# Society of Surgical Oncology

## Policy and Procedures Manual

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MISSION STATEMENT

Improving patient care by advancing the science and practice of surgical oncology worldwide. (October 2010)

VALUE STATEMENTS

- Professionalism – Advocate for the cancer patient with integrity and ethical conduct.
- Quality – Foster quality through improved understanding of cancer biology and compassionate communication, optimizing outcomes across the continuum of cancer care.
- Lifelong Learning – Provide ongoing education in multidisciplinary cancer care.
- Leadership – Provide leadership to the public and health professionals on the importance of surgery in multidisciplinary cancer care and develop the discipline and its providers for the future.
- Discovery – Committed to innovation and fostering better patient care. (October 2010)

The SSO Executive Council is committed to this mission and will utilize these statements in all activities of the Society including budget development and committee activity for the next several years or until modified by the Executive Council. The question that should be asked by the SSO Executive Council every time a project or program is proposed is: “How does this advance the mission of the SSO?” It is also necessary for all Committees to follow this mission in the conduct of their activities. These will be the driving force behind all Committee charges from the Executive Council. (October 2010)

STRATEGIC GOALS:

- Education – Lead and promote scholarship and serve as the premier resource for surgical oncology.
- Research – Establish the SSO research agenda and outline opportunities to deliver that agenda to further the work of surgical oncologists.
- Policy and Practice – Provide members current and relevant material on practical issues.
- Administrative – Create an infrastructure that effectively manages the internal and external phases of the Society’s work.

These strategic goal areas will also be the focus of activity of the SSO and drive the annual budget and Committee activities and Council priorities until modified by the Executive Council.

The Executive Council WILL review all areas of the mission (what we do) and goal areas at least annually to ensure the activities of the SSO are appropriate for the members we serve.

If any aspect of the mission or goal areas are in conflict with the SSO Bylaws the Bylaws always take precedence. Any changes to the mission and goal statements require a majority vote of the full Executive Council. (October 2010)
ANNALS OF SURGICAL ONCOLOGY

Annual E-Only 14th Issue of the Journal
SSO will publish an annual e-only 14th issue in the publication schedule of the Annals of Surgical Oncology of up to 300 pages at a cost of $10,000/annually, beginning in 2012. (October, 2011)

SSO Annual Cancer Symposium Abstract Supplement to the Journal
The 2012 SSO Annual Cancer Symposium Abstract Supplement to the Annals of Surgical Oncology (Journal) would be offered only in electronic format, as a supplement to the Journal. (October, 2011)

Journal Executive Editor’s Annual Stipend
Effective January 1, 2012 the annual Journal Executive Editor stipend is set at $35,000/annually. (October, 2011)

Selection of Journal Publisher
SSO will periodically undertake an RFP for publisher of the Journal (Annals of Surgical Oncology). The Editor-in-Chief, Executive Editor, Treasurer and SSO’s Executive Director will form the RFP committee. The Finance Committee is responsible for developing related business plans for the operation of the publication. (October, 2011)

THE JAMES EWING FOUNDATION
The James Ewing Foundation (JEF) serves as the Society’s sole fundraising arm. The JEF President, as an Ex Officio member of the SSO Executive Council is invited to all Executive Council meetings and teleconferences. (October 2011)

JEF/SSO Memorandum of Understanding
1. JEF and SSO define their legal relationship via a memorandum of understanding (MOU) and established an administrative structure as a self-managed and independent organization. Key points of the MOU include:
   - SSO has agreed to contribute up to $150,000 to JEF to support its 2013 activities to ensure that the JEF does not operate in a deficit situation. The MOU indicates that every year after 2013, a SSO contribution may be determined in the 4th quarter based upon a review of the JEF budget. JEF’s goal is to move toward a self-sustaining financial model.
   - An administrative and programmatic component of funds raised will be allocated to JEF. The percentage or amount of the component provided will be determined by the agreements or contracts between the funding entities and the JEF. It is anticipated that the component will be in the 10% range. (March, 2013)
THE EXECUTIVE COMMITTEE

The SSO Executive Committee includes the President, President-Elect, Vice President, Secretary, Treasurer, Immediate Past President, and the Executive Director (ex officio without vote)

EXECUTIVE COUNCIL - ROLES AND RESPONSIBILITIES

Following are the broad areas of responsibility of the SSO Executive Council. If any of these areas are in conflict with the SSO Bylaws, the Bylaws always take precedence.

Leadership

- Scan the environment for impact on SSO activities
- Identify issues for action
- Plan regularly
- Evaluate the performance of the Council and the SSO committees and SSO staff
- Build relationships with relevant oncology organizations
- Create a shared mission and communicate same with the membership regularly

Planning

- Understand the mission, goal area objectives and support the direction
- Establish organizational priorities
- Receive regular reports on the progress in implementing the strategic plan
- Update the strategic plan annually
- Update the members

Organization responsibilities

- Assure financial soundness and allocation of fiscal resources through the annual operating budget
- Evaluate the governance structure and processes
- Determine types and sizes of committees
- Approve annual committee charges consistent with the plan
- Hold committees and staff accountable for implementation of policy and activities
- Enhance public image – speak on behalf of the organization
- Identify and develop future leaders
- Be a policy-setting Council not an operational Council
Participation
- Give the necessary time and expertise
- Attend and prepare for meetings
- Understand and do assignments
- Ask questions
- Support the Executive Council leaders and policies determined by the Council

Respect other Council members
- Focus on issues not personalities
- Maintain professional and ethical standards
- MAINTAIN CONFIDENTIALITY
- Declare conflicts of interest, both intellectual and fiscal

Work with staff
- Respect and support staff
- Support the Executive Director’s professional development
- Allow the Executive Director and staff to manage office activities and implement policy
- Regularly (at least annually) evaluate the performance of the Executive Director and hold him/her accountable for policy implementation
- Hire and fire the Executive Director (only)

COUNCIL PRIORITIES
Following are the four key actions and responsibilities of the Executive Council:
1. To identify and approve outcomes to be accomplished.
2. To ensure the resources that are necessary for achievement are available and used efficiently.
3. To make sure the desired outcomes are being achieved.
4. To evaluate the effectiveness of the outcomes in achieving the SSO mission.

To accomplish these responsibilities and provide leadership to the Society, it is important that Council meetings be effectively and efficiently planned and conducted and that the policies and rules are followed whenever possible. Effective Council meetings lead to good decision making and informed decision making. (October 2011)

COUNCIL MEETINGS, SCHEDULES AND AGENDAS
The President will set the schedule for all Council meetings one year in advance. All Council members are expected to participate. The Council schedule will also be sent to all Committees and
Task Forces so they are aware of the schedule and the deadlines for Reports and Recommendations. The schedule is as follows:

1. Date of Council meeting set at least six (6) months in advance and call to meeting sent two (2) months prior to the meeting date.

