

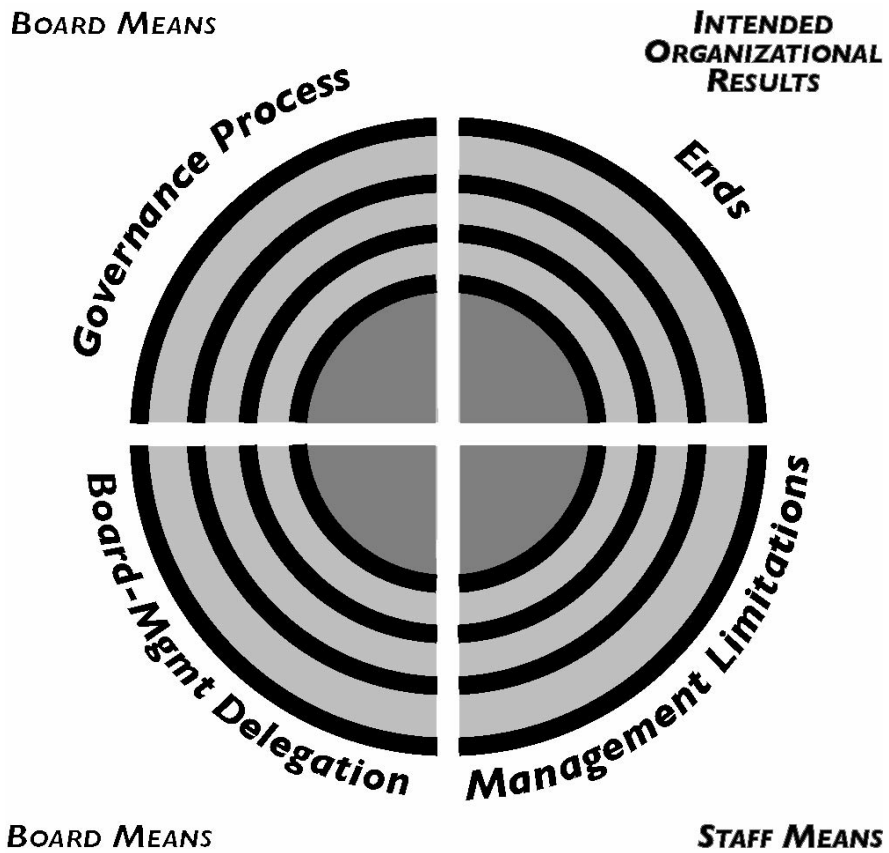


South Carolina Pharmacy Association

SOUTH CAROLINA PHARMACY ASSOCIATION

GOVERNING POLICIES OF THE BOARD OF DIRECTORS

Date Adopted/Last Revised: *June 6, 2023/June 6, 2023*





**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICIES OF
THE BOARD OF DIRECTORS**

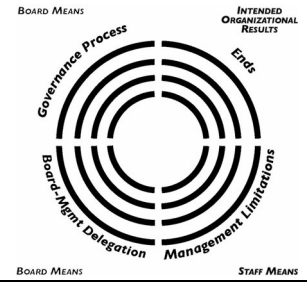


TABLE OF CONTENTS

Category I: Ends

- Policy 1.0 Global Ends/Mission Statement
 - 1.1 Pharmacists are Recognized and Respected
 - 1.2 Members have Knowledge and Resources
 - 1.3 Legislation is Favorable
 - 1.4 Members Receive Exclusive Benefits/Discounts
 - 1.5 Advancement of the Profession

Category II: Management Limitations

- Policy 2.0 General Executive Constraint
 - 2.1 Interaction with Members
 - 2.2 Interaction with Staff
 - 2.3 Financial Condition & Activities
 - 2.4 Asset Protection
 - 2.5 Financial Planning & Budgeting
 - 2.6 Compensation & Benefits
 - 2.7 Emergency Executive Succession
 - 2.8 Board Awareness & Support

Category III: Board–Management Delegation

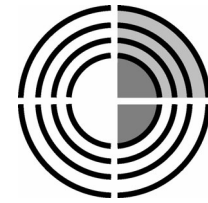
- Policy 3.0 Governance–Management Connection
 - 3.1 Unity of Control
 - 3.2 Accountability of the CEO
 - 3.3 Delegation to the CEO
 - 3.4 Monitoring CEO Performance
 - 3.5 Review Process of the CEO

Category IV: Governance Process

- Policy 4.0 Governance Commitment
 - 4.1 Governing Style & Values
 - 4.2 Board Job Products
 - 4.3 Agenda Planning
 - 4.4 House of Delegates
 - 4.5 President/Board Chair’s Role
 - 4.6 Boards Members’ Code of Conduct
 - 4.7 Board Members’ Individual Responsibilities
 - 4.8 Board Committee Principles
 - 4.9 Board Committee Structure
 - 4.10 Governance Investment



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



Ends

Policy 1.0 – ENDS

1.0 Global Ends Statement: SCPhA exists for
**The Advancement of the Practice and Profession of
Pharmacy in South Carolina**
(with results providing high return on members' investments)

Highest Priority Results (not reflecting any order of priority)

1.1 Pharmacists are recognized and respected for their role in improving health outcomes as an integral member of the healthcare team.

- A. Pharmacists are recognized, respected, and compensated as healthcare providers.
- B. Health care reform must include pharmacists and the services they provide

1.2 SCPhA members are equipped with the knowledge and resources necessary for sustainable success in the pharmacy profession.

A. Knowledge Priorities:

- i. SCPhA members are knowledgeable about industry issues and trends, *including but not limited to:*
 - a. SCPhA members will be aware of relevant legislation and its impacts on the profession.
 - b. SCPhA members will be knowledgeable about opportunities for reimbursement for cognitive services.
- ii. SCPhA members are able to meet requirements for licensure and/or certifications.

B. Resource Priorities:

- i. SCPhA members will have opportunities for professional growth and development.
- ii. SCPhA members will engage in networking opportunities in all practice settings.
- iii. SCPhA members will engage in the mentoring of future pharmacists.

(Other priorities, in order...)

