INTRODUCTION

The AABB Committee guidance documents and forms protect and promote the ability of volunteers to support and carry out the AABB mission. They are applicable to all AABB committee members including consultants, liaisons from other AABB committees and representatives from other organizations that serve on AABB committees.

It is important that you carefully review the policies and guidelines and contact the AABB Executive Office if you have any questions. Volunteers have always been and continue to be vital to the development and delivery of Association services to AABB members. These volunteer activities usually also provide the individual opportunities for personal growth and professional advancement. It is important therefore that, when wearing your AABB hat, your decisions and actions are in the best interests of AABB and consistent with AABB’s mission and objectives.

Resources

Further information on AABB’s Governance and Policies is available. The current listing of the Board of Directors is also available in that section.

The National Office staff directory and program contacts are available.

AABB operates in conformance with its bylaws and established policies. AABB operational policies, that must be followed, are captured in the AABB Association Management Standards (AMS). Because the work of AABB is conducted through three separate, but equally important groups, the Board, Committees, and staff, three separate and additional sets of policies have been created to govern the activities of these parts of the organization: 1) AABB Board policies; 2) AABB Committee QSEs; and 3) overall AABB policies. These other sets of requirements incorporate both the basic AABB policies as well as additional requirements specific to the activities and functions of each group.
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AABB CODE OF ETHICS

As an association of hospital and community blood centers, transfusion and transplantation services, and molecular testing facilities, and individuals involved in activities related to transfusion and transplantation medicine, cellular therapies, and molecular testing, AABB supports high standards of medical, technical and administrative performance, scientific investigation, clinical application and education to optimize patient and donor care and safety. It is dedicated to encouraging the voluntary donation of blood and other tissues and organs through education, public information and research.

Accordingly, AABB expects members to adhere to the following ethical and professional principles, consistent with the mission, vision and values of the association:

1. Apply available evidence and ethical principles to provide products and services that optimize the delivery of safe and efficacious care to patients and donors.
2. Promote integrity and transparency by acting with honesty and fairness and in accordance with applicable laws and regulations relating to transfusion medicine and cellular therapies.
3. Support consensus building in all matters that affect patient and donor safety and care.
4. Act responsibly to protect the confidentiality of information relating to patients and donors, and as required by applicable laws and AABB policies.

Approved by AABB Board of Directors April 27, 2014
AABB Policy on Conflicts of Interest and Confidentiality

Purpose
AABB has adopted this policy as part of its continuous efforts to improve the organization’s reputation for accurate and unbiased work to optimize patient and donor care and safety. This expanded conflicts of interest and confidentiality policy reflects the core values that have guided this organization since its inception — the pursuit of excellence, focus on the patient and donor, integrity, transparency, consensus building and innovation. By putting this policy into place, AABB continues to integrate the core values into its daily activities, helping to ensure that its decision-making processes are beyond reproach.

This policy is not intended to discourage participation in AABB activities. Rather, by requiring those involved in the decision-making process to disclose actual and apparent conflicts of interest, the policy encourages transparency and safeguards the integrity of AABB’s mission.

Responsibility
This policy shall be maintained by the Executive Office and reviewed annually by the Audit and Ethics Committee with the support of the General Counsel, as appropriate. Those covered by this policy are responsible for ensuring their own compliance and that those individuals who report to them on AABB business understand their obligations to make disclosures and otherwise to comply with this policy. Likewise, those covered by this policy are responsible for helping build and adhere to a culture of transparency with regard to disclosing and managing conflicts of interest.

Policy Statement
When making recommendations and decisions on behalf of AABB, those covered by this policy may not use their respective positions, information they possess about AABB or the property of AABB, in a manner that allows them to realize a monetary or other material benefit for themselves or for their spouses, domestic partners or minor children. Accordingly, no such individual may use his or her position at AABB for personal gain or to benefit another at the expense of AABB, its mission or its reputation.

Board members, who hold positions of authority that extend to committee appointments, must be particularly sensitive to, and avoid to the extent possible, any discussions with committee chairs or members that might be perceived as exerting influence relating to issues outside the scope of official board business.

Those covered by this policy must protect the confidential information of AABB and must not use such information for their personal benefit or to the detriment of AABB.

Scope of Policy
This policy applies to the following categories of individuals:
1. AABB individual members who serve as board and committee members, including: representatives from other organizations who serve on AABB committees; members of interorganizational task forces for which AABB serves as the lead; and work groups;
2. Volunteer assessors;
3. Permanent and Temporary Employees (as defined in AABB’s Human Resources Policies);

4. Editorial Board, including the Editor-in-Chief and Associate Editors (collectively referred to as “Editorial Board”), and the contributing authors (“Authors”) of the Transfusion journal.

Definitions

For purposes of this policy and the processes and procedures that flow from it, the following definitions shall apply:

**Actual Conflict of Interest:** An actual conflict of interest arises when an individual is in a position that requires the exercise of judgment on behalf of AABB and the individual also has financial, professional or personal interests (either the individual’s own or an interest that is attributed to the individual by virtue of interests held by a spouse, domestic partner or minor children) of the sort that is likely to, or does directly, interfere with the exercise of the individual’s judgment on behalf of AABB.

**Apparent Conflict of Interest:** The appearance of a conflict of interest is present if: there is a potential for the financial, professional or personal interests of an individual (either the individual’s own or an interest that is attributed to the individual by virtue of interests held by a spouse, domestic partner or minor children) to be at odds with the individual’s obligation to AABB and the circumstances are such that a reasonable person with knowledge of the relevant facts would question the individual's ability to act in AABB’s best interests and not be compromised by that individual’s financial, professional or personal interests.

**Confidential Information:** Confidential information includes, but is not limited to personnel issues; information that is proprietary to, or the intellectual property of, AABB; unpublished data and manuscripts; draft standards and policies; deliberations relating to variance requests; and other information that has not been authorized for disclosure, has not become public and that is obtained through an individual’s relationship with AABB.

**Disclosure Statements:** A key element in avoiding conflicts of interest is to ensure that those serving AABB provide full disclosure of any actual or apparent conflicts of interest. Accordingly, AABB has developed a disclosure form, which is to be completed annually and updated whenever necessary to disclose new conflicts of those covered by this policy. Volunteer assessors are required to complete and keep current a separate form developed by the Accreditation Department.

**Financial Interest:** Financial interests are direct financial holdings (exclusive of mutual funds) valued at $5,000.00 or greater in any medical and biomedical companies, including holdings of companies whose activities are addressed in any of AABB’s standards (e.g., medical device companies, information technology companies that produce medical software) and/or are related to any of AABB’s activities that are held by any of the following individuals:

- board members,
- committee members (including representatives),
- volunteer assessors,
- employees,
- the Editorial Board and Authors,
or the spouse, domestic partner or minor children of any of the individuals listed above.

Financial interests also include, if received within the past two years:
1. Payments from any one source valued at more than $5,000.00 for any combination of paid consultancies, speaker fees, honoraria, expert testimony, research funding, or royalties; and
2. Any gifts valued at more than $500.00.

Professional Interest: Professional interests that create an actual or apparent conflict may arise from any individual covered by this policy holding or engaging in any of the following within the past two years:
1. Employment, association or other designated role with a professional organization, charity, advisory or advocacy group whose activities are addressed in any of AABB’s standards and/or are related to any of AABB’s activities; or
2. Research, publications or speeches in which the individual expresses a clear opinion or conclusion relating to any of AABB’s standards and/or are related to any of AABB’s activities or to an issue under consideration by an AABB committee or the board.

Related Policies:
1. Association Management Standards
2. Compliance with Antitrust Policy
3. Contract Management Policy
4. Document Retention Plan
5. Human Resources Policies
6. Member & Employee Codes of Ethics
7. Whistleblower Policies

Policies

1.0 Required Disclosures
1.1 The disclosures required by this policy shall be made annually and updated as necessary as a condition of appointment to the board, a committee, the Editorial Board, serving as a volunteer assessor or employee of AABB or as an Author.
1.2 The Executive Office and the Human Resources department as set forth in Section 5.0 below, shall ensure that conflicts of interest (e.g., grants or contract support, consultancies, board positions)\(^1\) that present an actual or apparent conflict of interest are disclosed annually in writing and updated whenever necessary to disclose new conflicts. In addition, any changes in such conflicts shall be reflected on disclosure forms provided at every board, committee, and Editorial Board meeting.

2.0 Board Member Disclosure of Conflicts

\(^1\) The Editorial Office for Transfusion is responsible for maintaining the Editorial Board’s disclosure forms, as set forth in Section 3.0 The Accreditation Department is responsible for ensuring that volunteer assessors disclose conflicts of interest, as set forth in Section 6.0 below.
2.1 At the beginning of every board meeting, the president shall discuss this policy and obtain acknowledgment from all participants that the policy is understood. This acknowledgment shall be documented in the minutes of the meeting.
2.2 The Conflicts of Interest Disclosure Form shall be completed at every board meeting by each member who has new conflicts to disclose.
2.3 The Executive Office shall have processes and procedures for maintaining the completed disclosure forms.
2.4 The disclosures shall be made available to all present at the meeting.
2.5 The AABB president may determine whether conflicted individuals are to be precluded from discussing particular issues consistent with 7.0 of this policy. Board members with a disclosed conflict may not vote on the issue giving rise to the conflict.