2. Deadline for ALL reports scheduled to be reviewed by the Council at the scheduled meeting due THREE WEEKS prior to the date. NO EXCEPTIONS. This includes action items, information items and other Council meeting data.

3. Agenda preparation and assembly will be coordinated by the Executive Director in conference with the President.

4. Council agenda and background reports sent to the Council members 10 days prior to the meeting via UPS/Fed Ex two day service or email. (October 2011)

**Agenda Guidelines (See Appendix 1 for Sample Agenda)**

All Council agendas will have a consent agenda, action agenda and information/discussion agenda (see Agenda Book Guidelines policy). Reports and recommendations will be included in one of these agendas. All Council meetings will have a time schedule for discussion on all items. The President and Executive Director may alter the format to fit the schedule and issues at hand. Council members are expected to be present for the full duration of the meeting. All Agendas including background, agenda timing and action items for the agenda are approved by the President with assistance from the Secretary as needed and senior staff. (October 2011)

**AGENDA BOOK GUIDELINES**

**Consent Agenda**

This agenda has many routine items and issues which might have been previously discussed and while important they can be approved as a whole. Council members can remove items individually for further discussion later in the meeting by simply asking for removal and there is no discussion or vote on this request. The Consent Agenda is then moved and acted upon as a whole by the Executive Council. (October 2011)

Items in the consent agenda might include the following:

- Minutes from the prior meeting
- Membership Approval Process
- Appointments to committees or liaison positions
- Correspondence for information to be received or referred
- Reports not requiring action but to be received by the Council

**Action Agenda**

This agenda contains written reports with specific recommendations for action by the Executive Council. This agenda should constitute the majority of time by the Council at most Council meetings. No report for action goes into this agenda unless it has specific recommendations with
appropriate decision making data and information and it has been received by the Council at least a week prior to the Council meeting. Format for this report is in the Appendix of the Committee Handbook, and is called “Guideline for Committee Action Proposals.” (October 2011)

Items for the action agenda might include the following:

- Specific policy recommendation from a Committee or Task Force
- Specific recommendation to create a new program (with business plan) from a Committee or Task Force
- Specific recommendation to invest in infrastructure, etc.

**Information/Discussion Agenda**

This agenda contains committee informational reports or requests for Council clarification from Committees which are referred back to the Committee. Council members might also ask for clarification on some matters during this discussion. However, there is no action by the Council on specific matters. (October 2011)

Items for the information agenda might include:

- Minutes from Committees or Task Forces with no recommendations
- Correspondence requiring no action, but of interest to the Executive Council
- Information on other meetings of other organizations

These three agendas constitute the background for all Council meetings and Council Conference calls and the accompanying agendas.

**Executive Session**

From time-to-time the Executive Council may need to address a matter in confidence. This would include items such as litigation, certain personnel matters, membership discipline, etc. In such cases a motion duly made and seconded to move discussion into executive session (with note regarding retention of the Executive Director and/or other parties in the discussion) is appropriate. If such motion is carried, the group can conduct its discussion comfortably with the assurance that all parties are committed to the confidentiality of the matter. Any actions of the Council related to the matter can be undertaken (motion duly made and seconded and voted on) within the protection of executive session.

Once the group’s work in executive session is complete, a motion duly made and seconded to move discussion out of executive session is proper. Upon reconstitution of the meeting (i.e., those present who were excluded from the executive session returned to the meeting) a motion to ratify action(s) taken in executive session is proper.

Per Robert’s Rules of Order, members of the Executive Council and any other persons included in such executive session discussions shall know and understand that violation of the confidentiality of executive session discussion may lead to discipline up to and including expulsion from the Executive Council. (March 2012)
Council Minutes

Minutes from Council meetings are completed within 10 working days of the Council meeting and circulated to the Executive Council and Committees and Staff. The President and Secretary approve all minutes prior to distribution. The Council minutes should be approved at the next meeting of the Executive Council. (October 2012)

Executive Session Minutes

When an Executive Session is called, only Council members may be in attendance unless the President specifically requests participation by a non-voting person or staff member. Actions from Executive Sessions will be shared with others by topic and final action only. The Executive Council should adjourn the Executive Session and return to the open meeting at which time a motion should be offered to approve all actions taken in the Executive Session. (March 2012)

HEADQUARTERS

Executive Director Evaluation

The Executive Director (ED) and SSO Executive Committee will meet annually (in person or by conference call) to identify and agree upon performance objectives. The following process will be followed.

Each year, on approximately December 1, the ED will provide a self-assessment and documents needed to assess performance objectives to the Executive Committee. Prior to January 15 the Executive Committee will provide the ED with her annual evaluation and discuss fulfillment of the performance objectives. Annual compensation will be based upon the evaluation; fulfillment of performance objectives will determine if a bonus will be paid and the amount. Such decision will be communicated to the ED in order for incentive compensation to be reflected in the February 15 payroll.

The discussion will also serve as the basis for development of the next year’s objectives, which may deal with any of the following topic areas:

- Governance
- Financial
- James Ewing Foundation/fundraising
- Programmatic
- Membership – growth, retention, service enhancements
- Communications – Web, overall society initiatives, interaction with other relevant groups/publics
- Professional Growth

Personnel Manual

As an employer, SSO shall establish and publish appropriate personnel policies to protect the employer-employee relationship. The Executive Director shall work with appropriate consultant(s)
and legal counsel to develop such policies. Matters such as employment conditions, employee benefits, performance standards, etc., shall be included in the SSO Personnel Manual. Upon approval by the Executive Council, the SSO Personnel Manual will be distributed to all employees. A current copy of this document shall be kept on file in the office of the Executive Director. (March 2012)

**401(k) and 457(b) Plans**

The SSO Finance Committee will oversee the administration of any employee benefit retirement and/or deferred compensation programs. As such, both the 401(k) plan (Sept 2012), as well as the 457(b) plan (March 2013), shall be reviewed and appropriate actions taken by the Finance Committee as needed.

**Staff**

Overview: The staff of the SSO is the glue that holds the organization together. Leadership and committees change, but the staff, if doing their job, continue to guide and assist the growth and direction of the Society.

Led by a chief staff person (Executive Director hired and evaluated regularly by the Executive Council) and a staff complement hired and evaluated regularly by the Executive Director, this team is central to long term viability of the SSO.

It is important that there be mutual respect for each other’s roles between the staff and Executive Council. The staff does NOT set policy. Only the Council sets policy and organizational priorities.

Similarly the Council does NOT implement policy, hire or fire staff (other than the Executive Director) and does not interfere in staff operations. The Council DOES evaluate the Executive Director annually and holds staff accountable for implementing programs and activities in an effective and efficient manner.