1.3 SCPhA proactively advocates for the legislative and regulatory interests of pharmacists and the pharmacy profession.

1.4 SCPhA members receive exclusive and valuable benefits and discounts.

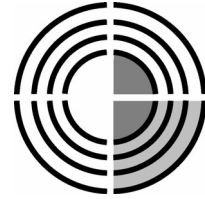
- A. Members receive exclusive discounts on all SCPhA programs and services.
- B. Affinity partnerships bring additional resources and benefits to members

1.5 SCPhA members participate in the advancement of the profession.

- A. SCPhA members engage in professional service to the community.
- B. There is growth in SCPhA member participation and support of the South Carolina Pharmacy Foundation.
- C. SCPhA members engage in advocacy for the pharmacy profession.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



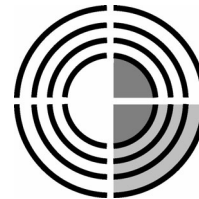
Policy 2.0 – GENERAL EXECUTIVE CONSTRAINT

Management Limitations

The CEO will not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent, or in violation of commonly accepted business ethics and practices.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



Policy 2.1 – INTERACTIONS WITH MEMBERS

Management Limitations

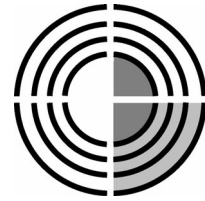
With respect to interactions with members (*or those applying to be members*) and stakeholders, the CEO will not cause or allow conditions or procedures that are unfair, unsafe, untimely, unresponsive, undignified or unnecessarily intrusive.

Pertaining to members, the CEO will not:

1. Operate without processing and approving membership applications in accordance with provisions in the Bylaws.
2. Collect, review, transmit, store or destroy member/applicant information in a manner that fails to protect against improper access to that information.
3. Operate without communicating to members a clear understanding of what may be expected from the services offered.
4. Operate without informing members, as appropriate, of this policy, and without providing a complaint response process that constructively addresses concerns raised by members.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



Policy 2.2 – INTERACTIONS WITH STAFF

Management Limitations

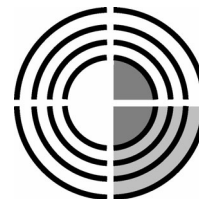
With respect to the interactions with volunteers and employees, the CEO will not cause or allow conditions that are unfair, unsafe or undignified.

Pertaining to employees, the CEO will not:

1. Operate without ensuring employees are provided with written personnel policies, approved by legal counsel, which clarify personnel rules for employees, provide for effective handling of grievances, and protect against wrongful conditions.
 - A. Staff may not be uninformed of this *Interactions with Staff* policy, and the CEO's interpretations of their protections under this policy.
2. Allow staff to be unaware of these governing policies.
3. Retaliate or allow retaliation against an employee for non-disruptive, internal expression of dissent, or for reporting to management or to the Board of Directors (per the process for handling of grievances in the personnel policies) acts or omissions by SCPhA personnel, management or the Board of Directors that the employee believes, in good faith and based on credible information, constitutes a violation of state or federal law or a governing policy of the Board.
 - A. Staff may not be prevented from grieving to the Board when (a) internal grievance procedures have been exhausted *and* (b) the employee alleges that Board policy has been violated.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



Policy 2.3 – FINANCIAL CONDITION & ACTIVITIES

Management Limitations

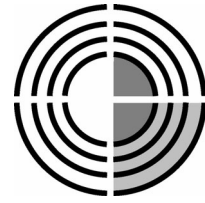
With respect to financial condition and activities, the CEO will not cause or allow the development of fiscal jeopardy, or a material deviation of actual expenditures from the Board's Ends priorities.

The CEO will not:

1. Expend more funds than have been received in the fiscal year to date, unless the liquidity and long-term reserve requirements below are met:
 - A. The CEO will not allow cash and cash equivalents to drop below that amount necessary to meet operating expenditures over a 75-day period.
 - B. The CEO will not borrow from reserves (defined as accumulated excess revenues) in an amount greater than can be replenished by certain and otherwise unencumbered revenues within 75 days.
 - C. The CEO will not borrow funds or incur debt (with exception of credit cards used for normal business purposes, and paid in full each month).
2. Use Board-designated long-term reserves.
3. Use restricted funds for purposes other than those designated.
4. Operate without settling payroll obligations and payables in a timely manner.
5. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
6. Execute a check or purchase commitment of greater than \$10,000, unless such purchase was explicitly itemized in budget monitoring data previously disclosed to the Board. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber, lease or dispose of real estate.
8. Accept revenues from sources not, in fact and appearance, consistent with the mission and values of the SCPhA.
9. Operate without pursuing material receivables after a reasonable grace period.
10. Operate without adequate internal controls over receipts and disbursements to avoid unauthorized payments or material dissipation of assets.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



Policy 2.4 – ASSET PROTECTION

Management Limitations

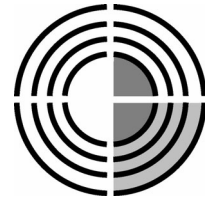
The CEO will not cause or allow SCPhA assets to be unprotected, inadequately maintained or unnecessarily risked.

The CEO will not:

1. Allow the organization to be uninsured:
 - A. Against theft and casualty losses to at least replacement value; and
 - B. Against liability losses to Board members, staff and the organization itself in an amount equal to or greater than the average for comparable organizations.
 - C. Against employee theft and dishonesty.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Operate without employing risk management practices to minimize exposure of the organization, its Board or staff to claims of liability.
4. Allow any purchase wherein normally prudent protection has not been given against conflict of interest.
5. Allow a purchase of \$2,000 or more without having obtained comparative prices and quality.
6. Allow intellectual property, information and files to be exposed to loss, improper access or significant damage, or operate without maintaining documents and records in accordance with a Records Retention Schedule approved by legal counsel.
7. Receive, process or disburse funds under controls insufficient to meet the Board-appointed auditor's standards (as set forth in Management Letter and/or other correspondence).
8. Compromise the independence of the Board's auditor or other external monitors or advisors. Engaging parties already chosen by the Board as consultants or advisors is not permitted.
9. Invest or hold operating capital in insecure instruments or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions.
10. Endanger the organization's public image, its credibility, or its ability to accomplish Ends.
11. Change the organization's name or substantially alter its identity.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



Policy 2.5 – FINANCIAL PLANNING & BUDGETING

Management Limitations

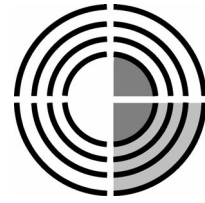
Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from the Board's Ends priorities, risk financial jeopardy, or fail to be derived from a multi-year plan.

