative Election Process

The ASPS Trustees and the ASPS/PSF Presidential Line for the upcoming leadership term, other than the Immediate Past Presidents who will be serving as Nominating Committee Co-Chairs, shall each establish their own procedures for electing the Trustee Representative and the Presidential Line Representative, which must meet the timeline and criteria established in this SOP and the ASPS Bylaws.

For the avoidance of doubt, the ASPS/PSF Presidential Line referenced in the preceding paragraph shall be the ASPS/PSF Presidential Line who will be in office when the term of the Presidential Line Representative to the Nominating Committee commences (*i.e.*, includes the incoming Presidential Line). Whenever feasible, the Presidential Line will meet promptly upon the commencement of the governance year which coincides with the Nominating Committee's term of service; however, where impracticable or in order to allow for the timely commencement of the Nominating Committee's work, the Presidential Line may meet prior to the commencement of their terms to select their representative but whose appointment shall not take effect until their term year commences.

They are encouraged to solicit nominations from members of their group so that multiple candidates can be identified and voted on. If there are multiple candidates for each election, the following shall apply

- a. The top vote getter from the Trustees' election shall be the Trustee Representative and the top vote getter from Presidential Line's election shall be the Presidential Line Representative
- b. The second highest vote getter from the Trustees' election shall be the first Trustee Alternate and the second highest vote getter from the Presidential Line's election shall be the first Presidential Line Alternate
- c. The third highest vote getter from the Trustees' election shall be the second Trustee Alternate and the third highest vote getter from Presidential Line's election shall be the second Presidential Line Alternate

Assembly Representative Election Process

The ASPS Council of Representatives Standard Operating Procedures describe the process to be followed to elect the two (2) Representatives from each of the three (3) Assemblies during their meetings in connection with Plastic Surgery The Meeting.

- a. The top two vote getters from each Assembly shall be that Assembly's Representatives
- b. The third highest vote getter shall be the first Alternate
- c. The fourth highest vote getter shall be the second Alternate
- d. The fifth highest vote getter shall be the third Alternate

Vacancies / Alternates

1. If a regional representative elected by the membership is unable to complete the term of committee membership, or cannot attend the interview sessions, the regional representative receiving the next highest number of votes in the region shall serve as the region's Alternate, in rank order, so long as that would not cause a geographic or institutional conflict. In this instance, the next Alternate will be asked to serve. Regional Representative Alternates are not otherwise involved with the Nominating Committee.
2. If a Nominating Committee representative elected by the ASPS Trustees, the ASPS/PSF Presidential Line, other than the Immediate Past Presidents, or any of the three (3) Assemblies of the ASPS Council of Representatives is unable to complete the term of committee membership or cannot attend the interview sessions, the representative receiving the next highest number of votes in each category shall be named the Alternate, so long as that does not cause a geographic or institutional conflict. In this instance, the next Alternate will be asked to serve. Alternates are not otherwise involved with the Nominating Committee.
3. If there is no Alternate available or willing to serve to fill a vacancy pursuant to 1 and 2 above, the Co-Chairs may ask another Alternate that is available and willing to serve to fill the vacancy as long as the selection would not cause geographical or institutional conflict.
4. Once a committee member formally accepts nomination to the committee the member cannot resign to be considered in the current term for any elected position.

Publicizing Nominating Committee Members

Annually, once the election of the Nominating Committee members has concluded, a roster of the Nominating Committee members, to include their names, the names of their practice or institution, their locations (i.e., city and state/province) and their images shall be published on the ASPS website and in *Plastic Surgery News*.

A caveat shall accompany the Nominating Committee roster advising prospective candidates who may be interested in applying for a position under the Nominating Committee's purview that the Candidate Conduct Policy strictly prohibits candidates from contacting any member of the Nominating Committee throughout the nominating process and that questions or concerns about the process should be directed to Nominating Committee Co-Chairs or the Nominating Committee Staff Liaison.

Nominating Committee Workflow

The Nominating Committee will conduct its business by conference call, video conference or at face-to-face meetings. The Committee is required to complete its work in time to meet the established election deadlines outlined in the ASPS/PSF Bylaws.

The Nominating Committee shall conduct its work in two phases, acting within the scope of their authority with respect to each phase, and in accordance with the Detailed Procedures below.

Nominating Committee Authority

For the Society and Foundation to be successful in its mission, it is necessary for there to be stability of leadership development over time and continuity in governance.

Phase 1 Authority

During Phase 1, the Nominating Committee shall make recommendations to the ASPS and PSF Boards of Directors with respect to the positions the current Board Vice Presidents with expiring terms should serve in the upcoming term. The options include ASPS President-Elect, PSF President-Elect, retention in their current position, or a different Board Vice President position. In doing so, the Nominating Committee is to conduct an “executive level review” of a sitting Board Vice President’s performance. The process includes meeting with the Presidential Line and reviewing the Presidential Line Report (as described in the Candidate Review Phase 1 Overview section below) to consider any concerns of relating the Board Vice President and whether such concerning behavior has been recalcitrant to the required intervention and remediation (i.e., coaching).

Phase 2 Authority

Once the decisions about the advancement, retention and lateral assignment of current Board Vice Presidents have been made in accordance with the Detailed Procedures below, the Nominating Committee will know which Board positions it will need to fill and will then proceed to the second phase (Phase 2). During Phase 2, the Nominating Committee will publicize and accept applications for the open Board Vice President or President-Elect positions, as well as any other elected or appointed position under its purview.

Interviews with the President-elect and Board Vice President candidates will take place during a face-to-face meeting or video conference. Remaining interviews may be by phone, video conference or via face-to-face meetings. However, interviews with candidates for the Ethics Committee, Judicial Council, Trustees and Conflict of Interest Committee may take place prior to those for the open Board positions if it produces efficiencies in the Nominating Committee’s workflow.

Nominating Committee Detailed Procedures

Nominating Committee Conduct Standards and Conflict of Interest

The committee Co-Chairs shall emphasize the absolute importance of the confidential nature of all discussions, materials, and votes of the committee throughout the process and strive to ensure that all discussions, votes, and actions of the committee are conducted in a manner to assure the absence of bias or prejudice.

Prior to being placed on the ballot to be elected by members, the three Assemblies, the Trustees, or the Presidential line, Nominating Committee members must have signed the attestation where they agreed that they

- have not been nominated in expectation, now or in the future, of support for a specific candidate;

- will, barring any unforeseen family or medical emergency, make themselves available to attend every scheduled Nominating Committee conference call or face-to-face meeting during their tenure on the committee;
- understand the committee responsibilities;
- shall carry out their responsibilities in good faith with reasonable care, honesty and due diligence and shall be informed and actively participate in committee discussions;
- shall act in the best interests of the Society – for the benefit of the entire membership rather than any constituency;
- shall avoid being influenced by others in the decision-making process;
- shall disclose the name of any individual who solicits their support and the nature of the solicitation to the Nominating Committee Co-Chairs;
- shall conduct themselves at all committee meetings and conference calls in a professional, courteous, respectful and businesslike manner;
- shall maintain the confidentiality of all confidential and non-public information disclosed to them resulting from their service on the Nominating Committee; and
- agree to sign the Nominating Committee Supplemental Conflict of Interest Disclosure Statement.

