

COMMISSION REPORT TO THE BOARD OF DIRECTORS

June 2020

Name of Commission:	Governance Commission
Commission Chair:	David J. Bunnell
Commission Members:	Craig Baumgartner Michelle Gielski William Hoser Jeff Katz Benjamin Olmedo Jamie Sabo Dennis Rivenburgh (Advisor) Jonathan Sobel (Board Representative) Todd Pickard (Board Representative) Karen Morgan (Staff Advisor) Ann Davison (Staff Advisor)

Executive Summary:

Thank-you to the AAPA Board of Directors for the opportunity to serve and to the dedicated AAPA staff members for their tireless work to achieve our goals. Our team focused attention on the charges provided and work was completed to better understand our election process, as well as member engagement, through the professional efforts of the Research team. We were able to review the election process from the perspective of the Governance Commission members who initiated last year's changes, candidates who participated in elections, AAPA members as a whole, and through 25 years of historical trends. The opportunity to consider election processes and member engagement with views of past data, current realities, and future goals was vital to our ability to form consensus in order to serve AAPA members.

GovCom launched a "Pledge to Vote" campaign at LAS aimed at lifting a decade-long, low voter turn-out plateau and was moving toward the 2020 application period when the COVID-19 pandemic took hold in the U.S. The pandemic and resulting cancellation of the AAPA 2020 Annual Conference disrupted GovCom's execution of election processes and procedures, requiring us to quickly work with legal counsel and stakeholders to adapt to ensure a timely, transparent, equitable and policy-compliant election in this new environment. Foremost in our considerations was the extreme pressure our members were under as frontline healthcare providers.

It is important to note this year's situation, while challenging, provided a valuable proof of concept about the role of GovCom. The move to modernize procedures in recent years, as well as the 2019 BOD and HOD-approved Bylaws resolution to centralize election procedures with GovCom, was the cornerstone of our ability to meet the challenges presented by the pandemic. The current model allowed for a centralized and coordinated response which considered the unique elements of each election, while maintaining the parity and integrity of the AAPA election process holistically. This mitigated potential legal and financial risks to the organization. The professional manner in which the GovCom members interacted with all parties and sought to hear all opinions was vital to our success as we worked for AAPA members. In fact, with the support of staff and our two Board representatives (one with HOD perspective and one with a General Election perspective), GovCom collaborated

extensively with staff, legal counsel, the House Officers, the Student Academy leadership, and NWG—throughout the year. It is well understood by the current GovCom membership that their governance authority is defined only by the charges they are assigned. This concept is critical to understanding the duties of a well-functioning Governance Commission.

To demonstrate the connection between the first and second part of the year, we can examine the outcome of the decision to move HOD and AOR voting to an on-site electronic, web-based balloting system. This decision, made in collaboration with and support of House Officers and Student Academy leadership, was essential to AAPA’s ability to pivot quickly to use the same system in an off-site capacity in building a response to the disruption to the elections caused by the pandemic. While change is often difficult, common-sense, evidence-based modernization is essential to ensure our future growth and sustainability.

Detailed Progress Report:

Commission Charge	Status
<ul style="list-style-type: none"> • Review AAPA governance documents, analyzing policies and procedures to eliminate conflicts and provide consistent alignment across all documents, while ensuring they reflect best practices in governance and association management. Recommend Bylaw and policy amendments, as necessary, to ensure greater transparency and good governance best practices in all AAPA governing documents. 	<ul style="list-style-type: none"> • GovCom submitted two bylaws resolutions for 2020, both related to clarifying vague, confusing or conflicting language. • GovCom reviewed three polices assigned as part of the 5-year policy review.
<ul style="list-style-type: none"> • Determine and implement consistent processes and procedures associated with the Board of Directors/House of Delegates/Student Academy elections. <ul style="list-style-type: none"> ○ Continue the review and analysis of AAPA election policy, processes and procedures. Provide policy recommendations and implement further process changes to ensure transparency, streamlined consistent procedures and improved member engagement across all elections. This work should include, but is not limited to: ▪ Continue to oversee the GovCom Task Force,* examining the responsibilities and composition of the Governance Commission and bring recommendations to the Board of Directors and/or the House of Delegates, as appropriate. 	<ul style="list-style-type: none"> • GovCom lead several levels of research into the AAPA election process to inform an evidence-based approach to our work: <ul style="list-style-type: none"> ○ A voter attitude survey of both fellow and student voters and non-voters. ○ A survey of all candidates and potential candidates (those who began, but didn’t complete an application) ○ A review of last year’s election procedures. ○ A 25-year trend analysis focused on voter turn-out surrounding elections. • Research was incorporated into the process to review and codify the 2020 election procedures. • Relevant research was shared with NWG and Student Academy leadership to inform their work. • Prior to COVID-19, launched the “Pledge to Vote” campaign aimed at moving voter turn-out numbers off a 10-year plateau below 10%.