Accordingly, the CEO will not allow budgeting that:

1. Risks incurring those situations or conditions described as unacceptable in the "Financial Conditions and Activities" Board policy.
2. Omits credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
Disclosures must include:
 - A. A summary P/L breakdown for each major program area.
 - B. Planning assumptions for dues, assessments and other charges.
3. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received.
4. Fails to allocate at least 2% of gross cash revenues to reserves, until reserves reach a threshold of 50% of annual operating expenses.
5. Provides less for Board activities during the year than is set forth in the *Governance Investment* policy.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



Policy 2.6 – COMPENSATION & BENEFITS

Management Limitations

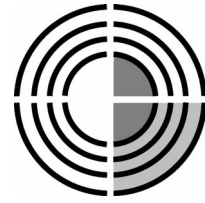
The CEO will not cause or allow jeopardy to SCPhA’s fiscal integrity or public image when dealing with employment, compensation and benefits for employees, consultants or contractors.

The CEO will not:

1. Change his or her own compensation.
2. Change his or her own benefits, except as consistent with a package for all other employees.
3. Promise or imply anything other than “at-will” employment.
4. Establish current compensation and benefits that deviate materially from the geographic and/or professional market value for the skills employed.
5. Pertaining to consultants and contract vendors, create obligations over a longer term than revenues can be safely projected, in no event longer than one year.
6. Establish or change retirement benefits so as to cause situations that are unpredictable for the SCPhA, or inequitable for employees.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



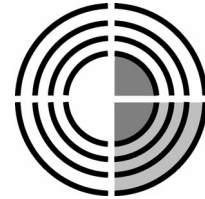
Policy 2.7 – EMERGENCY EXECUTIVE SUCCESSION

Management Limitations

In order to protect the Board from sudden loss of CEO services, the CEO may not operate without at least one other member of the management team sufficiently familiar with Board and CEO issues and processes to take over with reasonable proficiency as an interim successor.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



Policy 2.8 – BOARD AWARENESS & SUPPORT

Management Limitations

The CEO will not cause or allow the Board to be uninformed or unsupported in its work.

The CEO will not:

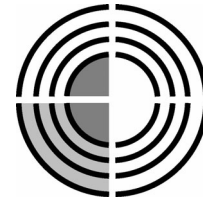
1. Withhold, impede or confound information necessary for the Board’s informed accomplishment of its job.
 - A. The CEO will not neglect to submit monitoring reports (including CEO interpretations of board policies being monitored, as well as relevant data) required by the Board (see “Monitoring CEO Performance” policy in *Board-Management Delegation*) in a timely, accurate and understandable fashion.
 - B. The CEO will not allow the Board to be unaware of any actual or anticipated noncompliance with any Ends or Management Limitations policy, regardless of the Board’s monitoring schedule.
 - C. The CEO will not let the Board be without decision information it periodically requests, or unaware of relevant trends or incidental information, including but not limited to anticipated adverse media coverage, threatened or pending lawsuits, or material external and internal/organizational changes. Notification of planned internal changes is to be provided in advance, when feasible.
 - D. The CEO will not fail to inform the Board if, in his/her opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board or Board member behavior that is detrimental to the work relationship between the Board and the CEO.
 - E. The CEO will not present information in unnecessarily complex or lengthy form, or in a form that fails to differentiate among information of three types:
 - i. monitoring
 - ii. decision preparation (or “action item”); and
 - iii. incidental/ “FYI.”
2. Allow the Board and the House of Delegates to be without logistical and administrative support:
 - A. The CEO will not allow the Board and House of Delegates to be without workable, user-friendly mechanisms for official Board, officer or committee communications and functions.
 - B. The CEO will not let the Board or House of Delegates be without pleasant and efficient arrangements for Board and committee meetings.
3. Impede the Board’s holism, misrepresent its processes and role, or impede its lawful obligations.
 - A. The CEO will not deal with the Board in a way that favors or privileges certain board members over others except when:
 - i. fulfilling individual requests for information, or
 - ii. responding to officers or committees with respect to duties charged to them by the Board.
 - B. The CEO will not neglect to submit for the Board’s Consent Agenda (“Required

Policy 2.8 – BOARD AWARENESS AND SUPPORT (CONTINUED)

Approvals’ Agenda”) items delegated to the CEO yet required by law, Bylaws or third-party to be Board-approved, along with applicable monitoring information.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



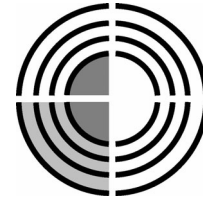
**Policy 3.0 – GOVERNANCE – MANAGEMENT
CONNECTION**

Board-Management Delegation

The Board's sole official connection to the operational organization, its achievements and conduct will be through a chief executive officer (CEO).



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



Policy 3.1 – UNITY OF CONTROL

Board-Management Delegation

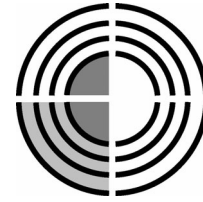
Only officially passed motions of the Board are binding on the CEO.

Accordingly:

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the CEO except in rare instances in which the Board has explicitly delegated such exercise of authority.
2. If Board members or committees request information or assistance without Board authorization, the CEO can refuse such requests that, in his/her opinion, require an inappropriate amount of staff time or funds or are disruptive. The committee or Board member may then refer such requests to the full Board for consideration.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



Policy 3.2 – ACCOUNTABILITY OF THE CEO

Board-Management Delegation

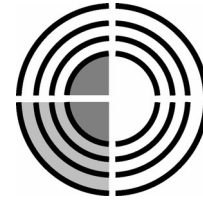
The CEO is the Board’s only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the CEO.

Accordingly:

1. The Board will not give instructions to persons who report directly or indirectly to the CEO.
2. The Board will not evaluate, either formally or informally, any staff other than the CEO.
3. The Board will view CEO performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and compliance with Management Limitations will be viewed as successful CEO performance.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



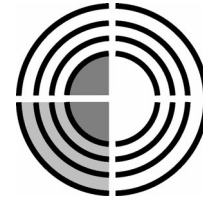
Policy 3.3 – DELEGATION TO THE CEO

Board-Management Delegation

The Board will direct the CEO through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop and maintain *Ends* policies instructing the CEO to achieve certain results for the membership at a specified worth or priority. These policies will be developed systematically from the broadest, most general level to more defined levels. All issues that are not Ends issues as defined here are Means issues.
2. The Board will develop and maintain *Management Limitations* policies that limit the latitude the CEO may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Board, even if effective in producing the desired results. These policies will be developed systematically from the broadest, most general level to more defined levels. The Board will not prescribe organizational means delegated to the CEO.
3. An Ends or Management Limitations policy at a given level does not limit the scope of any preceding level.
4. As long as the CEO uses *any reasonable interpretation* of the Board's Ends and Management Limitations policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the CEO shall have full force and authority as if decided by the Board.
5. The Board may change its Ends and Management Limitations policies, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice given to the CEO. However, as long as any particular delegation is in place, the Board will respect and support decisions made by the CEO, as long as they are compliant with Board policy, as reasonably interpreted.