Members of the committee are obligated to disclose any biases or personal relationship with candidates under consideration (favorable or unfavorable). When directed, they must recuse themselves from any interview or deliberations with the candidate. The language for the Nominating Committee and Candidate Supplemental Conflict of Interest forms are provided as Appendices C and D.

Once the deadline for applying for a position slated by the Nominating Committee has passed, staff shall provide Nominating Committee members with a roster containing the names of all applicants. Nominating Committee members shall complete and submit the Supplemental Conflict of Interest Disclosure Statement to the Nominating Committee Staff Liaison within the timeframe specified, which shall be no less than five (5) business days.

Nominating Committee Orientation

The Nominating Committee Co-Chairs will conduct an orientation for the Nominating Committee regarding the governance and operational aspects of the Society and Foundation relevant to carrying out their duties.

Call for Candidates

During Phase 1, the Nominating Committee will invite sitting Board Vice Presidents to apply for the ASPS or PSF President-Elect position, to be retained in their current position, or to indicate interest in a lateral assignment in another Board Vice President position.

During Phase 2, the Nominating Committee will formally solicit input from a cross-section of the ASPS membership. The membership at large will be solicited through notices in publications, via email, or the website, allowing sufficient time for interested members to apply for positions evaluated by the Nominating Committee.

Individuals interested in an elected position slated by the ASPS/PSF Board of Directors or the Nominating Committee must complete and submit the online candidate application. Applicants may apply for up to three (3) positions and must rank their preference.

Eligibility for Elected Office

Unless otherwise provided for in the ASPS or PSF Bylaws, members interested in holding an elected or appointed position with ASPS or PSF must meet the criteria outlined below.

- The member must be in good standing (*i.e.*, has paid all dues, fees and assessment obligations, is not on probation or under suspension related to accredited surgical facilities requirements, and is not on probation or under suspension per the Society's Bylaws or disciplinary procedure rules).
- The member must disclose at the time of the application any prior or pending disciplinary action, including investigation, by any state or provincial medical licensing authority, any plastic surgery organization, any other healthcare organization, or any healthcare delivery facility.
- Candidates must understand and agree to comply with the Conflict of Interest policy.
- Candidates for the position of ASPS or PSF President-elect must understand and agree
 - they may not hold a direct financial relationship with commercial entities, as defined in the Conflict of Interest Policy, during their term of President-elect, President, or Past President and
 - they may not hold the position of President in another plastic surgery organization during their term as President of ASPS or PSF.
- Board of Directors candidates must agree to sign the confidentiality agreement upon election to the office.

Special Considerations for President-Elect Applicants

Applicants to the ASPS or PSF President-Elect position shall be limited to those who will have completed two (2) or more years of service as ASPS/PSF Board Vice Presidents immediately prior to their term as President-Elect. If the ASPS/PSF Board of Directors finds that there are no suitable candidates that meet these criteria in Phase 1, they may select among individuals who have demonstrated exemplary service to the organization as a Committee Chair or Chair of a Assembly.

Special Consideration for Selection of the Audit Committee Members-at-Large

In years when one or both Members-at Large have served only one year, the Nominating Committee shall consult the Audit Committee Staff Liaison and Board Vice President of Finance for their opinions on whether the eligible Member-at Large should be reappointed for a second one-year term.

In years when one or both Members-at Large have reached the maximum number of terms or the Nominating Committee chooses not to reappoint the Member-at Large for a second term, the Nominating Committee shall put out a call for the open seat(s) to membership, preferably with the Elected Leader Application. The Nominating Committee shall also consult the Audit Committee Staff Liaison for recommendations who may be asked to self-nominate.

Letters of Recommendation

Applicants are required to submit a minimum of two letters of recommendation, but no more than three letters of recommendation shall be provided to the Nominating Committee. The deadline for receipt of the letters of recommendation shall be the application deadline.

Nominating Committee members will not be provided with any written endorsements from the ASPS Trustees, ASPS/PSF Board of Directors (other than the Presidential Line Report provided for herein) or

fellow Nominating Committee members. (At their Mar. 3, 2017 meeting, the ASPS Trustees voted to recuse themselves from providing letters of recommendation for any candidate under consideration by the Nominating Committee.) The Nominating Committee will not be provided with any written endorsements from the ASPS/PSF Board of Directors other than the Presidential Line Report provided for herein) beginning with the 2023-2024 term.

Board Evaluations

Candidates for consideration for a position on the ASPS or PSF Board of Directors shall be evaluated by Society members and staff with whom they have worked in an ASPS/PSF volunteer leadership capacity to include

- Executive Leadership Team
- Committee chairs under whom they have served
- ASPS/PSF Board of Directors (“Board”) members
- Staff Liaisons

This will be a 360° evaluation tool that incorporates self-assessment and peer-assessment and affords applicants the opportunity to rate themselves and each other on various attributes, combined with open-ended questions.

The administration of the 360° tool shall occur at two different occasions – once for sitting Board Vice Presidents who wish to retain their current position, move to a lateral position, or move to one of the president-elect positions on the Board during Phase 1 and again for applicants to vacant Board positions during Phase 2.

- Members of the prior term Executive Leadership Team, committee chairs, Board members and Staff Liaisons shall be asked to evaluate the Phase 1 Board candidates.
- Members of the current term Executive Leadership Team, committee chairs, Board members and Staff Liaisons shall be asked to evaluate the Phase 2 Board candidates.
- Current Nominating Committee members are to be excluded from the pool of evaluators.

Evaluator comments shall not be anonymous as to the Nominating Committee Co-Chairs or Society staff assigned responsibility by the EVP for carrying out this SOP. Any of the foregoing may request additional information or clarification from the reviewer for purposes of informing the candidate evaluation. For all other recipients, including the candidate, the 360° evaluation results will be de-identified, as to reviewer. The Nominating Committee Staff Liaison shall strive to send Board candidates their 360° evaluation results a minimum of two (2) weeks prior to their interview session.

Commencing with the 2021-2022 Nominating Committee term: (i) for all candidates, historical 360° evaluation results will be maintained by the Nominating Committee and made available to the Nominating Committee for a candidate’s entire term of service, whether consecutive or not, in a particular position; (ii) for candidates for the office of ASPS or PSF President-Elect, all historical 360° evaluation results for a candidate may be made available to the Nominating Committee and ASPS/PSF Presidential Line upon request as part of the Phase 1 procedures outlined below; and (iii) for any candidate seeking a new position (other than President-Elect), up to three (3) years of historical 360° evaluation results may be made available to the Nominating Committee to the extent such 360° evaluations exist. Subject to the preceding paragraph, after ten (10) years without service in an elected

or appointed position (including committee appointment), historical 360° evaluation results may not be considered by the Nominating Committee.