It is expected that the Council support continuing education of staff and provide the resources for salary and benefits which are competitive in the area marketplace. (October 2011)

**PARLIAMENTARY PROCEDURE**

Parliamentary procedure is not emphasized. Although there is a summary of Roberts Rules of Order available at each Council meeting, the Council has informally agreed not to be bound by parliamentary procedure if it impedes meaningful dialogue. The minutes reflect final Council action on all matters.

**EXECUTIVE COUNCIL MEETINGS**

It is critical that all Council Members adhere to the following leadership practices:

- Council members remain informed on issues and information between SSO Council meetings.
- Council members are expected to participate in all Council meetings and Conference calls.
- When reporting to the Council, adherence to time allocated is important so the Council may complete the agenda in a timely manner.
• Council members are encouraged to articulate a point of view. When a Council member is in agreement a brief statement of support is all that is required.

• Occasionally social gatherings occur in conjunction with the Council meeting – it is important for Council members to participate if possible.

• At the discretion of the President, business casual/casual attire is appropriate for all Council meetings.

• Diversity of opinion is a strength of the SSO and Council members should strive to appreciate different points of view on issues based on a member’s practice and situation. (October 2011)

FINANCE

Budget Development and Approval

The Executive Council approves the annual budget developed by the Finance Committee, Treasurer and Executive Director. Input from the Strategic Plan will be incorporated in the annual SSO operating budget because it identifies SSO priorities for the coming year.

The fiscal year of the Society is the calendar year. SSO budgets will be reviewed and approved by the Executive Council at least one month prior to the start of the fiscal year. Once finalized the operating budget is a significant management tool for implementation of SSO programs and services specifically and the strategic plan more generally.

Changes to the budget may occur during the fiscal year. Changes must be approved by the Finance Committee and submitted to the Executive Council for final approval. Only when authorized by the Council is a budget change authorized. (October 2011)

Unbudgeted Expenditures

The SSO Executive Committee is authorized to review and approve unbudgeted expenditures of up to $15,000 on matters which require timely attention and arise in between regularly scheduled meetings of the Executive Council. Such authorizations will be reported to the Executive Council at its next regular meeting or teleconference. (May, 2012)

Signatory Authority

The Executive Director can sign checks up to $10,000; all checks above $10,000 require the additional approval/signature of the SSO Treasurer. (March, 2012)

Reserve Fund Policy and Funding Amounts

Following is SSO’s policy on allocation of key Reserve Funds. The approved funding amount for each fund is based on a total current reserve, as of May 2012, of $4.5 million. (May 2012)

Permanent Reserve Fund

A reserve position is to be maintained for a catastrophic event, to be used by the Society only in an extreme emergency that cannot be funded from the current year’s Operating Budget. The Permanent Fund is to be invested in accordance with the priorities of the Finance Committee and the Executive Council.
The Permanent Fund will begin at an amount equal to one year’s Operating Budget, minus the pass-through amount of the CIA awards. The balance in the Permanent Fund will be adjusted annually to equal the amount of the Operating Budget for the preceding calendar year. Adjustments to the Permanent Fund will come from investment income, excess revenue from the Operating Fund, and/or income from the R&D Fund. Money expended from the Permanent Fund must be approved by a two-thirds vote of the SSO Executive Council.

Initial Permanent Fund allocation for 2012: $3.2 million (May 2012)

**Research and Development Reserve Fund (R&D Reserve Fund)**

A reserve position is to be established and maintained for new projects and programs for the SSO membership.

- Any new proposals for funding from this fund must have a complete business plan that covers the project including link to the strategic plan, project scope, reasons for the project, pros and cons, timelines for completion, responsible oversight (committee, staff, individuals).
- The business plan must include an anticipated timeline for repayment of the funds to the SSO, not to exceed 5 years.
- All proposed projects will be reviewed by the Executive Council. Approval will require a two-thirds vote in favor.
- Additional dollars for the R&D fund will come from investment income, repayments from successful projects, and excess revenue in the Operating Budget, above that required for the Permanent Fund.
- The expenditures and revenues of the R&D fund will be reviewed and approved annually by the Finance Committee and the Executive Council.
- The level of funding of the R&D Fund will be reviewed and adjusted if necessary by the Executive Council annually.
- Initial R&D Reserve Fund in 2012: $750K (May 2012)

**Annual Operating Budget**

The SSO Annual Operating Budget for any given fiscal year is linked to the priorities of the SSO strategic plan. It is approved by the Executive Council based on recommendations from Committees, Executive Director and Finance Committee, based on anticipated annual expenditures for the year. It will change annually based on needs, programs and services required to direct and run the Society. (October 2011)

**ANNUAL CAPITAL EQUIPMENT BUDGET**

The SSO Annual Operating Budget shall include an annual Capital Equipment Budget. It is approved by the Executive Council based on recommendations from the Executive Director and Finance Committee. Capital equipment items shall include those with multi-year life span which will be depreciated over the course of the life of the item(s).

Approved 2012 Capital Equipment Budget: $575K (October 2011)
FINANCIAL REPORTING

Following are the financial reporting policies of the SSO Executive Council:

1. An annual audit of the books and records of SSO will be performed by an independent auditor and made available to the Executive Council as soon as possible after the close of the fiscal year for review and approval.

2. The auditor will also prepare a management letter relative to findings during the audit that may impact operations, efficiencies as they relate to financial policy and other matters as deemed appropriate. The letter will be reviewed with the Executive Director but sent to the Executive Council with comment only from the Executive Director, if needed. This letter will be reviewed in Executive Session by the Council and the Auditor, if needed.

3. A monthly balance sheet will be provided to each member of the Finance Committee and to the President.

4. No less than monthly financial reports will be made available to all members of the Executive Council and will include:
   - Balance sheet information
   - Current financial statements
   - Position compared to budget – year to date
   - Investment updates
   - Membership numbers
   - Other matters as deemed necessary

5. All information required by federal or state law to be disclosed will be made available as specified, if necessary.

The financial policies and positions will be reviewed annually by the Treasurer and the Executive Director to ensure accuracy and to recommend changes for consideration by the Executive Council. (October 2011)

INVESTMENT POLICY

Purpose: The purpose of this statement is to establish the investment policy, objectives and asset allocation for the Society of Surgical Oncology (SSO).

Investment Policy: Investments shall be readily marketable and diversified. Primary emphasis will be on long-term growth of principal through capital appreciation and income, to preserve principal after inflation, and to ensure perpetuity of income, Marketable securities will be utilized after adequate provision for operation funds.

Investment Objective:

- 6% per annum of the average (mean) principal balance for the prior three fiscal years, plus
- The increase in the cost of living for the prior twelve months.
**Asset Allocation:** It will be general policy to diversify investments among equity and fixed-income securities. As a long-term guideline, it is expected that up to 70% (60% target) of the funds will be invested in equities and up to 30% (40% target) in fixed-income. Both equity and fixed-income Bernstein managers can vary the percentage of cash equivalents from zero to fifty percent.