Policy 3.4 – MONITORING CEO PERFORMANCE

Board-Management Delegation

The Board will systematically and rigorously monitor CEO job performance to determine the extent to which Ends are being achieved and whether operational activities fall within boundaries established in Management Limitations policies.

Accordingly:

1. Monitoring is simply to determine the degree to which Board policies are being met. Information that does not address policy compliance will not be considered in the evaluation of CEO performance.
2. The Board will acquire monitoring data by one or more of three methods:
 - A. by internal report, in which the CEO discloses, in writing, policy interpretations and compliance information to the Board. As appropriate in a given context, the CEO may present information to justify the “reasonableness” of his/her interpretation.
 - B. by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, as reasonably interpreted by the CEO, or
 - C. by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria, as reasonably interpreted by the CEO.
3. In every case, the standard for compliance shall be *any reasonable CEO interpretation* of the Board policy being monitored. The Board is the final judge of reasonableness, and will always judge with a “reasonable person” test (whether what the CEO did was what a reasonably prudent executive would do in that context), even if those choices may not be the choices the Board or its members may have made.
4. In every case, the Board will judge whether (a) the CEO’s interpretation is reasonable, and (b) whether data demonstrate accomplishment of or compliance with the CEO’s interpretation.
5. Actions determined to be not compliant with a reasonable interpretation of Board policies will be subject to a remedial process agreed to by the Board.
6. All policies instructing the CEO will be monitored at a frequency and by a method chosen by the Board. The Board may monitor any policy at any time by any method, but will ordinarily depend on the following routine schedule.

Policy 3.4 – MONITORING CEO PERFORMANCE (CONTINUED)

POLICY	METHOD	FREQUENCY	SCHEDULE (Board Meeting Packet)
<u>ENDS POLICIES</u>			
1.0 Global Ends/Mission Statement	Internal	Annually	June
1.1 Pharmacists are Recognized and Respected	Internal	Annually	June
1.2 Members Have Knowledge and Resources	Internal	Annually	June
1.3 Legislation is Favorable	Internal	Annually	June
1.4 Members Receive Exclusive Benefits/Discounts	Internal	Annually	June
1.5 Advancement of the Profession	Internal	Annually	June
<u>MANAGEMENT LIMITATIONS POLICIES</u>			
2.0 General Executive Constraint	Internal	Annually	October
2.1 Interactions with Members	Internal	Annually	October
2.2 Interactions with Staff	Internal	Annually	October
2.3 Financial Condition & Activities	Internal	Bi-Monthly	Even # months.
	Direct Insp.	TBD	
	External	Annually	(Audit presented to Board in August)
2.4 Asset Protection	Internal	Annually	December
2.5 Financial Planning/Budgeting	Internal	Semi-Annually	August/ December
2.6 Compensation and Benefits	Internal	Annually	December
2.7 Emergency Executive Succession	Internal	Annually	December
2.8 Board Awareness & Support	Internal	Annually	December



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**

Policy 3.5 – REVIEW PROCESS OF THE CEO

Board-Management Delegation

It is the duty and the responsibility of the SCPhA Board of Directors to annually evaluate its Chief Executive Officer in his/her job performance and provide them with directives and goals for the future. This is an important process designed to assure the membership that SCPhA will continue to function as a member-driven organization. The Board of Directors will look to its Executive Committee to complete the formal evaluation process and bring the results to the Board for their review and appropriate action.

EXECUTIVE COMMITTEE MEMBERS

Committee Chair: President
Committee Members: President Elect
Treasurer
Immediate Past President

As Executive Committee chair, it is the sole responsibility of the President to ensure that the formal review process is completed in its entirety.

EVALUATION TOOLS

Four forms are used for the Chief Executive Officer performance appraisal process:

1. Chief Executive Officer Self-Evaluation – Given to the Chief Executive Officer by the committee chair for their completion.
2. Chief Executive Officer Evaluation Form – Given to all Board of Directors members to complete.
3. Chief Executive Officer Evaluation Summary – Results from the Board of Directors' compiled evaluations are entered on this form. It is identical to the *Chief Executive Officer Evaluation Form* but adds a line for the signature of the Chief Executive Officer at the completion of their formal face-to-face review.
4. Chief Executive Officer Evaluation Directives – This is a tool used to communicate the committee's performance goal directives to the Chief Executive Officer along with an implementation plan designed for Chief Executive Officer completion of said goals. It includes written deadlines and a process by which to follow success/failure to achieve said goals.

Policy 3.5 – MONITORING CEO PERFORMANCE (CONTINUED)

PROCESS AND TIMETABLE

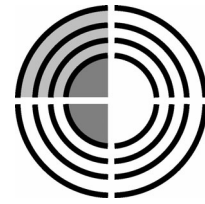
<p>90 Days after Start</p>	<p>Executive Committee prepares a <i>90 Day Chief Executive Officer Evaluation Summary</i>. The Committee Chair [President] and President Elect meet with the Chief Executive Officer to review the document.</p> <p>The Chief Executive Officer and Committee Chair sign the <i>90 Day Chief Executive Officer Evaluation Summary</i>. A copy of the signed forms will be given to the SCPHA Attorney for inclusion in the Chief Executive Officer’s personnel file.</p>
<p>First week in March:</p>	<p>Committee Chair emails the <i>Chief Executive Officer Self-Evaluation</i> form to the Chief Executive Officer with a communicated deadline of no later than the last Monday in March. The CEO shall also provide a self-evaluation of performance goals.</p>
<p>First week in March:</p>	<p>Committee Chair emails the electronic <i>Chief Executive Officer Evaluation Form</i> to all Board of Directors with a communicated one- week return deadline.</p> <p>Evaluations are returned electronically to Committee Chair who confidentially maintains each Board of Directors member’s response.</p>
<p>Third week in March:</p>	<p>Committee Chair compiles information from all committee members’ evaluations as follows:</p> <ul style="list-style-type: none"> • Numerical scores are averaged for each line item in Sections 1 – 4 and the section titled “overall evaluation.” Averages should be entered into those lines in the <i>Chief Executive Officer Evaluation Summary</i> form. • Any subjective feedback that is expressed 2 or more times by Board of Director members in the 3 ‘end-form’ narrative questions is to be repeated in the evaluation summary [either in the space provided or on an attached page]. <p>Committee Chair forwards the individual Board of Director member evaluations to the SCPHA attorney for inclusion into the Chief Executive Officer’s Executive Review & Compensation Files. The attorney will maintain this file.</p> <p><i>These evaluations are considered confidential in order to elicit honest and objective feedback from each Board of Directors member and are to be seen ONLY by the Committee Chair and SCPHA Attorney.</i></p>