For historical 360° evaluation results in which reviewers were anonymized (e.g., prior to the 2021-2022 Nominating Committee term) and/or the author of the review cannot be identified or requested to provide additional information, such historical 360° evaluation results will not be made available to the Nominating Committee or the ASPS/PSF Presidential Line for consideration.

Candidate Review – Phase 1 Overview

Initially during Phase 1, the Nominating Committee shall conduct an “executive level review” of the performance of a sitting Board Vice President seeking re-election to the same office to determine if there is a performance related concern that has been recalcitrant to remediation. This process includes meeting with the Presidential Line and reviewing the Presidential Line Report outlined below.

For purposes of Phase 1, in addition to the critical elements listed in the Candidate Review – Phase 1 President-Elect Candidates and Phase 2 Candidates section below, the Nominating Committee and the ASPS/PSF Presidential Line will be provided with published position description and scope of responsibility for each office under consideration, along with a statement from each candidate of accomplishments or achievements in their current role.

Presidential Line Meeting / Process for Developing Presidential Line Report

The intent of the Presidential Line Report is to automate Phase 1 of the nominations process.

The Presidential Line, which consists of the ASPS President, PSF President, ASPS President-Elect, PSF President-Elect, Immediate Past ASPS President, and Immediate Past PSF President, shall meet prior to the Performance Review Meeting with the Nominating Committee. The purpose of this “Presidential Line Meeting” is for the Presidential Line to form a consensus on two questions for each incumbent Board Vice President with an expiring term:

1. Are there any concerns about each incumbent’s performance and/or are there any prior performance-related concerns that have been recalcitrant to remediation?
2. Which incumbents should the Presidential Line recommend the Nominating Committee interview for the ASPS President-Elect and PSF President-Elect positions?

In making their recommendations, the Presidential Line may place a priority on which incumbent has the longest length of service as a Board Vice President or has sufficient seasoning to be elevated to one of the President-Elect positions.

To facilitate discussion at the Presidential Line Meeting, the Nominating Committee Co-Chairs may, in advance of the meeting, survey the Presidential Line members for their opinion on the two questions mentioned above.

The decisions made during the Presidential Line Meeting shall be reduced in writing and presented to the Nominating Committee as the “Presidential Line Report.”

Candidate Review – Board Vice Presidents Seeking Re-Election

Following receipt of the Presidential Line Report and the written materials referenced in the Candidate Review – Phase 1 Overview section above, the Nominating Committee will meet with the ASPS/PSF

Presidential Line to discuss the performance of each Board Vice President candidate being considered in Phase 1 (*i.e.*, the “Performance Review Meeting”). Such meeting may take place in person, telephonically, or via video conference platform, and may be conducted in multiple sessions, as appropriate, to give due consideration to each candidate.

The ASPS/PSF Presidential Line shall provide its recommendations to the Nominating Committee as to which candidates to be interviewed for the positions of ASPS and PSF President-Elect in the Presidential Line Report. The Nominating Committee’s evaluation of the ASPS and PSF President-Elect candidates shall be conducted in accordance with the Candidate Review - Phase 1 President-Elect Candidates and Phase 2 Candidates section below.

Any Board Vice President candidate seeking re-election about whom no specific performance-related concerns are raised shall not be interviewed and shall be recommended to the ASPS/PSF Board of Directors for retention in their current seat unless selected for another office as permitted under this SOP.

The Nominating Committee shall confer with the ASPS/PSF Presidential Line during the Performance Review meeting in considering lateral moves prior to opening up the position to the membership as part of Phase 2. The candidate review for a Board Vice President seeking a different Board Vice President office shall be conducted in accordance with the procedures outlined in the Candidate Review – Phase 1 President-Elect Candidates and Phase 2 Candidates section below.

For the avoidance of doubt, the Executive Vice President and legal counsel may attend meetings of the Nominating Committee and ASPS/PSF Presidential Line.

Performance Related Concerns

With respect to each candidate, following the meeting(s) with the ASPS/PSF Presidential Line, the Co-Chairs will take a vote of the Nominating Committee as to whether or not there are any current performance related concerns or any prior performance related concerns that have been recalcitrant to remediation.

A performance-related concern might include, without limitation, instances of the following conduct identified during the review process:

1. Intentional non-disclosure of a conflict-of-interest or refusal to resolve an identified conflict of interest.
2. Exploiting a COI for individual benefit (including intangible benefit) whether or not disclosed.
3. Non-performance (or inadequate performance) of required duties.
 - a. Substantial failure to achieve performance metrics.
 - b. Lack of engagement / attendance and participation at Executive Committee and Board meetings and other responsibilities.
 - c. A significant number of complaints (more than five) on the part of members, Board peers, staff, or other organizational stakeholders that the Presidential Line has not been able to resolve.
4. Material (individually or in the aggregate) violations of ASPS policies or procedures.
5. Disruptive / disrespectful behaviors that are inconsistent with the organizational culture of ASPS/PSF. This can include, without limitation, bullying, intimidation tactics, chronic lateness,

unreasonable delays in responsiveness, hostile or overt contrariness to the policies or positions of the ASPSP/PSF in the course of performing services on behalf of ASPSP/PSF or in a public forum. Upon request for guidance by the Nominating Committee, additional resources may be provided by the Co-Chairs.

Any Board Vice President candidate seeking re-election and about whom specific performance-related concerns are raised by the Nominating Committee in consultation with the ASPSP/PSF Presidential Line must be given the opportunity to interview with the Nominating Committee and respond to the specific concerns. During that interview, the Nominating Committee shall specifically and pointedly address the noted concerns with the candidate and, following the interview, provide feedback on the same to the ASPSP/PSF President Line prior to proceeding with the vote below.

After interviewing the candidate as required above, the Nominating Committee must choose one of the following outcomes, as applicable:

1. If the performance concerns are not subject to remedy, or such candidate has demonstrated recalcitrance to remediation, or the conduct otherwise poses a material or unreasonable legal or reputational risk to the Society, such candidate will not be recommended to the ASPSP/PSF Board of Directors to be slated to the position for which such individual applied. If the ASPSP/PSF Board of Directors agrees with the Nominating Committee's recommendation, such individual will be informed of the basis for this decision by the ASPSP/PSF Presidential Line and Nominating Committee Co-Chairs, and such decision is not subject to appeal or reconsideration. Such position will be open for application as part of Phase 2, and the individual may not re-apply at that time.
2. In all other cases, the Nominating Committee and ASPSP/PSF Presidential Line will approve a course for remediation during the upcoming term. However, such candidate will still be slated for their same position for the upcoming term to allow for the opportunity for remediation.

For the avoidance of doubt, only in extreme and egregious circumstances should an incumbent candidate not be provided the opportunity for remediation during an additional term for which such incumbent is eligible.

The fact that remediation has been recommended for any Board Vice President, as well as the primary objective of such remediation, may be disclosed internally within ASPSP or PSF staff and leadership where such individual is being considered for appointment to any other office or participation in ASPSP or PSF committees, subcommittees, task forces or as faculty for educational courses.