3.0 Editorial Board and Author Disclosure of Conflicts
3.1 At the beginning of every meeting, the Editor-in-Chief shall discuss this policy and obtain acknowledgment from all participants that the policy is understood. This acknowledgment shall be documented in the minutes of the meeting.
3.2 The Conflicts of Interest Disclosure Form shall be completed at every meeting by each individual who has new conflicts to disclose.
3.3 The Editorial Office shall have processes and procedures for maintaining the completed disclosure forms.
3.4 The disclosures shall be made available to all present at the meeting.
3.5 The Editor-in-Chief may determine whether conflicted individuals are to be precluded from discussing particular issues consistent with this policy. Editorial Board members with a disclosed conflict may not vote on the issue giving rise to the conflict.
3.6 Authors shall be required to complete disclosure forms consistent with this policy.

4.0 Committee Member Disclosure of Conflicts
4.1 This policy shall apply to all AABB committees, work groups and to interorganizational task forces for which AABB is the lead organization.
4.2 At the beginning of every committee meeting, the chair shall discuss this conflicts of interest policy and obtain acknowledgement from all participants that the policy is understood. This acknowledgement shall be documented in the notes of the meeting.
4.3 The Conflicts of Interest Disclosure Form shall be completed at every committee meeting by each member who has new conflicts to disclose.
4.4 The Executive Office shall have processes and procedures for maintaining the completed disclosure forms.
4.5 The disclosures shall be made available to all present at the meeting.
4.6 The chair may determine whether conflicted individuals are to be precluded from discussing particular issues consistent with 7.0 of this policy. Committee members with a disclosed conflict may not vote on the issue giving rise to the conflict.

4.0 Employee Disclosure of Conflicts
4.1 The Human Resources department shall ensure that all employees complete the Conflicts of Interest Disclosure Form on an annual basis and update whenever necessary to disclose new conflicts.
4.2 The Conflicts of Interest Disclosure Form shall be completed at every board, committee, and Editorial Board meeting by each employee in attendance at the meeting who has new conflicts to disclose.
4.3 The Executive Office shall have processes and procedures for maintaining the completed disclosure forms.
4.4 Disclosures made by employees attending a board, committee or Editorial Board meeting shall be made available to all present at the meeting.
4.5 The president, committee chair or Editor-in-Chief, as appropriate, may determine whether conflicted individuals are to be precluded from discussing particular issues, including asking the conflicted individual to be excused from being present during the discussion.

5.0 Volunteer Assessor Disclosure
5.1 The Accreditation Department shall have processes and procedures for timely disclosure of volunteer assessor conflicts of interest including a disclosure for each assessment to which an assessor is assigned.
5.2 The Accreditation Department shall have processes and procedures for maintaining completed disclosure forms.

7.0 Effect of Disclosure
7.1 An individual having a conflict of interest on a particular subject shall not vote on that issue.
7.2 Once a conflict has been disclosed, the president, the committee chair, or the Editor-in-Chief, as applicable, on his or her own initiative or at the request of a board, committee member, or Editorial Board member, shall have the authority to require that the conflicted individual be precluded from discussing the particular issue, including asking the conflicted individual to be excused from being present during the discussion.
7.3 Where the conflict is so pervasive that it interferes with the individual’s ability to serve as an AABB volunteer, the president, committee chair, or Editor-in-Chief, as applicable, may ask the conflicted individual to discontinue the AABB activity resulting in the conflict.
7.4 In the event of uncertainty or a disagreement between the chair and a committee member, the president and a board member, or the Editor-in-Chief and an Editorial Board member or Author, the Audit and Ethics Committee should be consulted to resolve the issue.

8.0 Recordkeeping for Votes
All votes shall be recorded and all abstentions shall be recorded by name (e.g., the vote passed 7 to 5; Jane Smith abstained from discussion and Jane Smith and Joe Jones abstained from voting) in the meeting summary, notes or minutes. Agreement by consensus shall be acceptable, provided that any abstentions shall be recorded.

9.0 Protection of Confidential Information
9.1 Those serving AABB shall be responsible for making sure that confidential information is not disclosed to any unauthorized recipient, whether deliberately or through carelessness. Materials that contain confidential information shall be stored securely and shared only with those persons having a need to know the same. Care shall be taken to avoid inadvertent disclosure when discussing confidential information in public places and when corresponding through electronic media such as electronic mail, telephone voice mail, fax or videoconferences.
9.2 The president, committee chair, or Editor-in-Chief, as applicable, shall be responsible for communicating to those covered by this policy what information should remain confidential and what information may be publicly disclosed.
9.3 Reports from committee or task force representatives to their organizations shall be made in writing and approved by the appropriate committee chair before being disseminated.

10.0 Training
   Individuals covered by this policy shall receive training in accordance with Executive Office processes.

Approved by the AABB Board of Directors January 15, 2016; Effective October 1, 2016.

Conflicts of Interest and Confidentiality Policy Disclosure Form
AABB Board and Committee Member Whistleblower Policy

Purpose: Whistleblower protections are essential to ensure that fraud, mismanagement, self-dealing and suspected illegal activities are reported early and in time to mitigate the negative affects of these activities to the organization. These behaviors undermine the credibility of AABB and can adversely affect the financial health of the organization, as well as its ability to fulfill its mission. As representatives of AABB, board and committee members must conduct themselves with honesty and integrity in fulfilling their responsibilities and complying with all applicable laws and regulations. This policy is intended to provide protections to those individuals who fall under the definition of “whistleblower” for purposes of this policy.

Definition of Whistleblower: A board member, a committee member or a committee representative who discloses information that the discloser reasonably believes constitutes: 1) a violation of laws, regulations or AABB policies relating to finance, conflicts of interest or confidentiality; or 2) gross mismanagement of the association’s financial resources.

Protected Disclosures: Whistleblowers are free to disclose information that supports a reasonable belief that misconduct is occurring or has occurred in connection with AABB activities. At the same time, whistleblowers must respect the confidentiality of sensitive AABB information unrelated to the alleged misconduct. They should not disclose such confidential information.

Disclosure Procedure for Board Members: To encourage whistleblowers to promptly disclose violations of laws, regulations, or AABB policies relating to finance, conflicts of interest or confidentiality, or gross mismanagement of AABB’s financial resources, Board members may, on a confidential basis, report such concerns to the Audit Committee or the AABB chief executive officer (CEO).

The Audit Committee and the CEO, acting in concert (unless the Audit Committee or CEO is implicated) shall exercise discretion as to whether the Audit Committee, staff counsel or outside counsel should investigate and whether the Ethics Committee should be asked to consider the issue and provide an advisory opinion. The Audit Committee shall review findings and determine, with input from the CEO, appropriate sanctions, which may include oral admonition, written admonition, letter of censure, suspension or removal from the board or committee.

Disclosure Procedure for Committee Members and Representatives: To encourage whistleblowers to promptly disclose violations of laws, regulations, or AABB policies relating to finance, conflicts of interest or confidentiality, or gross mismanagement of AABB’s financial resources, committee members and representatives may, on a confidential basis, report such concerns to the appropriate board representative, the chair of the Audit Committee, the CEO or the AABB president.

The CEO and the president shall conduct an investigation, unless the issue is or may become so sensitive or of such a magnitude that the CEO and president ask the Audit Committee to initiate or take over the investigation.

If the Audit Committee becomes involved, the Audit Committee and CEO, acting in concert, shall exercise discretion as to whether the Audit Committee, staff counsel or outside counsel should investigate and whether the Ethics Committee should be asked to consider the issue and provide an advisory opinion.
The CEO and the president shall make a recommendation to the Audit Committee as to appropriate sanctions, which may include: oral admonition, written admonition, letter of censure, suspension or removal from the board or committee.

*Right to Appeal:* Individuals accused of wrongdoing have the right to appeal the decision to the full board of directors within 45 days from the date written notification of the decision to sanction is sent.

*Maintenance of Records:* The Executive Office shall develop a process for maintaining the files relating to decisions to sanction.

*Protection from Retaliation:* AABB will not tolerate or engage in retaliation against whistleblowers that report in “good faith.” AABB prohibits retaliation, including but not limited to making any threatening communication by verbal, written and/or electronic means, against any individual who reports and/or provides any information concerning conflicts of interest, confidentiality, unlawful discrimination, harassment and/or other violations of AABB policies, rules and standards of conduct. This protection includes providing appropriate and timely relief to remedy the consequences of actual or threatened reprisals, and holding accountable those who retaliate. AABB will make every effort to protect the confidentiality of the whistleblower to the extent possible, without interfering in the investigation.

*Fair Procedures:* AABB will provide fair and objective procedures for examining and resolving complaints, disputes and allegations of misconduct. Specifically, AABB will:

1. Maintain to the extent possible a confidential record of any material complaint or concern covered by this policy.
2. Evaluate and investigate allegations of misconduct or concerns raised by whistleblowers.
3. Address those complaints and concerns as expeditiously as possible without compromising quality or just and fair solutions.
4. Disclose such complaints or concerns to the Audit Committee, along with the corrective action taken or planned to address the issues raised.
5. Ensure that any individual bringing such complaints or concerns forward in good faith will not be subject to any adverse action based on the disclosure of those complaints or concerns even if the allegations are not substantiated.
6. Ensure that appropriate actions are taken should it be discovered in the investigation that the whistleblower showed malicious intent.

*Responsibilities of Whistleblowers:* Whistleblowers should understand and respect the serious consequences of disclosure to those they accuse of misconduct. To that end, whistleblowers shall not make false statements and shall not engage in other unlawful or unreasonable behavior when alleging misconduct. Whistleblowers have a duty to correct any errors they make in the course of charging others with misconduct.