<p>Fourth week in March:</p>	<p>Committee Chair emails the following to all members of the Committee:</p> <ol style="list-style-type: none"> 1. <i>Chief Executive Officer Evaluation Summary</i> 2. Completed <i>Chief Executive Officer Self-Evaluation</i> form. <p>The Executive Committee meets to discuss evaluation results and collectively formulate directives based on the results of the committee members' evaluations.</p> <p>The Committee Chair completes the <i>Chief Executive Officer Evaluation Directives</i> form resulting from that discussion. The Directives form should include the Chief Executive Officer's proposed and/or requested goals for the next year.</p> <p style="text-align: center;">THESE FORMS ARE BOUND BY CONFIDENTIALTY PRINCIPLES AND ARE NOT TO BE SHARED OUTSIDE OF COMMITTEE COMMUNICATIONS.</p>
<p>April Board Meeting:</p>	<p>During Executive Session, Committee Chair presents the following to Board of Directors:</p> <ul style="list-style-type: none"> • <i>Chief Executive Officer Evaluation Summary</i> • Completed <i>Chief Executive Officer Self-Evaluation</i> form. • <i>Chief Executive Officer Evaluation Directives</i> <p style="text-align: center;">THESE FORMS ARE BOUND BY CONFIDENTIALTY PRINCIPLES AND ARE NOTTO BE SHARED OUTSIDE OF THE BOARD OF DIRECTORS.</p>
<p>Prior to end of April:</p>	<p>The Committee Chair [President] and President Elect meet with the Chief Executive Officer in person for a formal Chief Executive Officer's performance appraisal. The Committee Summary Evaluation, Directives and deadlines for achievement will be shared.</p> <p>The Chief Executive Officer will be given the opportunity to respond to the evaluations, directives, and deadlines. The implementation plan will be discussed.</p> <p>The following forms are signed:</p> <ol style="list-style-type: none"> 1. All present sign the Chief Executive Officer Evaluation Directives form 2. The Chief Executive Officer and Committee Chair sign the Chief Executive Officer Evaluation Summary <p>A copy of the signed forms will be given to the SCPPhA Attorney for inclusion in the Chief Executive Officer's personnel file.</p>

May	<p>Executive Committee meets to share the results of the formal performance appraisal with the entire committee.</p> <p>The Committee prepares recommendations for presentation to the Board of Directors.</p>
Prior to the end of May – Called Executive Session	<p>The President calls special executive session prior to the end of May. The Committee Chair presents committee recommendations to the Board of Directors in Executive Session. Any/all Executive Review & Compensation issues will be discussed at this time including salary and benefits.</p> <p>The Chair communicates the decision of the Board of Directors to the Chief Executive Office immediately following the meeting.</p>



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



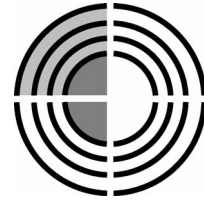
Policy 4.0 – GOVERNANCE COMMITMENT

Governance Process

The purpose of the Board, on behalf of the Membership, is to ensure that the South Carolina Pharmacy Association (1) achieves appropriate results for the Membership at an appropriate cost (as specified in Board Ends policies), *and* (2) avoids unacceptable actions and situations.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



Governance Process

Policy 4.1 – GOVERNING STYLE & VALUES

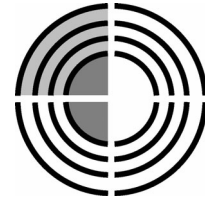
The Board will govern lawfully, observing Policy Governance principles, with an emphasis on (a) integrity and truthfulness in all of its activities and practices, (b) outward vision rather than internal preoccupation, (c) encouragement of diversity in viewpoints, (d) strategic leadership more than administrative detail, (e) clear distinction of Board and chief executive roles, (f) collective rather than individual decisions, (g) future rather than past or present, and (h) governing proactively rather than reactively.

Accordingly:

1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the primary initiator of governing policy.
2. The Board may use the expertise of individual members to enhance the Board's understanding of issues, but will not substitute such expertise for the judgment of the Board.
3. The Board will direct, control and inspire the Association through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major focus will be on the achievement of intended long-term impacts on and for the Membership, not on the administrative or programmatic means of attaining those effects.
4. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, adherence to board standards of conduct, and ensuring the continual development of governance capability.
 - A. Continual Board development will include periodic discussion of process improvement, and orientation of new Board members, within 60 days of their appointment, in the Board's governance process and these policies.
5. Although the Board can change its governing policies at any time, it will conscientiously observe those currently in effect.
6. All policies of the Board are contained in this document, and they remain in effect, unless amended or deleted by Board action.
7. The Board will allow no officer, individual or Board Committee to prevent the Board from fulfilling its duties and commitments.
8. The Board will monitor and assess its process and performance at the completion of each meeting. Self-evaluation will include comparison of Board activity and discipline to the standards set forth in the Board's Governance Process and Board-Management Delegation policies.
9. SCPhA Board of Directors meetings are open to all active/voting members of SCPhA. The Board shall retain the right to deem certain agenda items closed (e.g. personnel or other matters of a sensitive nature). The meeting date, time and place should be published in advance in a public member location (i.e. Palmetto Pharmacist, Small Doses, or on the Association website).