Further, any candidate who has been required to undergo or undertake efforts to remediate performance concerns raised by the ASPSP/PSF Presidential Line and Nominating Committee must provide a written statement addressing such remedial efforts in connection with any future application for elected office within a ten (10) year period thereafter. Such statement and any supporting documentation shall be taken into consideration by the ASPSP/PSF Presidential Line and Nominating Committee then considering such application, along with all other aspects of the candidate's application (including information suggesting or indicating recalcitrance regarding such remediation).

Candidate Review – Phase 1 President-Elect Candidates and Phase 2 Candidates

The Nominating Committee will determine a schedule to conduct phone, video conference or face-to-face interviews for applicants selected to be interviewed for the offices of ASPS and PSF President-Elect, any lateral Board Vice President applicants and Phase 2 positions. Appendices E, F, and G are provided as examples of interview schedules.

All candidate interviews will include a segment on the candidate's understanding of the COI Policy, and provide an opportunity to address potential conflicts.

The Nominating Committee shall consider the critical elements outlined below in their decision-making process.

- Attendance on Executive Committee, Board of Directors, or committee calls and in person meetings
 - Attendance at Advocacy Summits and legislative fly-ins shall be considered for candidates for the Board Vice President of Health Policy and Advocacy position
- Evaluation results (for Board positions only)
- Any remediation required during their time as a Society member
- History of service to ASPS / PSF relevant to the position
 - Any significant or relevant history during their time as a Society member
 - Activity within ASPS / PSF
 - Assessment of contribution/leadership, in addition to attendance, and any noteworthy contributions to ASPS / PSF (task force participant/chair, etc.)
 - Demonstration of ongoing leadership development training such as Leadership Tomorrow, Pathways to Leadership, Essentials of Leadership, ACS/ASPS Brandeis program, etc.
- History of relevant service outside ASPS / PSF
 - Does the Ethics Committee or Judicial Council candidate have relevant experience elsewhere?
 - Does the Trustee candidate have sufficient experience as a former officer of ASPS or another major plastic surgery-related organization?
- Letters of recommendation (two are required, the third is optional)
- Foundation and PlastyPAC (if U.S. citizen) donation history
- Quality of narrative (from the application)
- Curriculum Vitae (provided as an attachment to the application)
- Interview
- Diversity of race, ethnicity, gender, sexual orientation, gender identity, disability, practice type, geography and experience level is actively encouraged, and Nominating Committee members shall strive to ensure diverse representation of Society members
- Evaluation of the applicant's social media / website presence
- Whether the applicant has applied previously and, if so, for what position

Candidate Scorecards have been developed to aid Nominating Committee members with their decision-making by organizing the important elements to be considered when deciding the future leadership of the Society and Foundation. The goal is to make the process more consistent so that all candidates are judged on a broad range of merits demonstrating their suitability for leadership, without overly

weighting the decision based on the interview alone, keeping in mind that each Nominating Committee may adjust the weights attributed to the critical elements.

There are three versions – one for President-Elect candidates, one for candidates for the Board Vice President positions, and a third for candidates for all other positions. The three scorecard templates are attached as Appendices H, I, and J.

The Nominating Committee shall not make lateral moves of Board Vice Presidents on its own initiative. An incumbent Board Vice President must indicate on their application that they wish to be considered for an open Board Vice President position once the President-Elect candidates have been selected in Phase 1. The Nominating Committee shall confer with the ASPS/PSF Presidential Line during the Performance Review meeting in considering such application and lateral move prior to opening up the position to the membership as part of Phase 2. The Candidate Review for a Board Vice President seeking a different Board Vice President Office shall be conducted in accordance with this Candidate Review – Phase 1 President-Elect Candidates and Phase 2 Candidates section.

Candidate Deliberation

The Nominating Committee Staff Liaison will prepare all materials for committee meetings and will strive to provide complete information on all candidates so that all candidates receive equal review.

Decisions of the committee are determined by a simple majority of those voting committee members in attendance at any meeting, whether by conference call, video conference or at face-to-face meetings if a quorum (a majority of committee members) is present. Tie votes must be settled by the committee.

Final decisions of the committee, including the process by which they arrived at their collective decision, are not subject to review or appeal.

The American Institute of Parliamentarians Standard Code of Parliamentary Procedure (formerly, the Sturgis Standard Code of Parliamentary Procedure) will govern all meetings of the committee.

Notifications

Candidates for elected office shall be informed as to whether they will be placed on the ballot.

- The Co-Chairs shall call all individuals under consideration for a President-Elect or Board Vice President position. Generally, the ASPS co-chair informs ASPS applicants and the PSF co-chair informs PSF applicants.
- All individuals under consideration shall be notified of their results by email once the co-chair calls are completed. Successful candidates shall be asked to confirm their acceptance of the position.
- Unsuccessful candidates will be provided the option to receive a phone call from the co-chair.
- The Co-Chairs will provide feedback to the candidate on the deliberations of the committee, while maintaining the confidentiality of the committee. The Co-Chairs must assure they do not leave unsuccessful candidates with the assumption they will be chosen or given special consideration the following year, as the current year's committee has no formal authority over the subsequent year's committee.

Report to the Board

The Nominating Committee shall provide the Phase 1 report to the ASPS/PSF Board of Directors with its recommendations on the disposition of current Board Vice Presidents and whether they should be elevated to the ASPS President-Elect or PSF President-Elect positions, retained in their current position, or laterally assigned to another Board Vice President position. The ASPS and PSF Boards of Directors may accept, reject, or modify the Nominating Committee's recommendations. The slate as approved by the ASPS and PSF Boards of Directors for the Phase 1 positions will be the slate presented to members.

After determining the remainder of the slate during Phase 2, the Nominating Committee shall submit a report to the Board of Directors advising the Board of the Slate of Phase 2 Candidates and any other pertinent information. The Slate of Candidates for Phase 2 does NOT require the approval of the Board of Directors and is presented for information only.

Role of the Conflict of Interest Committee

The Conflict of Interest Committee shall serve in an advisory and consultative role to the Nominating Committee on conflict of interest matters; providing interpretation and guidance on issues affecting conflicts of interest, including Nominating Committee Supplemental Conflicts of Interest Disclosure Statements; and shall recommend appropriate resolution of conflicts of interest.

Role of the Ethics Committee

The Ethics Committee shall serve in an advisory and consultative role to the Nominating Committee as described below.

Social Media and Website Presence Review

Applicants shall be required to provide all website URLs and social media handles they use in connection with their plastic surgery practice.

Ethics Committee members shall review the social media / website presence of each applicant selected to be interviewed for compliance with the Society's Code of Ethics related to public/private communications and advertising and shall report any perceived violations to the Society's Ethics Committee Chair and Staff Liaison as well as the Nominating Committee Co-Chairs and Staff Liaison. If appropriate, the Ethics Committee Chair shall provide the applicant the opportunity to remediate the social media / website presence consistent with the Ethics Committee's process for other similar perceived violations. Whenever possible, the Ethics Committee will expedite this process so that the matter can be resolved to meet the Nominating Committee's timeline.