Whistleblowers have an obligation to participate in good faith in any misconduct procedures that they have triggered.
Vindication: At the conclusion of any investigation or proceeding, AABB will provide appropriate remedies for vindicated persons accused of misconduct. Whenever possible, the whistleblower will be provided with feedback when the investigation is complete.

Approved by the Board of Directors July 14, 2006
1) Why has AABB updated its conflicts of interest policy?
AABB has updated its Conflicts of Interest and Confidentiality Policy as part of its ongoing efforts to protect AABB’s reputation for accurate and unbiased work that optimizes patient and donor care and safety. The revised policy reflects the core values that have guided AABB since its inception — the pursuit of excellence, focus on the patient and donor, integrity, transparency, consensus building and innovation. AABB continues to integrate these core values into daily activities, helping to ensure that AABB’s decision-making processes are beyond reproach.

2) What are the major differences between the current and updated policies?

a. The updated policy applies to all AABB programs, including the “Transfusion” journal editorial board – including the Editor-in-Chief, associate editors and contributing authors. Previously, the “Transfusion” journal had a separate COIP.

b. The definition of “Financial Interest” has been broadened. The threshold for reporting direct financial holdings was decreased from $15,000.00 to $5,000.00 and now includes companies with activities related to AABB’s. Also included, if received within the past two years, are --
   a) Payments from any one source valued at more than $5,000.00 for any combination of paid consultancies, speaker fees, honoraria, expert testimony, research funding or royalties;
   b) Any gifts valued at more than $500.00.

c. A definition of Professional Interest was added.

d. The policy was clarified: Those with a disclosed conflict may not vote on an issue giving rise to the conflict.

3) Who is included in the scope of this policy?
This policy applies to the following categories of individuals:
1. AABB individual members who serve on the board and committee members, including representatives from other organizations who serve on AABB committees, members of interorganizational task forces for which AABB serves as the lead organization and AABB work groups;
2. Volunteer assessors;
3. Permanent and Temporary Employees;
4. Editorial Board, including the Editor-in-Chief and Associate Editors (collectively referred to as “Editorial Board”) and the contributing authors (“Authors”) of the “Transfusion” journal.

4) When do affected individuals have to make these disclosures?
The policy took effect with the 2016-17 committee assignments. Individuals appointed to committees will receive electronic disclosure forms from the Executive Office in September before each new association year. The disclosure forms must be received prior to beginning work on the
committee. The disclosures must be made annually and updated prior to every meeting or call as relevant conflicts arise.

5) **What kinds of interests must be disclosed?**

Financial, professional and/or personal interests — either your own or those of your spouse, domestic partner or minor children — that might directly interfere with any judgments you might make on behalf of AABB, or even those that give the appearance of influencing your ability to act in the best interests of the organization, must be disclosed.

Financial interests include any direct financial holdings — with the exception of mutual funds — valued at $5,000 or more in any medical or biomedical company, including companies with activities addressed in any of AABB’s standards, such as medical device companies or information technology companies that produce medical software and/or are related to any of AABB’s activities. For example, if Jane Doe owns stock in Medical Company X valued at $16,000, and she is making a decision on behalf of AABB that might have an effect, negative or positive, on that company’s business, she would need to disclose the fact that she owns stock in Medical Company X. She would *not*, however, need to disclose the actual number of shares or value of the stock owned.

A professional interest that might need to be disclosed is membership on another entity’s board of directors or advisory committee. For example, if an AABB committee member is also on the board of another organization involved in issues related to blood and tissue donor and patient safety, that board membership should be disclosed because the committee member may feel that he or she must balance competing interests of both organizations. On the other hand, an AABB committee member who is on the board of his or her child’s private school need not disclose that relationship because participation is unlikely to affect that person’s judgment or impartiality with regard to AABB activities.

A personal interest that might need to be disclosed is a close friendship between an AABB committee member and the CEO of a company involved in blood banking whose business might be affected by a committee decision. Consider a friendship that is longstanding, involves weekly golf games at the CEO’s golf club and the use of the CEO’s oceanfront summer home for two weeks every summer. Even if this relationship would not actually affect the committee member’s judgment or impartiality with regard to AABB activities, it would certainly rise to the level of an apparent conflict of interest. On the other hand, an occasional golf game with an executive of a company involved in blood banking whose business might be affected by the committee decision probably would not rise to the level of a personal relationship requiring disclosure.

A key consideration in determining whether professional and personal relationships require disclosure is whether the situation is likely to interfere or appear to interfere with the independent judgment needed to make decisions on behalf of AABB. A good test is whether relevant others (your employer, your clients, professional colleagues or the general public) would trust your judgment if they knew of this personal or professional relationship and you were in a position to influence decisions on behalf of AABB.

6) **How will the updated policy affect the way in which committee meetings are run?**
The committee chair, with the assistance of the staff liaison, will be responsible for following six steps prior to and during all committee meetings, including conference calls, in order to make sure the policy is fully implemented.

First, the committee chair will review the conflicts of interest — which will be sent by the staff liaison before each meeting — to identify whether any conflicts are anticipated.

Second, staff liaisons will email all committee members prior to the meeting or call requesting disclosure of any new actual or apparent conflicts.

Third, at the beginning of every committee meeting, the chair will read the provided COI script and obtain acknowledgment from all present that they understand the policy and agree to abide by it. The chair also will ask whether anyone present has any new actual or apparent conflicts to disclose for purposes of the meeting. Those with new conflicts to disclose will be asked to complete the electronic form ASAP.

Fourth, during committee discussions, those with conflicts relating to specific issues will be expected to make known the fact that they have a conflict. The chair is then responsible for determining whether the conflicted individuals may participate in the discussion. If the chair is aware of a conflict and a conflicted individual doesn't make the conflict known, the chair should raise the issue and may ask that individual to abstain from the discussion.

Fifth, before any vote is taken, the chair will identify anyone who has a conflict relating to the issue at hand. According to the policy, committee members with conflicts relating to an issue will not be permitted to vote on that issue. The staff liaison will record all votes and abstentions by name (e.g., the vote passed 7 to 5; Jane Smith abstained from discussion and Jane Smith and Joe Jones abstained from voting).

Sixth, at the close of the meeting, the chair will review which items are confidential and may not be disclosed. The chair also will remind representatives that reports from committee or task force representatives to their organizations need to be made in writing and approved by the chair before dissemination.

These additional steps will help ensure that the policy is both understood and followed by the committee.

7) **Does the conflicts of interest policy simply require disclosure, or must additional action be taken?**
This policy is not intended to discourage participation in AABB activities. Rather, by requiring those involved in the decision-making process to disclose actual and apparent conflicts of interest, this policy encourages transparency and safeguards the integrity of AABB’s decision-making processes.

Compliance with the policy begins with making the appropriate disclosures. With respect to actual or apparent conflicts that involve board, committee, task force or work group decisions, you must abstain from any related votes. You may also decide or be asked to refrain from participating in related discussions at the discretion of the committee chair; in the case of the board of directors, the president; or, in the case of the “Transfusion” journal, the Editor-in-Chief. In rare cases in which
the conflict is so significant that it makes it impossible for you to act in the best interests of AABB, you may be asked to step down from your AABB position.

8) I depend on the financial support of a company to fund my research, but I want to be able to continue providing guidance to AABB in my area of expertise. Can I still be involved in AABB activities?
In most instances, you will still be able to participate in AABB activities. However, if, after full disclosure, the committee chair believes that the conflict is so significant that it makes it impossible for you to act in the best interests of AABB, you may be asked to step down from the specific AABB activity that resulted in the conflict. If you disagree with the decision of the committee chair, you may contact the Audit and Ethics Committee with your concerns.

9) What is the purpose of the whistleblower policy that is related to the conflicts of interest and confidentiality policy?
AABB adopted a related whistleblower policy to protect AABB board, committee, and task force and work group members against any recriminations for their actions in reporting violations of the law, regulations or AABB policies, including the Conflicts of Interest and Confidentiality Policy. A separate whistleblower policy with similar protections applies to AABB staff.

10) What should I do if I have reason to believe others have an undisclosed conflict of interest?
The whistleblower policy directs board members to report concerns to the Audit and Ethics Committee or the CEO, while committee members and representatives are directed to report such concerns to the appropriate board representative, chair of the Audit and Ethics Committee, Editor-in-Chief, or the CEO or president. The Audit and Ethics Committee and the CEO will take the appropriate follow-up action. Of course, if the CEO, president, Editor-in-Chief, board representative or any member of the Audit and Ethics Committee are implicated in the specific issue, these individuals will not participate in any follow-up action.

11) What should I do if I have reason to believe others have an undisclosed conflict of interest, but I’m not 100 percent certain? Will I face any consequences if I report it, and then an investigation fails to find a conflict of interest?
The whistleblower policy encourages disclosure if you have “a reasonable belief” that there have been violations of the law, regulations or AABB policies, or gross mismanagement of AABB funds. Disclosure is critical if we are to safeguard the integrity of AABB. If the report has been made “in good faith,” the whistleblower policy specifically protects one who reports a potential conflict from retaliation and makes every effort to protect his or her confidentiality.

12) In determining whether I need to disclose a stock, do I base its value on the price I paid for it or its current market value?
According to the policy, you are required to disclose any direct financial holdings — with the exception of mutual funds — valued at $5,000 or more in any medical and biomedical companies, including companies whose activities are addressed in any of AABB’s standards, such as medical device companies or information technology companies that produce medical software and/or are related to any of AABB’s activities. Therefore, the disclosure should be based on current market value, not the purchase price. Some financial holdings may not need to be disclosed when you purchase them, but rather as they grow and reach a value of $5,000.
13) Is there anyone I can consult to determine whether or not disclosure is required? If this FAQ does not answer your question, the AABB Executive Office or the General Counsel can provide further guidance.