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



Governance Process

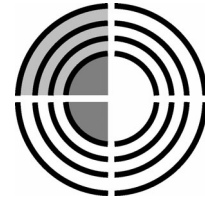
Policy 4.2 – BOARD JOB PRODUCTS

On behalf of the membership, the Board of Directors assumes direct responsibility for defining and ensuring appropriate organizational performance:

1. The Board will be the conduit linking the membership's interests to operational performance.
 - A. Needs Assessment: The Board will assess the needs of the membership as they relate to the Association's activities and scope of influence, and will develop Ends policies identifying and prioritizing intended organizational outcomes to address those needs. The House of Delegates will be a primary component of this "linkage."
 - B. Advocacy: The Board will inform the membership of the Association's accomplishments on its behalf, and of expected future results.
2. The Board will develop and maintain written governing policies that realistically address the broadest levels of all organizational decisions and situations:
 - A. ENDS: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what relative worth/cost/priority).
 - B. MANAGEMENT LIMITATIONS: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - C. GOVERNANCE PROCESS: Specification of how the Board conceives, carries out and monitors its own task.
 - D. BOARD/MANAGEMENT DELEGATION: How authority is delegated and its proper use monitored: the CEO's role, authority and accountability.
3. The Board will assure successful CEO performance on Ends and Management Limitations.
4. The Board will establish the public policy positions/statements of SCPhA.
5. The Board will make determinations regarding the dues for membership in SCPhA.
6. The Board shall appoint delegates and alternate delegates to the American Pharmacists Association as well as delegates to the National Community Pharmacists Association (*at August meeting, unless needed earlier by APhA and NCPA*).
7. The Board will refer to the House of Delegates:
 - A. Recommendations and decision-making regarding changes to the Constitution and Bylaws of SCPhA.
 - B. All decisions regarding a proposed expulsion from membership in SCPhA, in accordance with procedures set forth in the Bylaws.
8. The Board will determine the categories and recipients for SCPhA's annual awards.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



Governance Process

Policy 4.3 – AGENDA PLANNING

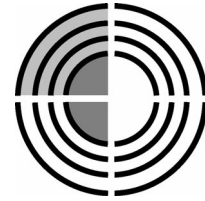
To fulfill its role, the Board will prepare and follow an annual work plan that (1) completes a re-exploration of Ends policies each year and (2) continually improves Board performance through Board education, enriched input and deliberation.

Accordingly:

1. The Board’s annual planning cycle will conclude each year on the last day of June so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board’s most recent statement of long-term Ends.
2. The cycle will start in July with the Board’s development of its work plan for the next year.
 - A. Consultations with selected groups in the membership, or other methods of gaining membership input, will be determined and arranged in the first quarter, to be held during the balance of the year.
 - B. Board education related to Ends issues (e.g. presentations by advocacy groups, staff, industry leaders, etc.), and education about governance and operational issues, will be determined and arranged in the first quarter, to be held during the balance of the year.
 - C. The President will, at the commencement of the Board’s annual planning cycle, prepare and present for the Board’s consideration a tentative work plan for the following year’s meetings.
3. The President will determine the agenda for any particular meeting, although Board members and the CEO may request or recommend any appropriate matters for Board consideration.
 - A. A Board member or the CEO may recommend or request a matter for Board discussion by submitting the item to the President at least seven (7) days prior to the regularly scheduled Board meeting.
 - B. The meeting agenda and packet are to be received by Board members at least four (4) days prior to the scheduled Board meeting.
 - C. By an affirmative vote of a majority of those present at a meeting, additional matters may be added to the agenda of any regular Board meeting.
4. The Board will attend to consent agenda (or, “required approval”) items (those items delegated to the CEO yet required by law or third party to be Board-approved) as expeditiously as possible.
5. At any meeting prior to which monitoring reports have been received, the board will determine by vote whether a majority of members judge each report to have demonstrated fulfillment of a reasonable interpretation of the applicable policy.
6. CEO remuneration (any changes to compensation beyond cost of living increase established in Employment Agreement) will be decided during the month of June to be effective October 1st, based on a summary/review of the Board’s judgments of monitoring reports received during the last year.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



Governance Process

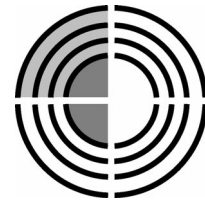
Policy 4.4 – HOUSE OF DELEGATES

As its “owner- representative”, the Board will devote time and energy to considering the interests of SCPhA’s membership, with the House of Delegates being a pivotal component of this “linkage.”

1. The House of Delegates will maintain authority over:
 - A. Amendments to the Association’s Constitution and Bylaws.
 - B. Decisions regarding expulsion of a member for improper professional conduct or violation of obligations under the Constitution and Bylaws of the Association.
2. The House of Delegates will also serve in an advisory role to the Board, providing policy input, particularly in the formulation of SCPhA’s Ends policies and on public position statements of SCPhA.
 - A. The Board’s annual cycle of reviewing and reconsidering Ends will include a plan for garnering and incorporating House of Delegates’ input into that process.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



Governance Process

Policy 4.5 – PRESIDENT/BOARD CHAIR’S ROLE

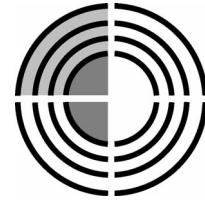
The President/Board Chair, serving as SCPhA’s chief governance officer (CGO), assures the integrity of the Board’s process.

Accordingly:

1. The President/Board Chair is to see to it that the Board behaves consistently with its policies and those legitimately imposed upon it from outside the organization.
 - A. Meeting discussion content will include only those issues that clearly (according to Board policy) belong to the Board to decide, consider, or to monitor.
 - B. Information that is not for monitoring performance, board education or board decisions will be avoided or minimized and always noted as such.
 - C. Deliberation will be fair, open, thorough, timely, orderly, and kept to the point.
2. The President/Board Chair is authorized to make decisions consistent with the Board’s Governance Process and Board/Management Delegation policies, with the exception of (a) employment/termination of the CEO, or (b) instances where the Board specifically delegates portions of this authority to others. The President/Board Chair is authorized to use any reasonable interpretation of these policies.
 - A. The President/Board Chair is empowered to preside at Board meetings with the commonly accepted power of that position, such as ruling and recognizing.
 - B. The President/Board Chair has no authority to make decisions within the Board’s Ends and Management Limitations policy areas. Therefore, the President/Board Chair has no authority to supervise or direct the CEO.
 - C. The President/Board Chair may represent the Board to outside parties in announcing Board-stated positions and in stating decisions and interpretations within the area delegated to her or him.
 - D. The President/Board Chair may delegate this authority but remains accountable for its use.
 - E. The President/Board Chair may appoint Board members to serve on Board Committees and as Chair of such committees, except where specified otherwise in Bylaws or Board policies.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



Governance Process

Policy 4.6 – BOARD MEMBERS’ CODE OF CONDUCT

The Board commits itself and its members to ethical, professional, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

Accordingly:

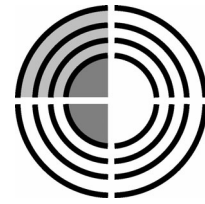
1. Board members must demonstrate loyalty to the interests of the entire membership, unconflicted by loyalties to segments of the membership, staff, other organizations, or any personal interests as a consumer of SCPhA’s services.
2. Board members are accountable for discharging their duties honestly and in good faith. Board members shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
3. Board members must avoid conflict of interest with respect to their fiduciary responsibility.
 - A. Board members will annually complete a form disclosing their involvements and interests that could give rise to a conflict of interest, including but not limited to roles as directors or officers of other organizations, substantial business/investment holdings, or other transactions or affiliations with businesses and other organizations or those of family members.
 - B. There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization, except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
 - C. When the Board is to decide upon an issue about which a member has a conflict of interest, that member shall disclose the conflict to the Board and absent herself or himself without comment from not only the vote but also from the deliberation.
 - D. Board members must not use their Board positions to obtain staff employment for themselves, family members or close associates. Should a Board member apply for staff employment, he or she must first resign from the Board.
4. Board members must not attempt to exercise individual authority over the organization.
 - A. Board members’ interaction with the CEO or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
 - B. Board members’ interaction with public, media or other entities must recognize this limitation and that Board members are not to speak for the CEO, or to speak for the Board except to repeat explicitly stated Board decisions.
 - C. Except for participation in Board deliberation about whether the CEO has achieved any reasonable interpretation of Board policies, Board members will not publicly express individual judgments of performance of employees or the CEO.

Policy 4.6 – BOARD MEMBERS’ CODE OF CONDUCT (*CONTINUED*)

5. A Board member aware of credible information that suggests that a Board policy has been violated, by either the Board or the CEO, has an affirmative obligation to bring the concern to the Board’s agenda for monitoring.
6. Board members must respect the confidentiality appropriate to issues of a sensitive nature.
7. Board members will support the legitimacy and authority of the final determination of the Board on any matter, irrespective of the member’s personal position on the issue.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



**Policy 4.7 – BOARD MEMBERS’ INDIVIDUAL
RESPONSIBILITIES**

Governance Process

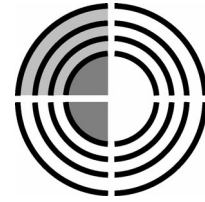
The individual and collective participation of its members is integral to the leadership success of the Board.

Therefore, each Board member is expected to fulfill the following responsibilities:

1. Attendance — As effective deliberations and decision-making require collaboration and participation, Board members are expected to attend Board meetings. Absence from more than two (2) of the Board’s six (6) regularly scheduled meetings in any Board planning year will constitute that member’s resignation from the Board.
 - A. In case of extenuating circumstances, a Board member may request a waiver to this provision. These waivers may be granted only by vote of the Board.
2. Preparation and Participation — Board members will review agenda materials in advance of Board and committee deliberations and will participate productively in discussions.
3. Members as Individuals — The CEO is accountable only to the Board as a whole, and not to individual Board members. Therefore, the relationship between the CEO and individual members of the Board, including the President, is collegial, not hierarchical.
4. Voluntarism — As the CEO is responsible for operational activities and results, members of the Board choosing, as individuals, to volunteer for operational committees or other operational functions are subject to the direct supervision of the CEO or responsible staff person.
5. Participation in Organizational Activities —
 - A. In addition to Board meetings, Board members are expected to attend the following events/functions:
 - i. Annual Membership Meeting
 - ii. House of Delegates meetings
 - iii. Board of Directors Retreat(s) – as scheduled
 - B. Board members are also encouraged to attend:
 - i. Pharmacy Nights
 - i. Other SCPhA events/functions.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



Governance Process

Policy 4.8 – BOARD COMMITTEE PRINCIPLES

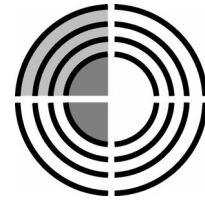
Board committees, when used, have one essential role—to strengthen and support the work of the Board as a whole. Board committees are not to interfere with delegation from Board to the CEO, or from the CEO to other staff.

Accordingly:

1. Board committees may be established to help the Board do its job, not to help, advise or exercise authority over staff.
2. Board committees most commonly assist the Board by undertaking activities not delegated to the CEO, by preparing policy alternatives and implications for Board deliberation, or by performing specific monitoring functions.
3. Board committees may not speak or act for the Board except when formally given such authority for specific and/or time-limited purposes. The Board will carefully state its expectations and committee authority (in the “Board Committee Structure” policy) in order not to conflict with authority delegated to the CEO.
4. Because the CEO works for the full Board, he or she will not be expected to obtain approval of a Board committee before an executive action.
5. This policy applies to any group formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members. This policy does not apply to committees formed under the authority of the CEO.



**SOUTH CAROLINA PHARMACY ASSOCIATION
GOVERNING POLICY OF
THE BOARD OF DIRECTORS**



Governance Process

Policy 4.9 – BOARD COMMITTEE STRUCTURE

A committee is a Board committee only if its existence and charge come from the Board, regardless of whether Board members sit on the committee. The only Board committees are those which are set forth in this policy. Unless otherwise stated, a Board Committee will cease to exist when its task is complete. Unless otherwise specified, the CEO, or his/her staff designee, will serve as a non-voting member of each committee.

1. Nominating Committee

A. **Product #1:** Per the Bylaws, preparation of a slate of up to two (2) candidates for each open Region Director position, for presentation to the membership at the House of Delegates, prior to March 1 of each year.

Product #2: Per the Bylaws, preparation of a slate of up to two (2) candidates for each open position (At-Large Director, Speaker-Elect, and President-Elect), for presentation to the membership at the House of Delegates, prior to March 1 of each year.

Product #3: Per the bylaws, on even-years only, preparation of a slate of up to two (2) candidates for the Treasurer position, for presentation to the membership at the House of Delegates, prior to March 1 of each year.

Product #4: Per the bylaws, preparation of a slate of candidates for each open Delegate position, for presentation to the membership at the House of Delegates, prior to March 1 of each year. The slate should include one candidate for each open position, plus at least one (1) additional candidate.

B. Authority: To incur costs not to exceed the amount approved by the Board annually.

C. Composition: *Chaired by the President-Elect. Also includes each Region Director (4) from the Board of Directors. Shall include additional members chosen by the Board of Directors at its August meeting (may include non-Board members).*

2. Audit Committee

A. **Product #1:** Confirmation of auditor's independence, and recommendation to Board for engagement of auditor — by no later than June of each year.

Product #2: Annual specification of scope of audit, prior to outside audit, consistent with Board monitoring schedule (3.4), including approval of any permitted non-audit services to be provided by the independent auditor.

Product #3: Assurance that the auditor has unfettered access to organizational management and records.