The fact of the need for remediation and the outcome of the remediation request shall be shared with the Nominating Committee. In such instance, the Nominating Committee shall specifically and pointedly address the noted social media / website presence concern with the candidate during the interview.

Sections of the Society's Code of Ethics (accessible at www.plasticsurgery.org/Ethics) that pertain to public and private communications, including social media and websites, as of June 2022, are highlighted below.

- Section 1, Article XI provides that members shall strive to use accurate and respectful language and images in their public and private communications with or concerning patients and colleagues made in a professional capacity or environment.

- Section 2, Article I(G) provides that each member may be subject to disciplinary action, including expulsion, if the member uses, participates in or promotes the use of any form of public communication (as defined in Glossary to the Code) or private communication (as defined in the Glossary to the Code) containing a false, fraudulent, deceptive, or misleading statement or claim.
- Section 2, Article II Advertising
- Section 2, Article VII. Glossary

Reportable Disciplinary Action

Staff shall provide the Ethics Committee Staff Liaison a roster containing the names of applicants to one or more slated positions. The Ethics Committee Staff Liaison shall screen the applicants for disciplinary actions taken against any applicant and report their findings to the Nominating Committee.

The procedural rules governing investigations, hearings and appeals carried out by the Ethics Committee, the Judicial Council and the Trustees of the American Society of Plastic Surgeons describes reportable disciplinary actions.

Amendments to these Procedures

Amendments to these Nominating Committee Standard Operating Procedures may be proposed by the Nominating Committee, the Governance Committee, the Board, or any Active or Life Active member. All amendments, other than those proposed by the Governance Committee, shall be submitted to the Governance Committee for review and recommendation. The Governance Committee shall send a copy of all recommended amendment(s) to the Board who shall approve, amend, or disapprove the proposed amendments. Those amendments approved by the Board shall be implemented.

Appendix A - ASPS / PSF Nominating Committee Attestation

Applicants to the ASPS / PSF Nominating Committee are required to sign this attestation before their name is placed on the ballot for election to the Nominating Committee.

I agree that the information below is accurate and disclose this data openly without reservation.

- I have been an Active member in good standing for a minimum of five (5) years.
- I have been active in ASPS/PSF Committees, Councils, Task Forces and/or Work Groups for a minimum of three (3) years.
- I understand that, if elected, participation is mandatory for all NC conference calls and meetings. Therefore, I will, barring any unforeseen family or medical emergency, make myself available to attend every scheduled NC conference call or face-to-face meeting during my tenure on the committee.
- I have been provided with a copy of the NC job description and understand the committee responsibilities.
- I affirm that if I have served on the Nominating Committee only once before, at least two years have elapsed since my first term and that if I have served on the Nominating two or more times, at least 10 years have elapsed since my last term.
- If elected, I shall carry out my responsibilities in good faith with reasonable care, honesty and due diligence and shall be informed and actively participate in committee discussions.
- If elected, I shall act in the best interests of the Society – for the benefit of the entire membership rather than any constituency.
- If elected, I shall avoid being influenced by others in the decision-making process; and, if approached, I shall disclose the name of the individual who solicited me and the nature of the solicitation to the NC Co-Chairs.
- If elected, I shall conduct myself at all committee meetings and conference calls in a professional, courteous, respectful and businesslike manner.
- If elected, I shall maintain the confidentiality of all confidential and non-public information disclosed to me resulting from my service on the NC.
- I have completed and submitted my ASPS Volunteer Leader Conflict of Interest (COI) disclosure statement within the last thirty (30) days prior to signing this attestation.
- If elected, I agree to sign the Nominating Committee Supplemental Conflict of Interest Disclosure Statement.
- I have not been disciplined and am not currently under investigation by any state or provincial medical licensing authority, any plastic surgery organization, any other healthcare organization, or any healthcare delivery facility.

Signature: _____ Date _____

Print Name: _____ ASPS ID: _____

Appendix B – ASPS Nominating Committee Candidate | Summary of Qualifications Form for Regional Representative Candidates

The Summary of Qualifications shall be used to aid Society members during the Nominating Committee election process.

All eligible Nominating Committee candidates shall be placed on the Ballot according to geographic region to be voted on via an online voting mechanism by all Active and Life Active members of the Society, regardless of region.

Eligible candidates must meet the following criteria:

- Active Society member in good standing for a minimum of five (5) years.
- Active in ASPS/PSF Committees, Councils, Task Forces and/or Work Groups for a minimum of three (3) years.
- Cannot have been disciplined or currently under investigation by any state or provincial medical licensing authority, any plastic surgery organization, any other healthcare organization, or any healthcare delivery facility.
- Cannot have served on the NC for the past two (2) terms; and if the candidate has served on the NC twice before, must have an interval of at least ten (10) years between the second and each subsequent term.
- Members of the Trustees, Judicial Council, Ethics Committee and the ASPS/PSF Board of Directors (other than the Immediate Past Presidents and the PSF Public Member) are ineligible to concurrently serve on the Nominating Committee.
- Must sign the NC attestation and must submit the Summary of Qualifications form prior to being placed on the ballot.

Name: _____ **ABPS Certification (year):** _____

City and State or Province: _____

List all your institutional / practice affiliations (i.e., facilities where you practice plastic surgery):

Practice Type: _____

Professional Titles or Affiliations: _____

Positions held at ASPS / PSF: _____

Other Leadership Positions: _____

National Society Memberships: _____

Training: _____

Appendix C Nominating Committee Supplemental Conflict of Interest Statement

Print Name: _____ ASPS ID: _____

Please list all your institutional / practice affiliations.

With regard to my voluntary service as a voting member of the ASPS / PSF Nominating Committee, I have the following potential conflict(s) of interest to report:

- | Yes | No | N/A | |
|--------------------------|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | | I have a pre-existing, business, professional or social relationship with one or more candidates applying for positions that will be voted upon by the Nominating Committee. * |
| <input type="checkbox"/> | <input type="checkbox"/> | | I personally recruited one or more candidates applying for positions that will be voted on by the Nominating Committee. |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Prior or subsequent to being nominated to serve as a voting member of the Nominating Committee, I was approached by a candidate or someone on behalf of a candidate advocating my support for such candidate. (Regional Representatives are not nominated to the Nominating Committee, so this does not apply to them. All others should respond yes or no.) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | It was stated or implied to me in any conversation or communication that my nomination to the Nominating Committee was being made on the assumption that I would support a designated candidate. (Regional Representatives are not nominated to the Nominating Committee, so this does not apply to them. All others should respond yes or no.) |

**Please note that relationships resulting from committee service either with ASPS or other member organizations are not normally considered a conflict but still should be reported.*

Please elaborate on any potential conflict with any additional details you believe to be relevant to your ability to serve as a fair and impartial member of the Nominating Committee. In particular, if you checked Yes in any of the boxes above, please identify the candidate(s) or other person(s) below.