14) Who is permitted to view the disclosure statements? Are there any safeguards to protect the privacy of my information? The policy requires that disclosure statements be made available to all those present at a specific board, committee, task force or work group meeting. The Executive Office has responsibility for maintaining these disclosures and will, therefore, have access to all disclosures. Human resources will have access to employee disclosure materials. Transfusion-related disclosures will be maintained by the Editorial Office of Transfusion. Disclosed information is considered confidential and, therefore, is protected under the conflicts of interest and confidentiality policy. The materials will be stored securely and shared only with those individuals requiring access.

15) As a committee representative from another organization, what should I do if someone from my own organization asks me to report on what occurred at the committee meeting? While one of your responsibilities as a representative to an AABB committee may be to report any developments from the meeting back to colleagues within your organization, you also have a responsibility as a member of an AABB committee or task force led by AABB to respect the confidentiality of certain information that may be shared at meetings. At the end of each meeting, it is the chair’s responsibility to determine and communicate to committee members which information is and is not confidential. You may share information that the chair has indicated is not confidential; however, reports on that information must be made in writing and approved in advance by the committee chair. Examples of confidential committee business that cannot be disclosed include results of personnel issues, unpublished data, draft standards and policies, and deliberations relating to variance requests.

16) I found out that a consultant serving on an AABB standards-setting committee has disclosed confidential committee information to one of his industry colleagues who is not on the committee. What should I do? The whistleblower policy is intended to encourage reporting of any conflicts of interest or inappropriate disclosure of confidential information. If a committee member has reason to believe that confidential information has been inappropriately shared, he or she should report the actions in accordance with the whistleblower policy. An investigation of the alleged wrongdoing will be conducted, and appropriate actions will be taken depending on the outcome. Similar protections apply to AABB employees for reporting suspected misconduct.

17) I am being considered for a high-level position with a medical device manufacturer, but I do not want to share that information at this stage of the employment negotiations. However, I am on a standards-setting committee that is currently discussing and preparing to vote on an issue that could have a significant impact on this company. Do I have to remove myself from discussions and abstain from voting on this topic? If so, do I need to provide an explanation? Although the AABB Conflicts of Interest and Confidentiality Policy is intended to encourage disclosure, there may be situations in which disclosure may cause concern or may violate a confidentiality provision in an existing contract. In those cases, you should simply announce that you have an unidentified conflict and abstain from voting on or participating in discussion about
the related topic. Please contact the Executive Office or the General Counsel for further guidance on sensitive issues.

18) I serve on a few different committees. Do I need to complete separate disclosure forms for each committee?
You only need to complete one disclosure form annually, as long as you identify all committees on which you serve and include conflicts of interest relating to each of those committees. Prior to and at the beginning of each meeting or conference call, you will be asked whether any new conflicts have arisen.

19) I am on the “Transfusion” editorial board, and I am co-authoring an article about pathogen reduction technology. My employer receives funding from a company that is developing a new PRT. How does the policy affect me?
Editorial board members and authors are required to complete disclosure forms consistent with this policy. You must disclose the conflict of interest at the Editorial Board meeting, and as part of the article submission process. The disclosure will accompany the article when published in “Transfusion.”

Employees

20) When I hire a contractor to do work for AABB, I believe that I choose the most qualified company or person for the job — typically someone I’ve worked with for a long time. In some cases, I’ve developed personal relationships with those individuals. Does the policy restrict my ability to choose a vendor with whom I have a relationship, even if I believe hiring them is in the best interests of the organization?
No, but as a practical matter, you need to disclose the conflict. Similar to AABB’s policies relating to selection of vendors, this conflicts of interest and confidentiality policy does not restrict your decisions, but it does provide the safeguards necessary to ensure that you are acting in the best interests of AABB in making those decisions.

21) I serve as a staff liaison to a committee, and I’m confused about what my responsibilities will be under the policy. Where can I go for guidance?
AABB will conduct training sessions for staff liaisons and provide guidance on your specific responsibilities under the updated policy. Additional questions can be directed to the Executive Office or General Counsel.

22) If I have nothing to disclose, do I still need to return the form to HR?
Yes, even if you have no declared conflicts, you need to return the form to HR so we have a record that you have no conflicts to disclose.
REPORTS TO THE BOARD

Ref: Committee QSE 1.1.3.3

Quarterly Interim Reports - Reports from chairs and AABB Representatives are requested for each meeting of the Board. Reminders are sent out before each Board meeting. Completed reports are collected and reviewed by the Executive Office and then forwarded to the Board Council responsible for the particular committee. Reports submitted to the Board should be brief, concise and factually focused. Recommendations or requests for action from the Board should be clearly stated on the front of the report form. Reports should include the quarterly progress report on charges and other committee activities, committee products submitted for Board approval, and any final committee meeting reports not previously submitted to the Board. After the Board meeting, a Board Council member will inform the chair or AABB Representative of the Board's decision.

Annual Transition Review Process (TRP) - In early spring, staff liaisons, chairs and AABB Representatives are requested to make recommendations regarding leadership, personnel, charges and budget for the coming year. Committee charges and changes to committee personnel are approved by the Board prior to the Annual Meeting.

Other Reports - Committee and AABB Representative requests requiring Board action before the next meeting of the full Board may be submitted for action by the Executive Committee. Inclusion of such requests on the EC3 agenda is at the discretion of the President and the report may be held for the next Board meeting or handled in a Friday Report to the Board. The chair, representative and/or staff liaison will be advised if this occurs. After Board discussion, a Board Council member will inform the chair or AABB Representative of the Executive Committee's decision. Report due dates for EC3s are established at the beginning of each Association year and are available from the Executive Office and shared with staff liaisons.
AABB DIVERSITY POLICY

AABB is committed to fostering, cultivating and preserving a culture of diversity and inclusion. Our Board of Directors, Volunteers and Employees are the most treasured asset we have. We respect, value, and celebrate the differences in race, ethnicity, creed, religion, sex, color, ancestry or national origin, age, political opinion, sexual orientation, marital and familial status, veteran status, genetic information, occupation, source of income, gender identity or expression, physical appearance, or physical or mental disability. AABB values equal rights, equal access, and equal treatment. Diversity is an important goal in all aspects including, but not limited to, recruitment, promotion and hiring practices, training opportunities, professional development offerings, and organizational activities.

Approved August 20, 2014
AABB GOVERNANCE STRUCTURE – Hierarchy and Definitions

TYPES OF VOLUNTEER STRUCTURES
There are several types of committees and other volunteer structures provided for in the bylaws and Board policy to carry out AABB’s mission and implement programs. These include standing and special committees, ad hoc and policy drafting work groups, editorial boards, the CTSCC and TMSCC, and AABB Representatives to External Organizations.

Standing Committee
As per the Bylaws, AABB’s standing committees are Audit and Ethics, Finance, Governance, Human Resources, Nominating and Membership. Finance, Governance and HR Committee are completely constituted with Board members. Audit and Ethics, Membership and Nominating have other volunteers serving.

Special Committees
The Bylaws also provides for the establishment of special committees by the Board of Directors as required to further the interests of the Association. Most of AABB’s committees fall into this category.

Board Councils
Program Committees, Committees, Task Forces and AABB representatives to external organizations directly report up to the Board of Directors via a Board Council. There are currently three Councils. Each council is assigned a Council Chair, appointed by the President.

Program Committees
- Umbrella structure which coordinates multiple committees of a program area (i.e., Education, Standards, Accreditation).
- Program Committee roster is made up of Members (Chairs of committees), Liaisons and Representatives.
- Program Committee members are a de facto position for chairs of the committee under a program committee and does not constitute a committee position for purposes of our volunteer member policy of two committee seats at any one given time.
- The Program Committee can choose to establish a Working Group if unique, time bound project/issue is identified.
- The Chair of a Program Committee is a former Board member and is decided via the TRP process by the President-Elect at the time.

Committees
- Address charges as assigned by the Board. All Committees have an approved Purpose statement.
- All AABB volunteer committees report through the Board Council structure.
• Every year Committee charges are renewed.
• Committees can have work groups reporting to them. Work group rosters are made up of members, liaisons and representatives not necessarily members of the full committee. Work groups are typically established by the Chair of the committee and support time bound work associated with charges.

Ad Hoc Working Groups
Ad Hoc groups are used as an alternative to standing and special committees for short term projects and to address critical time-sensitive issues. They are quickly assembled and have specifically stated purposes. These groups are composed of individual AABB members with expertise in the subject or issue under consideration. It is expected that as hoc committees will complete their work quickly and conduct their business by conference call or electronic correspondence.
• Address and/or serve as advisors to board or National Office for short-term critical issues, ranging from policy or position development to governance matters.
• Can either report up to a Board committee or directly to a Council of the Board of Directors or the Board President.
• President can constitute a Working Group and assign the Chair if unique, time bound project/issue is identified.
• Work Product(s) come back to Board Committee and/or to Board of Directors.

Inter-Organizational Task Force
• Address issues and projects of interest to the blood banking, transfusion medicine and cellular therapies community at large and consist of representatives from various organizations representing key constituencies, regulatory bodies and government authorities, as appropriate.
• The President can create a Task Force to report to the Board of Directors through a Council or the Board of Directors directly.

Editorial Boards
There is one AABB Editorial Board, TRANSFUISON, staffed by AABB volunteers.