<ul style="list-style-type: none"> ▪ Collaborate with the Student Academy Board to bring the Student Academy elections into greater alignment with other AAPA elections. ▪ Survey members and all candidates regarding the 2019 election 	<ul style="list-style-type: none"> • Worked with House Officers and Student Academy leaders to move to all-electronic, web-based balloting by an independent third-party vendor, which provided efficiency of process, increased transparency and independent, verified results in parity with the General Election. • Following the cancellation of conference, worked with stakeholder to modify the timeline to support member engagement and procedures to support all-remote voting. • Ensured all members were made aware of the changes to ensure transparency. • The Joint GovCom TF operated independently. To provide continuity and understanding to the issues at hand, GovCom’s advisory member served as Chair of the TF and provided informational updates to the Commission. The Task Force submitted two resolutions to the HOD. While GovCom reviewed the resolutions in the context of reviewing all Bylaws resolutions for structural issues, it did not have the opportunity to review the substance of the resolution and formulate a position prior to the postponement of HOD.
<ul style="list-style-type: none"> • Serve in an advisory capacity to the Nominating Work Group and Constituent Relations Work Group. 	<ul style="list-style-type: none"> • Supported the NWG review of the endorsement process by supplying outcomes from related research. • Made recommendation to NWG on pandemic-related adjustments to the endorsement procedures. • Collaborated with CRWG on the 5-year policy review of BA-2500.1.5
<ul style="list-style-type: none"> • Collaborate with the Judicial Affairs Commission as indicated in the JAC Manual. 	<ul style="list-style-type: none"> • There were no JAC actions that required GovCom’s assistance.
<ul style="list-style-type: none"> • Receive all Bylaws amendments to be considered at the House of Delegates three months in advance of such meeting. <ul style="list-style-type: none"> ○ Review such proposed Bylaws amendments and propose technical changes and conforming amendments as deemed necessary or desirable. 	<ul style="list-style-type: none"> • Reviewed all submitted Bylaws resolutions. • No technical changes or conforming amendments were proposed.

<ul style="list-style-type: none"> Analyze and provide comments on AAPA policies assigned by the House Officers, to include but not limited to five-year policy review, and develop recommendations for consideration by the appropriate body. 	<ul style="list-style-type: none"> GovCom reviewed three policies assigned as part of the 5-year policy review: HA-2100.2.1; BA-2500.1.5; HP-3300.2.1.
<ul style="list-style-type: none"> Collaborate with other commissions, organizations and staff, as needed, to ensure cross-organizational strategy, research and planning. 	<ul style="list-style-type: none"> Collaborated with the House Officers, Student Academy leadership, legal counsel, and staff on election procedures. Collaborated with House Officers, NWG, legal counsel, and others on pandemic impact on elections. Collaborated with the AAPA governance and research teams to conduct election-related research and analyze data. Shared relevant research findings with NWG, Student Academy Board, Governance Committee and HOD delegation. Worked with governance and communication staff to implement election procedures and communication.

Submitted by David J. Bunnell, MSHS, PA-C
Governance Commission Chair
June 13, 2019