The asset allocation will be reviewed annually at calendar year end and investments will be rebalanced, if necessary. Every effort will be made to rebalance the funds opportunistically, as monies are either added or withdrawn. The equities may be invested utilizing different investment strategies.

- **Equities:** Investments in private placements, letter stock and uncovered options, short sales, margin transactions, or other specialized investment activities are prohibited without prior written consent.

- **Fixed-Income:** Investments will be limited to U.S. Government Treasuries and Agencies, and Investment Grade Corporate Issues. The average maturity will not exceed 10 years. The exposure percentage can be up to 100% of the portfolio.

- **Cash and cash equivalents:** Cash and cash equivalents are to be composed of deposits in highly-rated commercial banks, money market accounts, U.S. Treasury Bills, commercial paper, bank repurchase agreements or accounts in governmental agencies, with a high sensitivity to security and liquidity.

- With the exception of obligations of the U.S. Treasury, securities of a single issuer should not exceed 10% of a given portfolio, at cost.

**Investment Staff Guidelines:** Investment staff will have full discretion to invest the assets of SSO consistent with SSO’s objectives and guidelines. Each investment staff shall provide a report at least quarterly. Each staff’s performance, as well as a composite performance for the entire portfolio, will be reviewed on a total return basis for the varied time periods. The returns will be reviewed in context of SSO’s objectives, relevant market indices and the performance of comparable funds (a peer group), as directed by SSO. In addition, each staff will be available to meet with SSO annually, or as required. (October 2011)

**MEMBERSHIP**

**Approval of Membership**

The approval of all new SSO members rests with the Membership Chair. A list of approved members will be included in the Consent Agenda of the Executive Council meeting/teleconference immediately following such approval. (October, 2011)

**TRAINING**

**Program Approval Authorizations**

The approval of all new SSO Training Programs rests with the Training Committee Chair. A list of approved programs will be presented in the Consent Agenda of the Executive Council meeting/teleconference immediately following such approval. (October, 2011)
ACGME Approval of Surgical Oncology Programs

In light of the impending implementation of the new Certificate of Subspecialty in Complex General Surgical Oncology, SSO does not support a two-tiered system surrounding review and approval of surgical oncology training programs. SSO will encourage all SSO-approved training programs to seek ACGME approval when the new system is in place. (October, 2011)

TRAVEL AND EXPENSE REIMBURSEMENT

Insurance

SSO shall carry travel accident insurance for Council members, Committee members and staff when traveling on official SSO business. This accidental policy provides 24 hour accidental death and dismemberment coverage for up to $100,000 for travel on officially-designated SSO business. (October 2011)

International Representative to SSO

To help to partially offset travel expenses incurred by the Executive Council international representative to participate in SSO Executive Council meetings and teleconferences, $3,000 will be allocated annually. (May, 2012)

Travel and Expense Reimbursement (See Appendix 2 and 3 for Sample Forms/Guidelines)

It is the policy of the Society of Surgical Oncology to reimburse members and employees for reasonable expenses incurred while traveling on Society related business. Original receipts for all reimbursable expenses greater than $25 must be attached. (October 2011)

Transportation:

1. Regarding air travel, domestic travel will be reimbursed at coach class fare. It is expected that all SSO members and staff will do advance-purchase ticketing to obtain the lowest airfare for that trip (usually 3-4 weeks ahead), including Saturday stay-over if applicable. Trip cancellation insurance is advised for non-refundable airline tickets.

2. With prior approval, overseas travel may be reimbursed at business class airfare.

3. Privately-owned or rented vehicle transportation used instead of air travel will not exceed cost of airfare to the same destination, and is reimbursable at $.55.5/mile. Compact or intermediate class (whichever is the lower rate) rental vehicles are reimbursable. “Collision Damage Waiver” insurance should be obtained and is reimbursable for that class vehicle. (October 2011)

Living Expenses: Standard mid/high grade hotels (but no luxury hotels) should be used when traveling on Society business. Unauthorized accompanying individual expenses (e.g., spouse) are at member’s expense. Reasonable meal charges are reimbursed. Excess amounts should be substantiated by explanatory note.
It is expected that members will exercise discretion in selection of hotel accommodations, meals and transportation. Individuals are free to upgrade any category at their own expense. All personal expenses, including entertainment, are at member’s expense. (October 2011)

**Tax Information**

Each year, members of the leadership will be asked to submit their tax ID number to SSO Headquarters. Such information must be on file in the office in accordance with IRS rules prior to making any expense reimbursements. (October 2011)

**CONFLICT OF INTEREST POLICY (See Appendix 4 & 5 for Sample COI Forms)**

**Purpose and Applicability** As a leading surgical organization in the nation, the Society of Surgical Oncology (“SSO”) holds a unique position as the representative of patients and surgical oncologists on issues that affect the health of all Americans. In formulating its policies, SSO seeks the involvement of trusted, knowledgeable individuals, and encourages the expression of diverse views on important health issues facing Americans now and in the future.

SSO’s Executive Council (“Council”), officers, and committee and task force members bring to SSO expertise drawn from their diverse knowledge and backgrounds. SSO recognizes that, at times, the diverse background and activities of its directors, officers and committee and task force members may conflict with SSO’s interests and activities. Directors and officers hold a special position of responsibility to SSO, and owe a fiduciary obligation to act in SSO’s best interest. Members of committees and task forces are an integral element of SSO’s decision-making process, and have a responsibility to place the achievement of SSO’s goals and mission above their personal interests. Conflicts of interest may be financial in nature or may result from leadership positions in other organizations whose sphere of interest overlaps with that of the SSO.

Although not elected, senior staff is also expected to serve SSO’s best interests. Conflicts of interest may arise from senior staff’ affiliations with other organizations, or from other personal activities. It is important for the Council to be aware of any affiliations or activities which may raise conflicts, as senior staff are responsible for advising the Council and making recommendations on SSO policies and activities.

This Conflict of Interest Policy (“Policy”) strives to insure that directors, officers, senior staff and committee and task force members will serve SSO’s best interests, and will not be influenced by or act upon their own personal interests contrary to SSO’s interests. In order to insure that all individuals participating in SSO decisions and activities are governed by consistent guidelines, this Policy shall apply to directors, officers, senior staff, members of committees and task forces, and other individuals participating in SSO decision-making activities (collectively “SSO Leadership”). (October 2011)

**Disclosure of Conflicts**

In order to identify and to resolve potential conflict of interest situations, the following disclosures are required:
1. SSO Leadership shall complete and sign a Conflicts of Interest Certification in the form of Exhibit A (Appendix 4). The Conflicts of Interest Certification shall be filed at the onset of the individual’s term as council member, officer, committee or task force member, or with respect to senior staff upon the commencement of their position with SSO.

2. SSO Leadership shall also complete and sign a Conflicts of Interest Certification annually at the time of SSO’s annual meeting.