Sections
Per the Bylaws, sections are established with defined duties and objectives. Accordingly, the Transfusion Medicine and Cellular Therapies Section Coordinating Committees (TMSCC and CTSCC) assist in carrying out AABB’s mission and goals through charges approved by the Board of Directors. Sections report directly to the Board of Directors.

AABB Representatives to External Organizations
These representatives to external organizations are established when the Board determines it is in the best interest of the Association to establish or maintain working relationships with other professional organizations.
**Committee Personnel**

**Board Council Chairs and Members** - Each committee and volunteer activity is assigned to a Board Council by the President to facilitate communications with the Board. Board Council chairs keep the Board informed of progress on charges and activities, and work with the chairs to ensure that charges are completed in a timely manner. Each council is assigned a Council Chair, appointed by the President. Council chairs can assign projects to Council members based on specific expertise.

**Chairs** - provide the leadership and direction for the group necessary to carry out the charges from the Board. The chair is responsible for calling and conducting meetings, assigning projects to members of the group, monitoring and ensuring that projects are completed in a timely fashion, and reporting to the Board. In addition to involving the members in fulfilling the group’s purpose chairs are also responsible for providing feedback to the members on their contributions and evaluating them during the yearly transition review process (TRP).

**Members** – are volunteers who are assigned to a group (Committee, Work Group, Task Force) to fulfill the assigned charges by providing their expertise.

**Representatives** – external personnel assigned to an AABB committee or an AABB member assigned to an external organization to represent AABB.

**Liaisons** – AABB committee personnel assigned to another AABB committee to represent their home committee.

**Staff Liaisons** - are facilitators as well as resources for councils, committees, and work groups. These staff provide the link between the AABB volunteer activities and the National Office, and work with the volunteers to facilitate completion of charges within the specified time frame.
COMMITTEE PERSONNEL DEFINITIONS AND TERMS OF SERVICE

Ref: Committee QSE 1.1.3.7

Except as provided for in the Bylaws and policy, all committees terms are one-year and begin and end at the Annual Meeting. The terms for individuals appointed at any other time of the year also end at the Annual Meeting. Exceptions are noted below.

**Members:** Appointment as a committee member is for one year, renewable at the discretion of the Board for up to four consecutive one-year terms. The Board may approve exceptions for up to six years as a member for individuals with special expertise and/or in the middle of a committee project.

The term of service for a **correspondent** member is one year, and an individual may serve up to three one-year terms.

**Junior Committee Members:** Appointment as a junior committee member is for one year, renewable at the discretion of the Board for up to two consecutive one-year terms.

**Chairs:** Committee chairs are allowed to serve up to four-one year terms as chair, not to exceed seven years total on the committee. Individuals with special expertise and/or in the middle of a committee project may be considered for additional one-year terms as chair, up to the maximum allowed in the Bylaws (not to exceed nine years on the committee). Exceptions shall be as specified in the Bylaws and for committees which choose their own Chairs.

No individual shall serve as chair of more than one standing or special committee in any given Association year. Chairs of standing and special committee may serve simultaneously as chairs of work groups, task forces, ad hoc committees and NBF committees.

**Program Committee Chairs:** Program Committee chairs are appointed by the President.

**Liaisons** from other committees and ex-officio members serve by virtue of their offices or volunteer position, which defines their terms of service.

**Representatives** from other organizations are determined by the appointing organization. There are no term limits for representatives. AABB does request an annual reappointment.

**Consultants** do not have term limits.

**Public Members** serve the same terms as regular members; however, the terms for reappointment (expected total time of service) shall be determined at the time of appointment.

**Members of ad hoc committees, work groups and task forces** do not have term limits.

**Exceptions:**
A term for the Standards Committee is the time it takes to develop a new edition, generally 24 months. Per the Bylaws, members are eligible to serve up to two terms, and chairs an additional two terms.
RESPONSIBILITIES OF CHAIRS

Committee, Work Group, and Task Force Chairs

Ref: Committee QSE 1.1.3.10.1

The Chair of a committee, work group or task force provides the leadership and direction for the group necessary to carry out the charges from the Board. The Chair is responsible for calling and conducting meetings, assigning projects to members of the group, monitoring and ensuring that projects are completed in a timely fashion, and reporting to the Board. In addition to involving the members in fulfilling the group’s purpose, Chairs are also responsible for providing feedback to the members on their contributions and evaluating them during the yearly committee review process.

Specifically, Chairs are responsible for:

1. **Charges**: Ensuring that all committee members understand and can implement their charges. Ensuring that committee activities are coordinated, as appropriate, with other committees and with AABB National Office staff responsible for programs.

2. **AABB Policies**: Ensuring that all committee members are familiar with and complying with the Association’s policy on Conflicts of Interest and Confidentiality.

3. **Strategic Goals**: Ensuring that all committee members are familiar with the association’s strategic plan.

4. **Meeting Logistics**: Developing the agenda, calling meetings and scheduling conference calls as required, and operating within the committee budget.

5. **Member Management**: Motivating committee members to participate in committee activities; providing feedback to the members and recommending reappointment only for those who have consistently contributed to fulfillment of the committee charges.

6. **Reporting**: Preparing quarterly reports to the Board; keeping the relevant Board Council informed of committee activities; reviewing the committee’s report with the Council Chair prior to Board meetings to clarify issues and ensure that reports are complete; preparing the committee report and recommendations for the annual transition renewal process (TRP).

7. **Reporting**: Periodically reviewing committee progress on charges and working with the Council Chair, staff liaison and/or CEO as appropriate to resolve any problems.

8. **Leadership**: Assisting in the identification and growth of future AABB leaders.
SAMPLE AABB COMMITTEE AGENDA
(COMMITTEE NAME)
(LOCATION- address and room name if applicable or dial-in conference call number)
(DATE/TIME)

7:30 am BREAKFAST

8:00 am A. PRO FORMA BUSINESS (chair's name)

A1. Call to Order and Announcements
    Review of Agenda and Objectives

A2. Review of AABB No Smoking Policy, Compliance with Antitrust Laws Policy,
    and Conflicts of Interest and Confidentiality Policy*
    (These policies have been distributed to all AABB volunteers. Additional copies
    are available upon request from the Staff Liaison or Executive Office.)

AABB does not permit smoking or use of any form of tobacco on any property owned or
leased by the association.

AABB complies in all respects and at all times with the federal antitrust laws of the
United States.

As part of AABB’s continuous efforts to ensure accurate and unbiased decision-making
and to further the core values of integrity and transparency, all committee members and
staff are required to comply with the AABB Policy on Conflicts of Interest and
Confidentiality and all invited guests are asked respect the confidentiality of these
proceedings. Once a conflict has been disclosed, I may require that the conflicted
individual be precluded from discussing the particular issue and, possibly, to leave the
room during the discussion. Also, the policy provides that an individual having a
conflict of interest on a particular subject shall not vote on that issue.

Prior to this meeting, you all were given a copy of that policy and have signed an
acknowledgment verifying that you have read and understood it and that you support its
intent. At this time, please acknowledge your understanding of the policy by saying
“Aye.” Is there anyone who does not so acknowledge?

Now I would like to ask whether anyone has any new actual or apparent conflicts to
disclose for purposes of this meeting. If you have new conflicts to disclose, please
identify yourself now. You should have been provided with a link to disclose any new
conflicts prior to this meeting/call. If there are no new conflicts, we shall proceed with
the meeting.

Chair obtains acknowledgment from all participants that the policy is understood. This
acknowledgment is then documented in the action lists/notes of the meeting.

* Before each committee meeting, the chair should review the conflicts of interest summary form
provided by the staff liaison, consider what agenda items will be discussed and address issues with
conflicted individuals in advance, to the extent possible.
* **A3.** Approval of Prior Meeting/Conference Call Proceedings (if applicable)
* **A4.** Review of Action Lists
* **A5.** Review of Charges

**(time) B. REPORT OF THE CHAIR**

**(time) C. PROJECT REPORTS**
(if applicable, list and show responsible individual)

**(time) D. CONTINUING BUSINESS**
(list, and show responsible individual)

**(time) E. CONSULTANT/LIAISON REPORTS**
(if applicable, list)

**(time) F. NEW BUSINESS**
(list and show responsible individual)

**(time) G. CONFIDENTIALITY REMINDER AND ADJOURNMENT**
At end of meeting, chair reviews what items are confidential and may not be disclosed. Chair also reminds representatives that reports from committee or task force representatives to their organizations shall be made in writing and approved by the appropriate committee chair before being disseminated.
AABB Committee Resource Charges

1. Submit 2-5 educational program ideas/topics/proposals to the Education Program Committee by January 1, for consideration in AABB’s educational programs. Program topics do not need to be related to the submitting committee’s or program unit’s purpose.

2. As requested by the Annual Meeting Education Committee, develop and coordinate program(s) for the requested Annual Meeting. The AM Education Committee will specify the program subject, working title and format and the time frame for completion of the charge.

3. When requested by the eLearning Committee, provide subject matter expertise and/or assist in developing and planning of distance learning programs. Personnel identified to provide support may be committee or program unit members, or knowledgeable substitutes may be identified and recruited.

4. Review proposed draft standards published for member and public comment and provide input to the appropriate Standards Committee. Forward relevant information on critical/breaking issues to the SPC for consideration in developing new standards.

5. Serve as a resource for the Board, when requested, staff and other committees in the development and review of position statements, informational and guidance documents, member communications, and other documents on subjects in the committee’s areas of expertise.

6. Serve as a resource for the TMSCC, CTSCC and staff to respond to questions from the membership in the committee’s areas of expertise.