Product #4: Review with the independent auditor of any problems encountered performing the audit, of the audited financial statements, and of any management letter provided by the auditor.

Policy 4.9 – BOARD COMMITTEE STRUCTURE (CONTINUED)

Product #5: “Direct Inspection” (internal audit) monitoring of compliance with the Board’s fiscal policies (Financial Condition, Asset Protection, Budget, Compensation and Benefits), as directed/scheduled by the Board per the “Monitoring CEO Performance” Policy (policy 3.4).

Product #6: Recommendations for Board consideration regarding revisions to the Board’s fiscal policies.

- B. Authority: To direct work of outside auditors, to use management time as needed for administrative support, and to incur costs not to exceed the amount approved by the Board annually.
- C. Composition: *Chaired by the Treasurer. Also includes the Immediate-Past President and President-Elect. Only current Board members may serve on this committee.*

3. Legislative Affairs Committee

- A. **Product:** Options and implications for Board consideration regarding legislative effects to be pursued, or decisions regarding public positions.
- B. Authority: To incur costs not to exceed the amount approved by the Board annually.
- C. Composition: *Chaired by the Immediate Past President/Vice Chair. Also includes the President/Board Chair and President-Elect President. Shall include a minimum of seven (7) additional members, not currently serving on the Board, chosen by the Board of Directors at its August meeting.*

4. Executive Compensation Committee

- A. **Product #1:** Annual CEO compensation package alternatives for Board consideration. To be presented to the Board to allow for Board decision to be made in June, to be effective October 1st.
 - Product #2:** Accompanying the options for Board consideration, data as to comparable compensation for similarly qualified persons in functionally comparable positions at similar organizations.
 - Product #3:** Contemporaneous documentation and recordkeeping with respect to the deliberations and decisions regarding CEO compensation.
- B. Authority: To incur costs not to exceed the amount approved by the Board annually, to include compensation surveys and outside counsel to draft contract.
- C. Composition: *Chaired by the President/Board Chair. Also includes the Immediate Past President, President-Elect/Vice Chair, and Treasurer.*

5. Constitution and Bylaws Committee

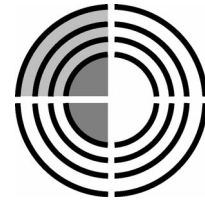
- A. **Product: #1:** Per Bylaws, upon receipt of proposal to amend Bylaws submitted with signatures of 15 active members, review of such proposal with recommendations to the Board of Directors.
 - Product: #2:** Liaison between the Board of Directors and the House of Delegates – ensuring all proposals for Bylaws amendments, whether recommended by members or the Board of Directors, are shared with the House

of Delegates, along with Board of Directors recommendations pertaining thereto.

- B. Authority: To incur costs not to exceed the amount approved by the Board annually.
- C. Composition: *Chaired by the Speaker-Elect. Also includes two (2) members chosen by the President/Board Chair each year at the August Board of Directors meeting (may include Non-board members).*

6. **Awards Committee**

- A. **Product:** Recommendations presented for the Board's approval each year in April, for categories and recipients of SCPHA's annual awards.
- B. Authority: To incur costs not to exceed the amount approved by the Board annually.
- C. Composition: *Chaired by the Immediate Past President. May include all, but must include at least three (3), of the previous year's award recipients.*



Policy 4.10 – GOVERNANCE INVESTMENT

The Board will consciously invest in its ability to govern competently and wisely.

Accordingly:

1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - A. Training and retraining will be used appropriately to orient new members and to maintain and increase existing Board member skills and knowledge.
 - B. Outside monitoring assistance, including fiscal audit, will be arranged as needed so that the Board can exercise confident control over organizational performance.
 - C. Outreach mechanisms will be used as needed to ensure the Board understands membership viewpoints and values.
2. Costs will be prudently incurred, but sufficient to ensure the development and maintenance of superior governance.
 - A. Monies for Board training, including publications, as needed as determined annually by the Board.
 - B. Monies each fiscal year for Board member travel/reimbursements (attendance at conferences, workshops, etc.), as needed as determined annually by the Board.
 - i. Board’s appointed delegates to APhA and NCPA will receive reimbursement up to two sessions (@\$600 per session attended) of the House of Delegates as well as up to \$600 of expense reimbursement for one alternate delegate.
 - ii. Board members will be reimbursed for half the room rate of a double occupancy room at the headquarters hotel for the number of nights of attendance, up to three nights at the Board of Directors Retreat.
 - iii. President and President-Elect will receive reimbursement for all expenses to attend the Southeastern Officers Conference. If any of above cannot attend, offer may be extended to others, as determined by the Board.
 - iv. Board members will be provided with complimentary VIP registration to the SCPhA Annual Convention along with “Education Only” registration to Southeastern Women of Pharmacy Leadership Conference (Spa) and Pharmacy Nights.
 - v. Current President shall receive:
 - a. \$5000-line item in budget to be used as follows:

Full registration costs to attend the following events: Southeastern Leadership Weekend (Spa), Southeastern Pharmacy Officers Conference, and APhA. Half the room rate of a double occupancy room at the headquarters hotel for three nights along with half of

Policy 4.10 – GOVERNANCE INVESTMENT (CONTINUED)

- your travel expenses (flight or mileage) will also be reimbursed. Food and Beverage will be at your own expense.
- b. A three-night stay at host hotel for the SCPhA Annual Convention along with one a full registration and an additional ticket to the Installation and Awards Banquet.
- vi. Incoming President shall receive:
- a. \$3000-line item in budget to be used as follows:
Full registration costs to attend the following events: Southeastern Leadership Weekend, Southeastern Officer’s Conference (NASPA retreat), and APhA. Half the room rate of a double occupancy room at the headquarters hotel for three nights along with half of your travel expenses (flight or mileage) will also be reimbursed. Food and Beverage will be at your own expense.
 - b. Registration for the SCPhA Convention will be covered and half the room rate and ½ the travel expenses will be reimbursed.
- C. Monies each fiscal year for audit and other third-party monitoring of organizational performance, as needed as determined annually by the Board.
 - D. Monies for surveys, focus groups and opinion analyses, as needed as determined annually by the Board.
 - E. Monies for Board-hosted ownership linkage/outreach events, as needed as determined annually by the Board.
 - F. Monies each fiscal year for Board meeting and retreat costs, as needed as determined annually by the Board.
 - G. Monies each fiscal year for Board committee functions, as needed as determined annually by the Board.
3. The Board will establish its governance budget for the next fiscal year each year during the month of August.