3. In addition to the Conflicts of Interest Certification, SSO Leadership shall promptly report in writing the existence, or potential existence, of any new conflict of interest not disclosed on the Conflicts of Interest Certification. The report shall be made to the Executive Committee of the SSO Executive Council, and to the Council, committee and/or task force on which the disclosing individual participates that is subject to the conflict or potential conflict.

4. The disclosure of all facts pertaining to any transaction subject to any conflict of interest or potential conflict of interest shall be made before SSO consummates the transaction.

5. Conflicts of Interest Certifications and interim conflict reports (provided in accordance with the preceding paragraph C) will be reviewed by the SSO Executive Committee, and any suspected conflicts of interest shall be reported promptly to the Council.

6. The SSO Executive Committee will verify annually that Conflicts of Interest Certifications have been filed and approved by the SSO Leadership, and shall file a report with the Council annually of the results of the review of the Conflicts of Interest Certifications. (October 2011)

**Administrative Action in Response to Disclosed Conflicts of Interest**

The Council, when appropriate, shall rule on the propriety of transactions referred to it involving a possible conflict of interest. Prior to any such ruling, the SSO Leadership member will be provided an opportunity to communicate with the Executive Committee concerning the transaction in question. The Executive Committee shall recommend to the Council the administrative action required to avoid a conflict of interest.

The Council shall take action on any actual or potential violation of this Policy by an SSO Leadership member to ensure that a conflict of interest does not arise or does not continue. In addition to any legal penalties, such action may include, but shall not be limited to, oral admonishment, written reprimand, resignation, restitution, and/or expulsion from SSO. (October 2011)

**Policy Oversight**

The Executive Committee shall monitor and oversee the application of and adherence to this Policy; recommend changes to the Policy when appropriate; conduct an annual review of policies and procedures implemented for the purpose of identifying and handling conflicts of interest; and take such actions and perform such duties as are otherwise required. (October 2011)

**Example Conflicts**

For purposes of guidance in applying this Policy, example conflicts of interest are set forth in Exhibit B (Appendix 5) to this Policy. (October 2011)

**Distribution of the Policy**

All SSO volunteers shall be given a copy of this policy. (October 2011)
COMMITTEE/TASK FORCE APPOINTMENTS AND CHARGES

The Executive Council has a primary responsibility to appoint and charge SSO Committees and Task Forces (if not in conflict with the Bylaws). This is a critical component of the Council’s work.

All Committee information is found in the Committee Handbook; however, the Council must review Committee charges and responsibilities at least annually to ensure compliance and consistency with the SSO Strategic Plan.

All Committee members must be members in good standing of SSO. Committee/Task Force members not in good standing are required to step down immediately. If they become members in good standing, the Council must approve reinstatement to the Committee or Task Force.

All Committees are required to prepare at least an Annual Report for the Council outlining their work for the year. As requested by the President, Committee Chairs will be asked to present in person to the Council on issues as identified. Reports and their form for the Action Agenda for the Council will follow the format outlined in the Committee Handbook, which is called “Guideline for Committee Action Proposals.” (October 2011)

Committee Structure

SSO Committee and Leadership Structure is summarized below. (October 2011)

- 3 major Groups containing 14 committees
  - Executive/Administrative Group
    - Primarily responsible for internal affairs and societal function
    - 4 committees
  - Member Services Group
    - Oversight and expansion of societal services
    - 4 committees
  - Education Group
    - Reflects our mission, aligns related activities
    - 6 committees and 2 subcommittees
  - Direct Reporting Function to Executive Council
    - JEF
    - Annals of Surgical Oncology – relationships with Editor & Publisher
Committee Organizational Diagram

MEMBERSHIP

Dues Waiver Policy

Any member requesting a dues waiver or adjustment must apply in writing and describe the circumstances justifying the need for a dues waiver. Requests will be reviewed by the Membership Committee and a recommendation forwarded to the Executive Council for a vote. (October 2011)

Membership Disciplinary Hearing Process

If any member is, in good faith, believed to have violated the principles of Medical Ethics or the Bylaws of this Society, or to be otherwise guilty of conduct justifying censure, suspension, or expulsion from this Society, any member may prefer charges against him or her. The form of such charges and the rights, responsibilities and obligations of all parties involved in the filing and consideration of such charges shall be as hereinafter set forth in this section; provided, however, that the extent the provisions in this section are in conflict with applicable law, the provision of applicable law shall supersede this Policy and Procedures Manual.

Filed charges must be in writing and signed by the accuser or accusers and must state the acts or conduct complained of with reasonable particularity. Such charges must be filed with the President of the Society. At the first meeting of the Council held after the filing of said charges, said charges must be presented to the Council. The Council shall then, or at any adjournment of said meeting but not more than thirty (30) days thereafter, consider the charges and shall either dismiss them or shall proceed as hereinafter set forth.
If the Council fails to dismiss said charges, it shall within fifteen (15) days thereafter cause a copy of the charges to be served upon the accused by registered mail. The Council shall also and at the same meeting fix a time and place for hearing said charges, and the accused shall be notified of the time and place at the same time and in the same manner as provided for the servicing of the charges. The time set for said hearing shall not be less than fifteen (15) days nor more than six (6) months after service of charges.

The accused may answer in writing, but need not do so. Failure to answer shall not be an admission of truth of the charges or a waiver of the accused rights to a hearing.

The Council shall, after having given the accuser and the accused every opportunity to be heard, including oral arguments and the filing and consideration of any written briefs, conclude the hearing, and within thirty (30) days thereafter shall render a decision. The affirmative vote of a majority of the members of the Council present and voting shall constitute the verdict of the Council by which such vote may exonerate, censure, suspend, or expel the accused member. The decision of the Council shall be expressed in a resolution which shall contain no opinion and shall be signed only by the President of the Council and its Secretary. Any member of the Council not present for the entire time of the hearing shall not be entitled to vote.

Censure shall mean a reprimand by the President of the Council administered to the accused in the presence of said Council. No member shall be suspended for more than one year, and at the expiration of the period of suspension shall be reinstated to membership upon application and the payment of dues accrued during the period of suspension. The decision of the Council shall be final, except as provided hereunder.

Any member who has been censured, suspended, or expelled may appeal such action within six (6) months after notice thereof is given by the Society. The jurisdiction of the Council shall extend only to matters of procedure and law and not of fact. The Council shall fix a time and place for the hearing of the appeal and after giving the appellant, and representatives from whose decision he or she appeals, reasonable opportunity to be heard, shall by a majority vote either sustain or reverse such censure, suspension or expulsion. The decision of the Council shall be final. (October 2011)

**LEGAL ACTIVITY GUIDELINES**

The Society of Surgical Oncology may elect, at the request of a member or committee and approval of the Executive Council, to participate in a legal matter, including litigation which promotes the common business of the Society and is directed to improve the specialty of Surgical Oncology. The SSO will not perform particular services for individual persons.