7. Prepare reports for each AABB Board meeting on the committee's status against charges, updates and activities with recommendations for action by the Board of Directors.

8. Identify and submit a list of qualified nominees who may be eligible for AABB Memorial Awards and forward the names to the AABB staff via your online nominations submission form by the end of January.

9. Develop ideas for products and services that AABB can offer to professionals in blood banking/transfusion medicine, cellular therapies, patient blood management and related fields as a means of providing additional sources of revenue for the Association. Forward recommendations to the AABB Headquarter, Executive Office.

10. Assist AABB in ensuring that when policies and decisions are made, evidence based information is incorporated.
Committee Charges Definitions
Ref: Committee QSE 1.1.3.12

1. Monitor: Watch for and report developments to the Board. It is expected that the committee will ensure that it has access to potential avenues of information about the event/issue to be monitored. As appropriate the committee would recommend action.

2. Examine/Investigate: Explore the feasibility of and establish the reasons for/against pursing an objective or carrying out a project, expenditure of efforts and resources versus benefits to membership. Report is submitted to the Board for review. Further action by committee is pending direction by the Board.

3. Propose, plan: The content of the proposal or plan will be determined by the charge, but will usually include specifics regarding a possible project such as structure, goals, audience and budget. Proposals will be submitted to the Board, or other group as determined by the Board, for review and approval prior to implementation of the proposal.

4. Create, develop: A specific product is expected and requires approval before further action (such as distribution of the document or implementation of the program). The committee’s product is forwarded to the Board or appropriate committee which determines the final disposition or use of the information. The charge may also require certain reviews before documents are submitted to the Board. These reviews may address policy, legal or technical/scientific issues.

5. Implement: Work with staff, or other group as directed, to carry out a proposal, plan or program as approved by the Board. The Board is kept informed as appropriate by the staff.

6. Oversee: Committees with oversight functions are a) charged to ensure that the programs are developed/implemented in accordance with Board instructions and Association policy and/or b) assigned responsibility for the programs’ success. They work with the staff and Board as required to carry out these charges. The charges will indicate the specifics of the oversight function. The Annual Meeting Education Committee and the Continuing Education Advisory Committee are two committees with oversight functions.

7. Serve as a resource for (identified as Resource Charges): A committee or staff may require access to special expertise to carry out a project or other Board directive. The committee solicits or consults with the “expert” (another committee or staff) as required to carry out a project or charge. The party responsible for the project will provide any required reports to the Board. The committee or program with the expertise will be charged to provide this assistance as required. (Examples - development of education and AM programs, consults on scientific/technical issues and development of data proposals and potential NBF projects.)

8. Coordinate/cooperate with: A committee is charged to coordinate its work on a charge with another committee or program which may have overlapping interests to ensure that there are no conflicts (scheduling, policy statements) and that common goals are met. The committee with the required expertise and/or information will be charged to provide the required assistance. The committee with the original charge will have primary responsibility and will prepare any required reports. This function is sometimes accomplished through the appointment of liaisons from one committee to the other.

August 31, 2016
AABB DOCUMENT TYPES

Ref: Committee QSE 1.1.3.12

Association Bulletins:
Association Bulletins are the authoritative policy statement of the AABB and may include announcements of standards or requirements for accreditation, recommendations on emerging trends or best practices, and/or other pertinent information. Association Bulletins are approved by the Board of Directors. These Bulletins may be public (member/non-member access) or private (members only).

AABB Educational Slide Deck:
Educational or training tools developed by members and used by members in teaching principles or skills. Typically, these are created in PowerPoint for use in an academic or teaching setting. These slide decks are provided for educational information only. They are reviewed but not edited, approved or adopted as AABB positions or products.

AABB Fact Sheet:
Provides information about a particular issue. A fact sheet, factsheet or (in some industries) one-sheet is a presentation of data in a format which emphasizes key points concisely. The layout is simple and often standardized, e.g. using a table, bullet points and/or headings, and is usually on a single printed page. Fact sheets often contain product information, technical data, lists, statistics, answers to common questions (e.g. FAQs), and educational materials.

Guidance:
Publications providing information including possible actions that facilities and members can or may take to improve transfusion medicine, cellular therapy or patient blood management practices.

Technical Guidance Documents (TGD):
TGD’s are intended to provide focused technical, clinical, medical and/or administrative guidance.

Guidelines:
The term “guidelines” will be used only for those documents developed by a systematic review of evidence and developed pursuant to the GRADE or similar methodology.

Clinical Practice Guidelines:
The term “guidelines” will be used primarily for clinical practice guidelines developed by a systematic review of evidence and pursuant to the GRADE methodology, such as AABB’s Guidelines for Plasma Indications and the upcoming Guidelines for RBC Indications.

AABB Information Piece:
An article on a topic or issue written for publication in a member newsletter or other publication. The intent of an information piece is to provide information on transfusion medicine, patient blood management or cellular therapies. An Information Piece will be public (member/non-member access). Information Pieces shall be determined by the appropriate AABB committee and finalized and approved by that committee. It is the responsibility of the AABB staff liaison to inform the Executive Office as well as the Senior Management Team when the Information Piece is being conceived by the Committee.
**News Flash:**
A news flash serves as a rapid communication vehicle to share information with our institutional and/or individual members. The content originator works in concert with the Communications Department to develop, review and release the information.

**White Papers:**
A white paper serves to summarize a program, topic or a scientific or regulatory point of view and may propose a position. Usually, a multi-opinion piece based on scientific literature and practices.
FINANCIAL GUIDELINES SCHEDULING COMMITTEE MEETINGS

Ref: Association QSE 2.1.4.2
Association QSE 2.6

DISCUSSION/GUIDELINES

Selection of Meeting Sites
The Meeting Services Department has the authority to select sites for committee meetings outside the Annual Meeting based on financial considerations. Meetings will generally be scheduled in the National Office.

Budgets and Reimbursement
Committee budgets cover committee meetings and conference calls and the associated costs of postage, express mail, copying and supplies as well as approved committee programs and projects not covered elsewhere in the Association budget. The committee budgets are developed during the annual budget development process for the Association, which coincides with the annual review and evaluation of committees. To assist in the budget process, chairs are requested to identify what resources and how many meetings and conference calls will be required to carry out their charges for the coming year.

Budgets for AABB Representatives and other Board-appointed volunteers are developed and monitored using the same process as for committees.

The proposed budgets are reviewed and approved by the Board and are effective at the Annual Meeting. Committee chairs and AABB Representatives receive a listing of the funded activities. Unbudgeted activities require Board approval.

Airfare Reimbursement: Association committee meetings will be scheduled to take advantage of reduced airfares, and except in extraordinary circumstances, will include a Saturday night stay. Airfare for committee meeting participants will be reimbursed in accordance with AABB reimbursement guidelines. The guidelines are summarized below and are posted on the Web site. They are also available upon request from AABB Meeting Services Department, staff liaisons or the Executive Office.

Reimbursement for Hotel Bills: The single hotel room rate and tax for the nights of AABB committee are charged to an AABB Master Account. Each committee member is responsible for the payment of all other charges and for requesting reimbursement from AABB for authorized meeting-related expenses that are not billed to the master account, in accordance with established AABB reimbursement guidelines.

Committee Meetings at the Annual Meeting
The Association does not reimburse committee personnel expenses associated with attending the Annual Meeting. However, committee members attending pre-and post-Annual Meeting committee meetings may be reimbursed, with prior approval by the Board and inclusion in the committee budget, for one-night's lodging and meals, in accordance with Association reimbursement policies.
MEETING/REIMBURSEMENT GUIDELINES

- Airline tickets must be purchased through AABB's travel agency, MacNair, unless an exception is given in advance. Reservations made directly with an airline or another travel agency will not be reimbursed. Tickets must also be purchased 3 weeks in advance.

- AABB Meeting Services Department will make hotel arrangements for committee and board meeting attendees. Travelers should not secure their own hotel rooms. The single room rate for the approved nights of the stay is charged directly to AABB, but the traveler is still required to provide a credit card for incidental charges such as food, telephone calls, etc., and extended stays that are for personal reasons. The traveler upon departure must pay any incidental charges or guest fees. AABB must be reimbursed for any incidentals or guest fees accidentally charged to AABB.

- Travelers must submit an AABB expense report and a copy of all receipts within 30 days after the completion of a trip, although 7 days is preferred. Personal expenses must be clearly identified and deducted from all hotel bills or other receipts. Receipts must be attached for all items, except for tips and other non-receipt items under $25.00.

- Meals are reimbursed at the rate of $20 for breakfast, $25 for lunch, and $55 for dinner excluding tips and less meals provided by AABB. Any drinks purchased during dinner must fall within the meal guidelines for reimbursement. Drink expenses not associated with a meal will not be reimbursed. Guest meals will not be reimbursed.

- Single taxi fares in excess of $60 must be pre-approved by Meeting and Programs Department. AABB will not reimburse for luxury travel, such as limos or executive cars, unless you provide documentation that taxi or shuttle expenses were equal in price to the luxury travel option.

For further details or exceptions, see “AABB Travel Policy” (available on AABB’s Web site in the member area, governance archives).
Duties of Board Council Members
Ref: Committee QSE 2.1.5

Each committee and volunteer activity is assigned to a Board council by the President to facilitate communications with Board. Regular contact between the chair or AABB Representative and the Board council chair is required. Board councils keep the Board informed of progress on charges and activities, and work with the chairs to ensure that charges are completed in a timely manner.