With respect to any of the candidates with whom you noted a relationship, please indicate how you would rate your potential for bias either for or against the applicant.

I hereby confirm that the disclosures made above are complete and correct to the best of my information and belief. I agree to comply with any request by the Co-Chairs to refrain from participating in any discussion of the Nominating Committee or recuse myself from voting for any candidate with whom my pre-existing relationship or prior communications may raise a question about my impartiality. I agree that if I become aware of any information that might indicate that this disclosure is inaccurate or incomplete or that I have not complied with the ASPS / PSF Conflict of Interest Policy, I will notify the Nominating Committee Co-Chairs immediately.

Signature: _____ Date _____

Appendix D Candidate Supplemental Conflict of Interest Disclosure Statement

Print Name: _____ ASPS ID: _____

Please list all your institutional / practice affiliations.

With regard to my candidacy for an ASPS / PSF position that is governed by the ASPS / PSF Nominating Committee process, I have the following potential conflict(s) of interest to report:

- | <u>Yes</u> | <u>No</u> | |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | I have a pre-existing, business, professional or social relationship with one or more members of the Nominating Committee.* |
| <input type="checkbox"/> | <input type="checkbox"/> | I was personally recruited to apply for an ASPS / PSF position by one of the members of the Nominating Committee. |
| <input type="checkbox"/> | <input type="checkbox"/> | I have nominated individuals to the Nominating Committee who were subsequently elected to the Nominating Committee. |
| <input type="checkbox"/> | <input type="checkbox"/> | I have advocated for the nomination of individuals to the Nominating Committee who I believe support my candidacy. |
| <input type="checkbox"/> | <input type="checkbox"/> | I conferred with anyone who submitted a nomination of individual(s) to serve on the Nominating Committee about the likelihood of such nominees to support my candidacy if seated on the Nominating Committee. |

**Please note that relationships resulting from committee service either with ASPS or other member organizations are not normally considered a conflict but still should be reported.*

Appendix E Potential Interview and Deliberation Schedule for Phase 1 Interviews

The following schedule is provided as a possible schedule depending on the number of applicants the Presidential Line has recommended be interviewed for the positions of ASPS President-Elect and PSF President-Elect during Phase 1. With this schedule, candidates for the president-elect positions have 30 minutes to interview.

Begin Time	End Time	# Minutes	Activity
7:00 AM	7:15 AM	15	Call to Order / Disclosure of Relationships / Review Agenda and Interview Procedures
7:15 AM	7:45 AM	30	ASPS President-Elect Interview
7:45 AM	8:00 AM	15	ASPS President-Elect Interview Deliberation and Vote
8:00 AM	8:30 AM	30	PSF President-Elect Interview
8:30 AM	8:45 AM	15	PSF President-Elect Interview Deliberation and Vote
8:45 AM	8:55 AM	10	Wrap Up / Adjournment

Appendix F Potential Interview and Deliberation Schedule for Phase 2 Board Interviews

The following schedule is provided as a possible schedule depending on the number of applicants the committee decides to interview for each position and the number of vacancies in any given year. Phase 2 Interviews typically occur on Saturdays.

With this schedule, candidates for the open BVP positions have 20 minutes to interview.

Begin Time	End Time	# Minutes	Activity
9:00 AM	9:15 AM	15	Call to Order / Relationship Disclosure / Review Procedures
9:15 AM	9:35 AM	20	BVP Open Position #1 Candidate 1 Interview
9:35 AM	9:40 AM	5	BVP Open Position #1 Candidate 1 Deliberation
9:40 AM	10:00 AM	20	BVP Open Position #1 Candidate 2 Interview
10:00 AM	10:05 AM	5	BVP Open Position #1 Candidate 2 Deliberation
10:05 AM	10:25 AM	20	BVP Open Position #1 Candidate 3 Interview
10:25 AM	10:30 AM	5	BVP Open Position #1 Candidate 3 Deliberation
10:30 AM	10:50 AM	20	Deliberate on Group of BVP Open Position #1 Candidates
10:50 AM	10:55 AM	5	Conduct Online Vote for BVP Open Position #1 Position
10:55 AM	11:05 AM	10	<i>Break</i>
11:05 AM	11:25 AM	20	BVP Open Position #2 Candidate 1 Interview
11:25 AM	11:30 AM	5	BVP Open Position #2 Candidate 1 Deliberation
11:30 AM	11:50 AM	20	BVP Open Position #2 Candidate 2 Interview
11:50 AM	11:55 AM	5	BVP Open Position #2 Candidate 2 Deliberation
11:55 AM	12:15 PM	20	BVP Open Position #2 Candidate 3 Interview
12:15 PM	12:20 PM	5	BVP Open Position #2 Candidate 3 Deliberation
12:20 PM	12:40 PM	20	Deliberate on Group of BVP Open Position #2 Candidates
12:40 PM	12:45 PM	5	Conduct Online Vote for BVP Open Position #2 Position
12:45 PM	12:50 PM	5	Wrap Up / Adjournment

Appendix G Potential Interview and Deliberation Schedules for Phase 2 Non-Board Interviews

The following schedule is provided as a possible schedule depending on the number of applicants for the position that the committee decides to interview and the number of vacancies in any given year. Phase 2 Interviews typically occur on Saturdays. The schedule below envisions one very long day.

With these schedules, candidates for the Trustee positions have 15 minutes to interview and candidates for the Ethics Committee, Judicial Council, Conflict of Interest, and Audit Committee positions have 10 minutes to interview.

Trustee Positions (2 vacancies per year)

Begin Time (Central)	End Time	# Minutes	Activity
9:00 AM	9:10 AM	10	Call to Order / Relationship Disclosure / Review Procedures
9:10 AM	9:25 AM	15	Trustees Candidate 1 Interview
9:25 AM	9:30 AM	5	Trustees Candidate 1 Deliberation
9:30 AM	9:45 AM	15	Trustees Candidate 2 Interview
9:45 AM	9:50 AM	5	Trustees Candidate 2 Deliberation
9:50 AM	10:05 AM	15	Trustees Candidate 3 Interview
10:05 AM	10:10 AM	5	Trustees Candidate 3 Deliberation
10:10 AM	10:20 AM	10	Deliberate on Group of Trustees Candidates
10:20 AM	10:25 AM	5	Conduct Online Vote for Trustees Position
10:25 AM	10:35 AM	10	Break

Judicial Council Positions (1-2 vacancies per year)

Begin Time (Central)	End Time	# Minutes	Activity
10:35 AM	10:45 AM	10	Judicial Council Candidate 1 Interview
10:45 AM	10:50 AM	5	Judicial Council Candidate 1 Deliberation
10:50 AM	11:00 AM	10	Judicial Council Candidate 2 Interview
11:00 AM	11:05 AM	5	Judicial Council Candidate 2 Deliberation
11:05 AM	11:15 AM	10	Judicial Council Candidate 3 Interview
11:15 AM	11:20 AM	5	Judicial Council Candidate 3 Deliberation
11:20 AM	11:30 AM	10	Deliberate on Group of Judicial Council Candidates
11:30 AM	11:35 AM	5	Conduct Online Vote for Judicial Council Position
11:35 AM	11:45 AM	10	Break