Participation may take several forms i.e. monitoring, providing legal advice, appearing as amicus curiae, intervening in or initiating litigation, of other legal activity as appropriate.

Approval by the Executive Council will be for prospective activities and expenditures only, and will not be given for reimbursement of fees or expenses already incurred.

Criteria will include but not be limited to the following:

1. Applicability to SSO members
2. Impact of this issue on surgical oncology or quality of care
3. Uniqueness of SSO role
4. Support of SSO priorities and purpose
5. Likelihood of positive outcome
6. Consequences of negative outcome

Individuals or committees requesting participation from SSO should provide an analysis of how this issue(s) addresses the above criteria. (October 2011)

ENDORSEMENT POLICY/GUIDELINES

The SSO may endorse a program, product, service or other activity developed or promoted by a person or organization other than SSO. Such endorsement shall abide by the following guidelines:

1. A request for endorsement should be submitted in writing to the President or Executive Director and clearly define the benefits which should accrue to the Society and its membership. Failure to elaborate will result in no action on the request.

2. If the President and Senior Staff person feel such an endorsement may indeed be beneficial they may refer it to a committee or task force for further review and recommendation to the Executive Council.

3. The SSO may charge a fee, royalty or honorarium for reviewing and endorsing the item/request.

4. Endorsement is for one year but may be renewed or rescinded as appropriate by the Executive Council.

5. “Endorsed by SSO” is a statement that may be affixed to an item properly endorsed by the Council and indicates that the endorsed item is considered of high merit and of substantial value to surgical oncology specialists, their patients, or other individuals as it relates to the field of surgical oncology. This imprimatur does not convey singularity of the item or a sense of exclusivity, but merely that it is an item of high merit and benefit to the specialty of surgical oncology. (October 2011)

CRISIS COMMUNICATION PLAN

Crisis: An unstable or crucial time or state of affairs whose outcome will make a decisive difference for better or worse.

Crisis Management: Special measures undertaken to solve problems caused by crisis (Webster’s Dictionary).

The basic steps of effective crisis communications require advance work in order to minimize damage. The slower the response, the more likely damage will occur. The following plan may assure SSO is properly prepared when a crisis occurs.

1. Create a Crisis Communication Team – President, President-Elect, Executive Director, Legal Counsel, Committee Chair (to be determined based on the issue at hand).

2. Stakeholders – prepare a list of potential stakeholder, names, addresses, email addresses, and phone numbers to be used when needed (Exhibitors, Legislators, Government officials, Media etc.)
3. Spokespersons – only certain individuals are authorized to speak for SSO in an emergency. They are in order of priority – President, President-Elect, Executive Director.

4. Create generic responses for use immediately after notification of a crisis. These responses could be used as the team receives additional information and prepares in depth responses.

5. Key messages – Once a generic response is issued, the team will develop crisis-specific messages required for any given situation. It is important that efforts to accomplish this be done within 24 hours of the crisis.

6. Ongoing work – any crisis may last for a short period of time or for an extended time frame lasting weeks or months. The SSO thru the TEAM will provide follow-up information on an ongoing basis.

It is imperative that SSO leadership develop a crisis plan – in order to decrease the number of decisions that need to be made and allow time for key decision making and not the development of a crisis plan. (October 2011)

**USE OF LETTERHEAD AND LOGO**

Following are suggested guidelines regarding the use of SSO letterhead stationery and logo:

1. SSO letterhead and logo will be available to the President, President-elect, Secretary, Treasurer and staff of SSO.

2. SSO letterhead and logo will be distributed by the SSO office only and may not be reproduced by officers or directors.

3. Officers with access to the letterhead or logo may not use that letterhead or logo for personal communication.

4. Only SSO policy and positions approved by the Executive Council may be communicated. Personal views on subjects or issues may not be circulated on SSO letterhead or with the SSO logo displayed.

5. The preferred method of communication is through the SSO office to ensure that staff is appropriately aware of any actions taken. When circumstances dictate that an officer needs to directly send a communication on SSO letterhead, a copy should be sent to the SSO office for information. (October 2011)

**LIAISON PROGRAM**

The Society of Surgical Oncology maintains formal and informal relationships with surgical, medical, allied health providers, government and third-party payers, international groups, scientific and research organizations and others important to the practice of Surgical Oncology. This program facilitates communication of information and strengthens the role of SSO in the provision of high quality medical and surgical care.

These relationships are reviewed annually by the Executive Council. Existing relationships are discontinued if no longer necessary. New relationships are initiated to maintain a leadership role. (October 2011)
Request for Collaborative Opportunities

In the interest of pursuing more cooperative relationships with other medical or surgical organizations, requests from interested surgical oncology and/or subspecialty organizations to develop collaborative programs and/or projects in conjunction with the SSO should be expressed in writing to the SSO President, be vetted by SSO Legal Counsel, as appropriate, and be aligned with the Society’s business interests.

The general objectives of the Liaison Program are:

1. To enable SSO to have a leadership role in surgical oncology policy development and implementation.
2. To initiate, maintain and strengthen cooperative relationships.
3. To communicate essential information about surgical oncology to appropriate organizations and convey information back to the Society from those organizations.
4. To strengthen the visibility of surgical oncology before the health care profession and public and to promote greater awareness of surgical oncology.
5. To increase the knowledge, understanding, and expertise of SSO leaders and members in the political process of organized medicine and government.

The President appoints liaison representatives, confirmed by the Executive Council, for one year terms or for the term required by the other organization. Key questions used to determine suitability for appointment include:

1. Is the individual the appropriate representative to the organization?
2. Does the liaison representative want to be appointed/reappointed?
3. Will the liaison representative attend the appropriate meetings?
4. Did the representative submit timely and appropriate reports?
5. Does the liaison relationship support the mission and objectives of the SSO?
6. Does the liaison representative recommend this relationship continue? Why or why not?
7. Which SSO committee is most concerned with this organizational relationship and how does the liaison representative relate to this committee? (October 2011)

POSITION STATEMENTS

Any position statements must be approved by the Executive Council. Position statements and date of adoption will be posted on the website and reviewed annually for continued relevance. (October 2011)

CLINICAL PRACTICE GUIDELINES

Any clinical practice guidelines developed by the SSO will be posted on the website along with the date of adoption. They will be reviewed at 2 year intervals by the appropriate Disease Site Workgroup and a recommendation for update, retirement, or leaving unchanged made to the
Executive Council. Retired guidelines will be removed from the website. Guidelines undergoing update will include a statement to that effect on the website. (October 2011)

**INDUSTRY REPS IN SSO CME**

1. SSO CME organizers and course/workshop directors will adhere to the ACCME standards for certified CME activities and Standards for Commercial Support opposed to marketing / promotional activities.