At the beginning of the Association year, Board Council members are requested to discuss the following items with their assigned committee chairs:
1) preferred methods and timing of ongoing communications. At a minimum there should be contact between the chair and Board council before and after each Board meeting. The objectives of these communications are listed below.
2) Chair responsibilities. Chairs should have their charges and personnel rosters.
3) AABB Headquarter support system. All committees are assigned staff liaisons
4) Other such matters as needed to establish the mutual roles.

In general, Board Councils:
1) ensure that the chairs assigned to them are informed of and understand their charges and all relevant Board decisions and actions;
2) review their committee, task force or working group reports prior to Board meetings and contact chairs to clarify issues and ensure complete reports;
3) periodically review each of their committee's progress on its charges, and work with the chair, Council, Board and/or CEO as appropriate to resolve any problems or issues;
4) provide periodic feedback to chairs on their performance as chair;
5) ensure that the other Council members and the Board as a whole are briefed on relevant committee activities in a timely manner.
Responsibilities of Staff Liaisons
Ref: Committee QSE 2.1.6

Staff Liaisons are facilitators as well as resources for committees and program units in their areas of expertise. Staff Liaisons are assigned to all committees and program units, including the TMSCC and CTSCC, Board Councils, task forces, work groups, and other volunteer groups appointed by the Board. These staff provide the link between the AABB volunteer activities and the National Office, and work with the volunteers to facilitate completion of charges within the specified time frame.

In general, Staff Liaisons:
1) Are a source of information on AABB polices and procedures;
2) Are the volunteers’ link to the AABB Headquarter, providing access to the expertise and services in the AABB Headquarter and ensuring that committees have the materials required to accomplish their charges.
3) Assist chairs and representatives in planning and overseeing committee activities, assisting in the development of agendas, setting up meetings and conference calls, and assembling materials for meetings and conference calls. Staff liaisons are also responsible for generating action lists following meetings or calls.
4) Within their areas of expertise and as required to accomplish committee business, participate in committee discussions and development of committee projects.
5) Ensure compliance with policies governing development and approval of committee products and documents, and that the appropriate reviews are carried out prior to submission of materials to the Board for approval.
6) Communicate regularly with chairs to ensure that projects are carried out in a timely fashion and in accordance with Board-approved charges.
7) In concert with the chair, develop reports on committee proceedings and work with the chair to prepare regular reports for the Board.
8) In concert with the chair, evaluate and develop recommendations regarding the direction and structure of the committee, including committee personnel, during the yearly committee review and evaluation process (TRP).
9) Communicate as appropriate with other staff liaisons and AABB program managers to ensure coordination of committee activities where required.

At the beginning of the Association year, staff liaisons are requested to discuss the following items with the chairs of their assigned committees:
1) Preferred methods and timing of ongoing communications.
2) Meeting and conference call schedule for the committee.
3) Process and timing for development and distribution of agendas for meetings and reports for the Board.
4) Role of Board Councils.
DISCUSSION/GUIDELINES concerning Contracts and speaking on behalf of AABB:

Ref: Association QSE 2.5.1
Association QSE 5.6.1

All elected and appointed AABB volunteers represent AABB. Written and/or verbal statements made while representing AABB could be perceived by the public or other AABB members as official statements of AABB.

Any vote or other representation of an official AABB position should be given only with the approval of the President.

AABB letterhead should be used only for official AABB correspondence and in consultation with the concerned staff program director, who will ensure that the content receives the appropriate review.
COPYRIGHT PROCEDURE

The following procedure is intended to ensure protection of AABB’s copyright interest in all works published by AABB,* including those created by and on behalf of committees.

1. All committee members and all those working on their behalf are required to sign an Acknowledgment (Attachment A) assigning to AABB all rights in any works created for or on behalf of AABB.

2. The Acknowledgment contains a limited license allowing the contributor to use the work for certain defined, non-commercial purposes. Contributors seeking to use the works in other ways must obtain the prior written approval of the AABB Publications Department.

3. The Executive Office (“EO”) provides the Acknowledgement and a copy of this Procedure to new committee members. Committee members must complete the signature section of the Acknowledgement and return it by mail to the EO.

4. The EO shall maintain files by committee and year containing the executed Acknowledgements.

5. The EO, with the assistance of Staff Committee Liaisons and committee chairs, is responsible for ensuring that each committee member signs and returns an Acknowledgement.

6. This procedure and a copy of the Acknowledgement are posted on the AABB Web site and in other appropriate materials such as membership applications and committee sign-up forms.

This copyright procedure is not applicable to works published in Transfusion or to slide sets prepared for distribution on the AABB website for educational purposes. AABB does not assert a copyright interest in the slide sets.
AABB POLICY ON COMPLIANCE WITH ANTITRUST LAWS

Policy Statement:
AABB recognizes that contracts, combinations, or conspiracies in restraint of trade and unfair methods of competition in or affecting commerce, among other actions, are prohibited under federal and state antitrust laws. AABB will comply in all respects and at all times with all applicable antitrust laws.

Authority and Related Policies:
- AABB Bylaws
- AABB Association Management Standards
- AABB Document Retention Plan

Processes:
1. AABB’s Counsel is charged with providing advice to the Board of Directors on all antitrust related matters and providing periodic updates on relevant issues in antitrust law and enforcement actions. Counsel, together with the Chief Executive Officer, is responsible for ensuring day-to-day compliance with antitrust laws. All questions raised by the AABB Board of Directors, senior management, staff and committee members concerning potential antitrust activity should be referred to Counsel.

2. All new programs or changes in existing programs must be reviewed in advance by Counsel for potential antitrust implications.

3. All meetings of AABB, including but not limited to the annual business meeting, meetings of the Board of Directors, and meetings of volunteer committees, should be regularly scheduled, preceded by delivery to attendees of an agenda. Antitrust compliance must be reviewed at all such meetings.

4. Membership in AABB is open to all professionals and institutions meeting qualifications set forth in the Association’s bylaws. Members may not be prohibited from dealing with nonmembers.

5. AABB will not adopt standards, codes, policies, or other self-regulatory guidelines that may have price fixing implications. All standards, codes, policies and other self-regulatory guidelines will be enforced consistently.

6. Discussions regarding price standardization, procedures, discounts, credit terms, increases or decreases, allocation of markets, unfair refusals to deal with a community member, fair profit levels, current or future pricing, and the ethics of any particular pricing practice, and other price related topics must be avoided at AABB meetings.

7. Copies of this policy will be provided annually to all members of the Board of Directors and to volunteers participating in meetings convened for the purpose of conducting AABB business (e.g., committee or work group meetings).

Effective Date: August 18, 2015
APPEALS PROTOCOL

Ref: Association QSE 5.4

GUIDELINES/DISCUSSION
AABB depends on numerous committees to carry out a variety of programs that serve the public, the Association, and its members. Upon occasion, an individual or institution adversely affected by a committee action may wish to challenge that action. AABB has adopted this protocol to govern the resolution of such disputes. A copy of these procedures is to be provided to the appealing party.

Step One: Request for Reconsideration

1. Any person or institution directly and adversely affected by a committee's action may request reconsideration. Such a request should be in writing, directed to the committee chair.
2. Upon receipt of a request for reconsideration, the chair should promptly notify the President and the Chief Executive Officer. Material pertinent to the matter in dispute should be provided to the Chief Executive Officer. Within 15 days after receipt of the request, the committee chair should acknowledge receipt of the request. If possible, the letter of acknowledgment shall also describe the committee's plan for reconsideration. Otherwise, a separate letter should be sent to the individual or institution requesting reconsideration within 30 days following receipt of the original request, describing the plan for reconsideration. It is the obligation of the individual or institution seeking reconsideration to state the reasons supporting the request, and to provide information that is pertinent to the committee's reconsideration.
3. The committee shall complete its reconsideration within 90 days following receipt of the request for reconsideration. The committee chair shall communicate the committee's decision upon reconsideration to the President and the Chief Executive Officer. The Chief Executive Officer shall notify the person or institution seeking reconsideration of the result, and shall also describe the provision for further appeal.

Step Two: Request for Appeal

4. If the committee's decision upon reconsideration is not acceptable to the person or institution requesting reconsideration, an appeal may be requested. Such a request must be in writing and should be sent by certified mail, return receipt requested, to the Chief Executive Officer at the principal office of the AABB. The appeal must be received within 30 days following notification of the decision upon reconsideration and the right to appeal.
5. Within 30 days following receipt of an appeal's request, the President shall appoint a hearing body, composed of individuals who can fairly and competently decide the matter at issue, who have not participated in the making of the specific decision prompting the request. The President shall appoint the chair, who will set a time and place for hearing of the appeal.
6. The hearing shall be informal. If the parties and the chair agree, the hearing may be conducted by telephone conference call. The parties may also agree that the hearing body may determine the matter on the basis of written submissions from the parties. The parties entitled to participate in the hearing are the person or institution initiating the appeal and the committee's chair or representative. The hearing shall commence within 90 days following the receipt of the appeals request, and be concluded within 30 days thereafter.
7. Within 15 days following conclusion of the hearing, the hearing body's decision shall be
Step Three: Board Review

8. Within 15 days after receipt of the hearing body's decision, either the party who requested the hearing or the committee whose decision prompted the hearing may request an appellate review by the AABB Board of Directors. The request for appellate review shall be in writing to the President, sent by certified mail, return receipt requested. The written request shall include a brief statement as to the reasons for the appeal.