Ethics Committee Positions (2-3 vacancies per year)

Begin Time (Central)	End Time	# Minutes	Activity
11:45 AM	11:55 AM	10	Ethics Committee Candidate 1 Interview
11:55 AM	12:00 PM	5	Ethics Committee Candidate 1 Deliberation
12:00 PM	12:10 PM	10	Ethics Committee Candidate 2 Interview
12:10 PM	12:15 PM	5	Ethics Committee Candidate 2 Deliberation
12:15 PM	12:25 PM	10	Ethics Committee Candidate 3 Interview
12:25 PM	12:30 PM	5	Ethics Committee Candidate 3 Deliberation
12:30 PM	12:40 PM	10	Deliberate on Group of Ethics Committee Candidates
12:40 PM	12:45 PM	5	Conduct Online Vote for Ethics Committee Position
12:45 PM	12:55 PM	10	Break

COI Member-at-Large Position (1 vacancy every 2nd and 3rd year)

Begin Time (Central)	End Time	# Minutes	Activity
12:55 PM	1:05 PM	10	COI Member-at-Large Candidate 1 Interview
1:05 PM	1:10 PM	5	COI Member-at-Large Candidate 1 Deliberation
1:10 PM	1:20 PM	10	COI Member-at-Large Candidate 2 Interview
1:20 PM	1:25 PM	5	COI Member-at-Large Candidate 2 Deliberation
1:25 PM	1:35 PM	10	COI Member-at-Large Candidate 3 Interview
1:35 PM	1:40 PM	5	COI Member-at-Large Candidate 3 Deliberation
1:40 PM	1:50 PM	10	Deliberate on Group of COI Member-at-Large Candidates
1:50 PM	1:55 PM	5	Conduct Online Vote for COI Member-at-Large Position
1:55 PM	2:05 PM	10	Break

Audit Committee Member-at-Large Positions (2 vacancies per year)

Begin Time (Central)	End Time	# Minutes	Activity
2:05 PM	2:15 PM	10	Audit Committee Member-at-Large Candidate 1 Interview
2:15 PM	2:20 PM	5	Audit Committee Member-at-Large Candidate 1 Deliberation
2:20 PM	2:30 PM	10	Audit Committee Member-at-Large Candidate 2 Interview
2:30 PM	2:35 PM	5	Audit Committee Member-at-Large Candidate 2 Deliberation
2:35 PM	2:45 PM	10	Audit Committee Member-at-Large Candidate 3 Interview
2:45 PM	2:50 PM	5	Audit Committee Member-at-Large Candidate 3 Deliberation
2:50 PM	3:00 PM	10	Deliberate on Group of Audit Committee Member-at-Large Candidates
3:00 PM	3:05 PM	5	Conduct Online Vote for Audit Committee Member-at-Large Position
3:05 PM	3:10 PM	5	Wrap up / Adjournment

Appendix H Candidate Scorecard for President-Elect Candidates

Nominating Committee Member: _____

Return completed workbook to the Nominating Committee Staff Liaison

Interview Date:

Candidate:

Candidate's Location:

Position:

Prior Position(s) Candidate Applied To:

Giving	Year 1	Year 2	Year 3	Year 4	Year 5
PSF					
PAC					

Is the member a Maliniac Fellow? Y/N

Has this candidate attended Leadership Tomorrow/Previous ASPS leadership program (Y/N)

Attendance History Prior Term _____%

Ethical Issues	Y / N	Comment, if applicable
Remediation Required Was remediation required?	no	
Discipline Did the candidate respond appropriately to the discipline question on the application?		
Social Media / Website Presence Were there any issues with the candidate's social media or website presence, as reported by the reviewer?		

Insert your score for the dossier item in the score column.
Rating scale is from 1 to 5, with 5 being the highest score.

Dossier	Score	Weight*	Extended Score	Comments
Evaluation Results Rate your perception of the candidate's 360 evaluation results.		25	0	
Foundation Giving Rate the candidate's track record of consistently contributing to The PSF at the minimum recommended levels over the past 5 years. - Board member = \$1,000 annually - Committee chair = \$375 annually - Committee members and others = no minimum		2.5	0	
PlastyPAC Giving Rate the candidate's track record of consistently contributing to the PAC* at the minimum recommended levels over the past five years. - Board member = \$1,000 annually - Committee chair = \$375 annually - Committee members and others = no minimum *U.S. members are encouraged to donate to the PlastyPAC at the same recommended minimum level as to The PSF.		2.5	0	
Leadership Development Rate the candidate's demonstration of leadership development training - ASPS offered leadership retreats in the past including Leadership Tomorrow, Pathways to Leadership - ASPS currently offers the Essentials of Leadership program		2.5	0	
History of Service to ASPS / PSF Rate the quality of the candidate's - Committee Service - Attendance History - ASPS Activity - Noteworthy leadership contributions to ASPS		20	0	
Demonstrated Relevant History Outside of ASPS/PSF Rate the quality of the candidate's leadership history outside of ASPS/PSF		2.5		
Quality of Narrative Rate the quality of the candidate's explanation as to why s/he should be selected and the attributes s/he would bring to the position.		5	0	

Dossier	Score	Weight*	Extended Score	Comments
Letters of Recommendation <i>Rate the quality and number of LORs, in your opinion.</i>		5	0	
Curriculum Vitae <i>Rate the quality of the candidate's CV, in your opinion.</i>		10	0	
Interview <i>Indicate your impression of how well the candidate responded to the questions.</i>		30	0	
Total Score <i>Your overall score should indicate your impression of how well this candidate will fulfill the responsibilities in the job description. Before the interview, the maximum score will be 375; after the maximum score will be 525.</i>		105	0	

*Weights may be adjusted by each Nominating Committee.

Appendix I Candidate Scorecard for Board Vice President Candidates

Nominating Committee Member: _____

Return completed workbook to the Nominating Committee Staff Liaison

Interview Date:

Candidate:

Candidate's Location:

Position:

Prior Position(s) Candidate Applied To:

Giving	Year 1	Year 2	Year 3	Year 4	Year 5
PSF					
PAC					

Is the member a Maliniac Fellow? (Y/N)

Has this candidate attended Leadership Tomorrow/Previous ASPS leadership program (Y/N)

Attendance History Prior Term _____%

Ethical Issues	Y / N	Comment, if applicable
Remediation Required <i>Was remediation required?</i>	no	
Discipline <i>Did the candidate respond appropriately to the discipline question on the application?</i>		
Social Media / Website Presence <i>Were there any issues with the candidate's social media or website presence, as reported by the reviewer?</i>		

Insert your score for the dossier item in the score column.
Rating scale is from 1 to 5, with 5 being the highest score.