2. When planning a CME activity hands-on workshop, beginning with the initial planning phases, all identification and selection of equipment companies will begin with Staff, in consultation with Course Director. Subsequently, all communication between the industry/vendor and SSO will be conducted through Staff and/or an SSO-designated representative. Course planners/directors will communicate with staff or the designated representative about their equipment/device needs and instructional plan. It is the Staff or designated representative who will identify and communicate with such companies and make every attempt to represent multiple companies that manufacture the same specified equipment or device.

3. Faculty Course Directors must not initiate planning or negotiating equipment loans directly with company representatives or vendors. This must be conducted through Staff or the SSO-designated representative. If Industry Representatives initiate calls with Faculty Course Directors, they must be instructed to communicate directly with the Staff or representative.

4. A commercial interest such as a medical device company can loan medical equipment to support CME. This is termed in-kind support. In-kind support must fully comply with the ACCME Standards for Commercial Support (SCS) and carry a signed Letter of Agreement.

5. In-kind provision of the technicians/industry representatives and their role in the CME activity must be clear and transparent. See: Rules and Responsibilities of Company Representatives, Faculty Instructors/Workshop Director, and Staff.

6. Employees of commercial interests have conflicts of interest in that clearly they have sales and marketing objectives and responsibilities that may or may not be able to be resolved. Such technicians/assistants who are employed by industry would not be objective about the commercial interest's products.

7. Anyone demonstrating a procedure, using equipment or devices and/or making claims or judgments as to patient care benefits, recommendations, efficacy, clinical, therapeutic, device, or equipment superiority, etc., is definitely in a position to control or at least influence the content of CME and must be subject to a Conflict of Interest (COI) disclosure and resolution process.

8. Course organizers will always begin with identifying and selecting SSO faculty instructor members who have the expertise in using and demonstrating and who are qualified in instruction procedures with any specific machine/device/equipment and who have already been vetted through the SSO's COI process. (October 2011)
RULES AND RESPONSIBILITIES FOR COMPANY REPRESENTATIVES, FACULTY INSTRUCTORS/WORKSHOP DIRECTOR, AND STAFF

Each company is allowed a maximum of one (1) representative per station per company for the sole purpose of assisting Faculty Instructors in the event of malfunction of equipment while the educational activity is in session. Please submit the name and contact information to (SSO Staff/Designated Representative) via email at (E-mail Address), no later than (Date). (October 2011)

NOTE: No more than one representative per instructional station per company will be allowed in the educational activity while in session. Additional representatives may help in setting stations, equipment, etc., prior to the program, but must leave before the start of the program.

Rules for Company Representatives:

- Company representatives are not allowed to speak from the podium or instruct workshop participants on procedures. Representatives doing so will be asked to leave the room and will be unable to return until the workshop adjourns. **SSO reminds representatives that this is a CME activity. Marketing, selling, and/or promoting products cannot take place in any CME activity. Teaching must be done by the Faculty Instructors only.**

- No industry developed marketing or educational materials of any kind can be disseminated in any workshop. Marketing materials found in workshop educational activities will be removed and discarded immediately.

- If your company is participating in more than one workshop or course, you will be permitted to have one representative per instructional station per company in the workshop/course. No more than **one representative per instructional station per company per course will be allowed.** Company representative names and contact information must be submitted to (SSO Staff/Designated Representative) via email at (E-mail Address), no later than (Date).
  - Representatives are not allowed to distribute business cards during the workshop.
  - Video, photography, and audio recording are not allowed in any workshop.
  - Trading of assigned tables/stations is not allowed. Each table/station has been assigned where set-up of device(s), and basic instrumentation will be for each company.
  - Table covers with your company’s name and logo or other promotion items are not allowed in any workshop.

Responsibilities of Company Representatives:

- Representatives will set-up their own equipment/devices where indicated. Each table/station will be labeled with company names and may not be changed.

- Representatives are asked to assist when equipment is malfunctioning or if their product is demonstrated in a manner that would compromise patient safety in actual practice.

- Company Representatives must wear Name Badges at all times during the workshop clearly identifying their company name.
Responsibilities of Course Directors and Faculty Instructors:

- Assist in dividing attendees among the various stations
- Teach procedures
- Assist participants with equipment and offer guidance when using equipment incorrectly
- Offer “pearls” for participants to take home
- Discuss pitfalls
- Offer opinion on treatment for problem cases
- Station/Table instructors MUST NOT make product recommendations or provide biased and/or promotional information.
- Monitor all and any interaction between company representatives and attendees.
- Faculty Station/Table Instructors must wear Name Badges at all times during the workshop clearly identifying their faculty affiliation.

Responsibilities of SSO Staff/Designated Representative:

- Introduce yourself to Workshop/Course Directors, Faculty Instructors, and Industry/Company Representatives.
- SSO Staff or Designated Representative will work with temps to take tickets as registered attendees arrive and will direct non-ticketed attendees to the registration desk (registrant lists will be provided for each course).
- SSO Staff/Designated Representative will address needs of Course Directors and Faculty Instructors.
- SSO Staff/Designated Representative will monitor the program to ensure that a) Course Directors, Faculty Instructors, Company Representatives, and Attendees are wearing the appropriate Name Badges.
- SSO Staff will monitor the session to confirm compliance with ACCME Standards for Commercial Support – NOTE: SSO Staff will monitor interactions between company representatives and attendees. SSO Staff has the authority to ask anyone who is marketing (actively promoting product, exchanging business cards/literature, etc.) to attendees to leave the room until after the program is finished.
- NOTE: If a problem arises – both SSO Education and Meetings staff are available to assist.
Appendix 1: Sample Agenda

7:00 a.m. Continental Breakfast and social discussions
8:00 a.m. Call to Order and introduction of guests
8:05 a.m. Review Consent Agenda (Council members are asked to approve the consent agenda or remove items for later discussion)
8:10 a.m. Officer Reports – updates from the President and elected Vice Presidents on travels, issues or concerns
8:30 a.m. Treasurer’s Report and Financial Updates – to include balance sheet data, monthly report, investment update, year-to-date update, budget concerns and other financial material.
9:00 a.m. Annual Audit Report – Once a year an official audit will be presented by the SSO auditor. This is not at every meeting but it should be scheduled as required once a year. It is done in executive session for Council members only.
9:30 a.m. Committee reports or Task Force reports with action items only requiring Council discussion and approval of action issues coming before the Council – all Committee action reports are considered individually and timed accordingly.
10:30 a.m. Break
10:45 a.m. Committee reports continue as required
11:30 a.m. Issues from the Consent Agenda that were removed for discussion.
Noon Lunch break
1:30 p.m. SSO Planning – The strategic plan is reviewed, new issues which could modify the plan are discussed, and new directions reviewed and impact on resources discussed and committee charges identified.
3:00 p.m. Break
3:15 p.m. Staff Report, questions on operations, information items regarding staff issues
3:45 p.m. New Business
4:00 p.m. Old Business
4:30 p.m. Information items and evaluation comments on the Council meeting process, agenda and outcomes.
5:00 p.m. Adjournment
Appendix 2 Travel Expense Reimbursement Form

(Attach All Original Receipts)

NAME:______________________________________ DATE SUBMITTED:_____________________

ADDRESS:______________________________________________________________

PHONE NUMBER:____________________________________

PURPOSE OF TRIP:______________________________________________

DATE OF TRIP:______________________________________________

Any person incurring expenses, for which reimbursement from the SSO is required, is requested to pay those expenses and complete this reimbursement form. This form with all supporting original receipts should be forwarded to the SSO Finance Director no later than 10 days after travel. (Please see SSO Travel Policy Guidelines and mailing address on reverse side) If other reimbursement agencies are involved in your travel, please indicate the prorated share chargeable to SSO on your receipts. On this form, enter only the amount due you from SSO.