9. The Board of Directors shall act in an appellate capacity only. The committee and the party originally contesting the committee's action shall have the right to present a written statement in support of such party's position. In its sole discretion, the Board of Directors may allow each party to personally appear and make an oral presentation. In its sole discretion, the Board may also receive additional oral or written evidence, presented to the Board or to a subcommittee appointed by the Board. The Board may affirm, modify or reverse the hearing body's decision or, in its discretion refer the matter for further review and recommendation by the hearing body or by the committee taking the original action. The Board of Directors decision shall be in writing and shall be communicated to the parties within 15 days following the adjournment of the meeting at which the Board's action was taken. The Board shall conduct its appellate review at its next regular meeting following receipt of a request for Board review, so long as such request if received at least 30 days prior to such regular meeting, or at any special meeting of the Board. Members of the Board who have personally participated in those actions which are the subject of reconsideration shall not participate in reconsideration.

When Action Becomes Effective

10. No action shall become effective while a request for reconsideration, appeal, or Board review is pending, unless the President determines that irreparable harm may result if the action is not made effective while these proceedings are pending. If the action is implemented immediately, AABB will act in good faith to expedite the proceedings, insofar as is practical.

11. The time limits specified in this protocol may be extended for good cause, or upon the agreement of the parties, except that requests for reconsideration, appeal or Board review shall be received within the time specified, unless the President, in his or her sole discretion, determines that the failure to initiate a timely request was for reasons wholly outside of the responsibility or control of the party who should have taken such action.
DOCUMENT RETENTION

Ref: Association QSE 6.0
Committee QSE 6.0

Guidelines for Committees

1. Generally only the Committee Chair keeps official copies of all materials needed for current committee activities. Committee members may keep material necessary for completing assigned projects only until the project is completed.

2. Working drafts and copies of documents, including personal notes, diaries, transmittal notes and the like must be destroyed as soon as they are no longer needed.

3. Forward official versions of all new documents (including supporting documentation) to the assigned staff liaison in the National Office for safekeeping. Copies of official approved documents are available to committee members, upon request. Committee files should be routinely reviewed and updated annually (i.e. outdated files destroyed).

Documents to Keep: Duration:

a) Committee reports and action lists Indefinitely
b) Materials prepared for publication Indefinitely
c) Supporting documentation 10 years (for example, official versions of Standards are maintained indefinitely. Supporting documentation as cited by the Standards Committee is maintained for ten years).
da) Materials prepared for workshops Two years
e) Documentation supporting workshops Two years
f) Computerized versions of any records Destroy
CONFIDENTIALITY AND USE OF AABB DATA

Ref: Committee QSE 6.1.2

GUIDELINES

i) The data policies, along with the policy on conflicts of interest and confidentiality, must be reviewed at the start of each meeting and/or conference call. Participants who are unable to comply should be excused from the meeting.

ii) Committee, task force, and work group reports and products are confidential and should not be distributed outside the group, except as directed by the Board or committee chair. This includes committee and volunteer data generated by surveys and other means of research, as well as reports and manuscripts created on the basis of these data.

The chair will continue to forward reports and documents to the Board of Directors through the reporting procedures established by the Board of Directors. Committees or other volunteer groups may also periodically be directed to share materials with other committees or volunteer groups; this information will usually be included in the charges. The existing procedures for review and publication of committee papers will not change. Questions regarding distribution of reports may be directed to the Board Representative or staff liaison.

Experience has shown that reports generated by AABB volunteer groups, even though they are specifically designated as such and marked "draft," are often considered to be official AABB policy not only by other organizations and the general public, but by AABB members themselves. Therefore, limited distribution of documents is recommended to avoid the pre-release of data and to prevent draft versions of policy statements and documents, such as proposed guidelines, from inadvertently being made available before the Board of Directors approves them in final form.

The data or reports may be used in the final form as approved by the Board once they have been made available to the AABB membership. The Board will determine the method of distribution and certain reports may be embargoed. If so, these reports will indicate a date after which the data may be further released or discussed. Questions regarding the status of documents may be addressed to your Board Representative or staff liaison.

iii) The Interim Committee Reports to the Board of Directors are confidential and should not be distributed to committee members, representatives, liaisons or consultants. This specifically applies to the Chairs' reports to the Board, and not to reports on the proceedings of committee meetings and conference calls, although discretion should be used in determining their distribution, as per policy and as discussed in these guidelines.

Chair reports usually include updates on the charges, copies of the proceedings of meetings and conference calls, and recommendations developed by the committee -- information that is distributed (or available upon request) to the committee members in other committee documents. Chairs may discuss any other items in their Board reports with the committee members; however, it is recommended that the actual report form sent to the Board not be further distributed. After the Board meeting the chair will receive a report on the Board response to the committee report; this report should be shared with the committee members.
iv) Chairs must remind representatives and liaisons that committee, task force and work group documents may not be distributed or discussed except for use in carrying out their liaison duties.

v) At the close of committee, task force, and work group meetings, the chair will review what items are confidential and may not be disclosed. The chair also will remind representatives that reports from committee or task force representatives to their parent organizations need to be made in writing and approved to the chair prior to being disseminated.

Representatives from other organizations are expected to reflect their organizations' policies when commenting on issues before the committee. As such it will periodically be appropriate for representatives to discuss proposed committee statements with their leadership for purposes of ascertaining their own organizations' positions. These organizations are informed of AABB's data policies and requested to respect the confidentiality of committee documents.

It is not intended that liaisons, representatives and consultants be excluded from committee meetings, but rather that they understand the confidential nature of the materials. Representatives, liaisons and consultants invited to participate in meetings and conference calls should continue to receive the appropriate materials so that they are able to prepare for and participate in a meaningful manner, as is expected from any committee member.

vi) When discussing policy recommendations, chairs should consider the appropriateness of including consultants, or representatives from government agencies and other organizations in the discussion. (Note - it is expected that closed meetings will rarely be required.)

   a) Chairs of committees that routinely discuss issues of a sensitive nature should review the agendas prior to meetings, consult with their Board Representative and General Counsel as needed, and identify discussions that should be closed to non-AABB members.
   b) Before the meeting or conference call, representatives, liaisons and consultants should be notified that certain portion of the meeting would be closed. (Per Board policy, invitations to representatives, liaisons and consultants to participate in committee meetings and conference calls are issued at the committee chairs' discretion. The letters to other organizations inviting them to appoint representatives include this information.)
   c) Chairs should ensure that related agenda materials and documents created as a result of such discussions are not inappropriately distributed.

(February 1996)
GUIDELINES: Recording the Proceedings of Meetings and Conference Calls

Ref: Committee QSE 6.1.3

The proceedings of committee meetings and conference calls are to be recorded. The proceeding should include a list of attendees, acknowledgement that those present understand and agree to abide by the policy on conflicts of interest and confidentiality, the group’s decisions and actions, votes shall be recorded in accordance with the policy on conflicts of interest and confidentiality and any required supporting documents. All committee records, including meeting and conference call reports, and committee members’ personal notes on the meeting, are to be maintained in conformance with the AABB Document Retention Policy.

Committee Meeting and Conference Call records may include the following:

1. Date and time of the meeting or conference call.
2. List of attendees/participants.
3. Obtain acknowledgement that those present understand the policy on conflicts of interest and confidentiality and agree to abide by it.
4. A list of actions taken/decisions made during the meeting or conference call.
5. A list of assignments/actions to be taken as a result of decisions made at the meeting (currently referred to as the "Action List").
6. Attachments for information or supporting scientific data as necessary, e.g., the record may include information necessary for historical/documentary purposes, such as items to illustrate or support proposed revisions to a guideline or standard.

The records should be brief, concise and factually oriented and should not include personal opinions, interpretations or comments of the meeting participants, chair or the individual preparing the report. (September 1994)

Preparation/Approval/Distribution of the Meeting Record
Prior to the meeting or conference call, the Committee chair and staff liaison should determine who will prepare the report of the proceedings. The staff liaison will submit the report for approval by the chair, and then distribute the report to the rest of the committee. A copy will be included with the next committee report to the Board and filed in the National Office.

A sample meeting record report format follows. Examples of reports on the proceedings of committee meetings and conference calls are available from the Executive Office.
SAMPLE Format for Meeting and Conference Call Reports (Report of Proceedings)

AABB
(COMMITTEE)
(Location of Meeting)
(Date/Time)

REPORT OF MEETING PROCEEDINGS

PRESENT: (list of attendees)
ABSENT:
GUESTS:

AABB Policy on Conflicts of Interest and Confidentiality Acknowledged

DECISIONS MADE/ACTIONS TAKEN:
(examples)
1. Appointed subcommittee to.....
2. Discussed.....(Briefly describe topic)
3. Drafted and approved recommendation to the Board on ... (See Attachment #)
4. Approved list of....
5. Approved recommended modification to..... (See Attachment #)
6. Commended (name) for.....
7. Votes recorded (e.g. the vote passed 7 to 5; Jane Smith abstained from discussion and Jane Smith and Joe Jones abstained from voting.)

As appropriate, attach pertinent documents to support recommendations or actions taken.

ACTION LIST:
(examples)

<table>
<thead>
<tr>
<th>Assigned to (name)</th>
<th>Due Date (month)</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Draft story for AABB News on....</td>
<td>(name)</td>
<td>ASAP</td>
</tr>
<tr>
<td>Contact.... about.............</td>
<td>(name)</td>
<td></td>
</tr>
<tr>
<td>Write letter to...............</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Submit article for publication to....</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review... and report to committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charge #___: Contact speakers for workshops</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charge #___: Prepare draft guidelines on...</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charge #___: Prepare article on....</td>
<td></td>
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</table>