Dossier	Score	Weight*	Extended Score	Comments
Evaluation Results <i>Rate your perception of the candidate's 360 evaluation results.</i>		20	0	
Foundation Giving <i>Rate the candidate's track record of consistently contributing to The PSF at the minimum recommended levels over the past 5 years.</i> - Board member = \$1,000 annually - Committee chair = \$375 annually - Committee members and others = no minimum		2.5	0	
PlastyPAC Giving <i>Rate the candidate's track record of consistently contributing to the PAC* at the minimum recommended levels over the past five years.</i> - Board member = \$1,000 annually - Committee chair = \$375 annually - Committee members and others = no minimum *U.S. members are encouraged to donate to the PlastyPAC at the same recommended minimum level as to The PSF.		2.5	0	
Leadership Development <i>Rate the candidate's demonstration of leadership development training</i> - ASPS offered leadership retreats in the past including Leadership Tomorrow, Pathways to Leadership - ASPS currently offers the Essentials of Leadership program		2.5		
History of Service to ASPS / PSF <i>Rate the quality of the candidate's</i> - Committee Service - Attendance History - ASPS Activity - Noteworthy leadership contributions to ASPS		20	0	
Demonstrated Relevant History Outside of ASPS/PSF <i>Rate the quality of the candidate's leadership history outside of ASPS /PSF</i>		2.5		
Quality of Narrative <i>Rate the quality of the candidate's explanation as to why s/he should be selected and the attributes s/he would bring to the position.</i>		5	0	

Letters of Recommendation <i>Rate the quality and number of LORs, in your opinion.</i>		15	0	
Dossier	Score	Weight*	Extended Score	Comments
Curriculum Vitae <i>Rate the quality of the candidate's CV, in your opinion.</i>		10	0	
Interview <i>Indicate your impression of how well the candidate responded to the questions.</i>		25	0	
Total Score <i>Your overall score should indicate your impression of how well this candidate will fulfill the responsibilities in the job description. Before the interview, the maximum score will be 400; after the maximum score will be 525.</i>		105	0	

*Weights may be adjusted by each Nominating Committee.

Appendix J Candidate Scorecard for Trustees, Judicial Council, Ethics Committee, Conflict of Interest Committee Candidates

Nominating Committee Member:

Return completed workbook to the Nominating Committee Staff Liaison

Interview Date:

Candidate:

Candidate's Location:

Position:

Prior Position(s) Candidate Applied To:

Giving	Year 1	Year 2	Year 3	Year 4	Year 5
PSF					
PAC					

Is the member a Maliniac Fellow? (Y/N)

Has this candidate attended Leadership

Tomorrow/Previous ASPS leadership program (Y/N)

Attendance History – Prior Term: _____%

Ethical Issues	Y / N	Comment, if applicable
Remediation Required <i>Was remediation required?</i>	no	
Discipline <i>Did the candidate respond appropriately to the discipline question on the application?</i>		
Social Media / Website Presence <i>Were there any issues with the candidate's social media or website presence, as reported by the reviewer?</i>		

Insert your score for the dossier item in the score column.

Rating scale is from 1 to 5, with 5 being the highest score.

Dossier	Score	Weight*	Extended Score	Comments
History of Relevant Service outside ASPS <i>Rate the quality of the candidate's similar responsibilities in other organizations.</i> - Does the Ethics Committee or Judicial Council candidate have relevant experience elsewhere? - Does the Trustee candidate have sufficient experience as a former officer of ASPS or another major plastic surgery-related organization?		20	0	
Foundation Giving <i>Rate the candidate's track record of consistently contributing to The PSF at the minimum recommended levels over the past 5 years.</i> - Board member = \$1,000 annually - Committee chair = \$375 annually - Committee members and others = no minimum		2.5	0	
PlastyPAC Giving <i>Rate the candidate's track record of consistently contributing to the PAC* at the minimum recommended levels over the past five years.</i> - Board member = \$1,000 annually - Committee chair = \$375 annually - Committee members and others = no minimum *U.S. members are encouraged to donate to the PlastyPAC at the same recommended minimum level as to The PSF.		2.5	0	
Leadership Development <i>Rate the candidate's demonstration of leadership development training</i> - ASPS offered leadership retreats in the past including Leadership Tomorrow, Pathways to Leadership - ASPS currently offers the Essentials of Leadership program		2.5		
History of Service to ASPS / PSF <i>Rate the quality of the candidate's</i> - Committee Service - Attendance History - ASPS Activity - Noteworthy leadership contributions to ASPS		20	0	
Demonstrated Relevant History Outside of ASPS/PSF <i>Rate the quality of the candidate's leadership history outside of ASPS /PSF</i>		2.5		
Quality of Narrative <i>Rate the quality of the candidate's explanation as to why s/he should be selected and the attributes s/he would bring to the position.</i>		5	0	
Letters of Recommendation <i>Rate the quality and number of LORs, in your opinion.</i>		15	0	

Dossier	Score	Weight*	Extended Score	Comments
Curriculum Vitae <i>Rate the quality of the candidate's CV, in your opinion.</i>		10	0	
Interview <i>Indicate your impression of how well the candidate responded to the questions.</i>		25	0	
Total Score <i>Your overall score should indicate your impression of how well this candidate will fulfill the responsibilities in the job description. Before the interview, the maximum score will be 400; after the maximum score will be 525.</i>		105	0	

**Weights may be adjusted by each Nominating Committee.*

Appendix K: Sample Amalgamated Scorecard

**ASPS/PSF Nominating Committee
Candidate Scorecard Results**

Nominating Committee members were asked to score the candidates for each of the Phase 2 positions the Nominating Committee needs to fill. The following represents the average score each candidate received after eliminating any recused member's scores.

Board Vice President of Membership (2-year term)

Recused members: NAMES REMOVED

Applicant	Avg Score
Candidate 1	350.83
Candidate 2	347.42
Candidate 3	295.50
Candidate 4	285.00

Ethics District 4 Southeast (3-year term)

Recused member: NAME REMOVED

Applicant	Avg Score
Candidate 1	392.75
Candidate 2	333.75
Candidate 3	280.50
Candidate 4	254.00

Board Vice President of Research (2-year term)

Recused members: NAMES REMOVED

Applicant	Avg Score
Candidate 1	385.00
Candidate 2	360.42
Candidate 3	234.17

Ethics District 6 South Central (3-year term)

Applicant	Avg Score
Candidate 1	312.25
Candidate 2	304.25

ASPS Trustees (2 positions - each for a 3-year term)

Recused members: NAMES REMOVED

Applicant	Avg Score
Candidate 1	385.36
Candidate 2	340.42
Candidate 3	285.00

Ethics District 7 Northeast (3-year term)

Applicant	Avg Score
Candidate 1	381.39
Candidate 2	291.94
Candidate 3	227.78
Candidate 4	227.22

Judicial Council (2 positions - each for a 3-year term)

Applicant	Avg Score
Candidate 1	359.00
Candidate 2	354.00
Candidate 3	291.94
Candidate 4	290.00
Candidate 5	254.00
Candidate 6	234.17
Candidate 7	126.00