AIR TRAVEL (attach ticket stubs)............................................................... $______________

GROUND TRAVEL (personal auto use @ $.55.5/mile)............................... $______________

    Taxi, parking, tolls, etc ................................................................. $______________

HOTEL ACCOMMODATIONS: (attach receipts per guidelines) .........................$______________

MEALS ...............................................................................................$______________

MISCELLANEOUS .............................................................................$______________

    TOTAL REIMBURSEMENT REQUESTED ......$______________
Appendix 3 Travel Expense Reimbursement Guidelines

It is the policy of the Society of Surgical Oncology to reimburse members and employees for reasonable expenses incurred while traveling on Society related business. Original receipts for all reimbursable expenses greater than $25 must be attached.

Transportation:

Regarding air travel, domestic travel will be reimbursed at coach class fare. It is expected that all SSO members and staff will do advance-purchase ticketing to obtain the lowest airfare for that trip (usually 3-4 weeks ahead). Trip cancellation insurance is advised for non-refundable airline tickets.

1. With prior approval, overseas travel may be reimbursed at business class airfare.

2. Privately-owned or rented vehicle transportation used instead of air travel will not exceed cost of airfare to the same destination, and is reimbursable at $.55.5/mile. Compact or intermediate class (whichever is the lower rate) rental vehicles are reimbursable. “Collision Damage Waiver” insurance should be obtained and is reimbursable for that class vehicle.

Living Expenses:

Standard mid/high grade hotels (but no luxury hotels) should be used when traveling on Society business. Unauthorized accompanying individual expenses (e.g., spouse) are at member’s expense. Reasonable meal charges are reimbursed. Excess amounts should be substantiated by explanatory note.

It is expected that members will exercise discretion in selection of hotel accommodations, meals and transportation. Individuals are free to upgrade any category at their own expense. All personal expenses, including entertainment, are at member’s expense.

Please contact the SSO Administrative Office with any questions.

SUBMIT THIS FORM NO LATER THAN 10 DAYS AFTER TRAVEL TO:

Finance Director
The Society of Surgical Oncology
9525 W. Bryn Mawr
Rosemont, IL 60018
(847) 427-1400
Appendix 4 – Conflicts of Interest Certification

Exhibit A - Conflicts of Interest Certification

As a Council member, officer, senior staff and/or committee member of the Society of Surgical Oncology (“SSO”), I recognize I have fiduciary and/or other duties to SSO including, without limitation, a duty of loyalty. One aspect of fulfilling my duties to SSO is to avoid conflicts of interest in which my allegiance to SSO may be in conflict or otherwise inconsistent with some other professional, business, or personal interest and/or position of responsibility I may have. I understand that conflicts of interest include evident conflicts as well as conflicts that may exist or may be perceived by others to exist whether I believe them to exist or not, all of which are referred to herein as “Conflicts.” I understand that in the event a Conflict exists, I have a responsibility to SSO to disclose the Conflict to SSO’s Executive Council, and withdraw from discussions and voting with respect to issues that arise out of or in any way relate to the Conflict.

To help avoid Conflicts, on this form I am disclosing any situation, circumstance, or area now existing in which it might appear that I have conflicting interests and/or duties. I invite any further review by SSO of any aspects of these situations or areas that SSO considers appropriate. These include, but are not limited to, leadership positions in other medical organizations, stock ownership, board membership, or receipt of honoraria from commercial entities doing business with the SSO or whose products or services are related to SSO meeting content. I will take whatever steps are deemed necessary by SSO, such as avoiding deliberation and resolution of certain issues or withdrawing from my position in SSO, if it is determined by the SSO Executive Council that those steps are necessary to protect SSO and/or me.

In this regard, I hereby disclose the following Conflicts:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
(attach sheet if additional space is required).

I hereby certify that, except for the specific Conflicts listed above, I am engaged in no activity and am affiliated with no person, corporation, partnership, association, business, organization, or other entity, that creates or may create a Conflict with my duties and responsibilities as a director, officer, or committee member of SSO. In the event a Conflict arises, I agree to immediately notify SSO’s Executive Council of the Conflict, and acknowledge that any Conflict is grounds for and may lead to my removal from the Executive Council, office, and/or committee for which I now serve.

______________________________
Signature

______________________________
Print Name and Date
Appendix 5 - Exhibit B - Examples of Conflicts of Interest

For purposes of guidance in applying SSO’s Conflict of Interest Policy (“Policy”), the following activities, if undertaken by members of the SSO Leadership as defined in the Policy (“Members”), constitute conflicts of interest. The following are provided for example purposes only, and are not meant to be inclusive or in any way limit the conflicts and potential conflicts that may arise and which are subject to the Policy.

1. Participation in a decision (including making a recommendation) for SSO to enter into a contract or transaction with an entity in which the Member or his or her immediate family or any other person having a substantial personal relationship to the Member has a significant financial or ownership interest. Ownership in a mutual fund or similar investment that may have holdings in an entity that does business with SSO will not constitute a significant financial ownership interest that creates a conflict of interest.

2. Use of SSO employees to perform services for a company or other organization in which the Member has a significant financial interest.

3. Use of the SSO’s supplies or equipment to support the activities of a company or institution in which the Member has a significant financial interest.

4. Use of SSO’s name, seal, or letterhead for business other than SSO business.

5. Use of information acquired as a result of the Member’s relationship with the SSO for personal purposes or benefit.

6. Acceptance of gifts or excessive entertainment from any outside person or entity that does, or is seeking to do, business with SSO under circumstances from which it might be inferred that such action was intended to influence or possibly could influence the Member in the performance of his or her duties.

7. Acceptance of gifts from suppliers, research sponsors, organizations, corporations, or persons who have business dealings with SSO of a substantial value.

8. Acceptance of reimbursement for travel expenses or other expenses related to a conference, meeting, or other SSO activity other than as may be specifically authorized by and made in accordance with SSO Council approved policies and procedures.