



Policy and Procedures Manual

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Items marked with an asterisk * are decided by the Board or other governing document and require formal approval to be changed.

Section 1 - Introduction

Mission*

The mission of the Society of Surgical Oncology is to improve multidisciplinary patient care by advancing the science, education, and practice of cancer surgery worldwide.

Vision*

SSO's vision is "Optimal cancer care for all."

Values*

SSO's stated values are:

Professionalism

Advocate for the cancer patient through integrity and ethical conduct.

Quality

Foster quality through improved understanding of cancer biology, compassionate communication, and optimizing outcomes across the continuum of cancer care.

Lifelong Learning

Provide ongoing education in multidisciplinary cancer care.

Leadership

Provide leadership to the public and health professionals on the importance of surgery in multidisciplinary cancer care and to develop the discipline and its providers for the future.

Discovery

Committed to innovation and fostering better patient care.

Code of Conduct*

SSO members are expected to adhere to the Code of Conduct, which can be found in its entirety in the appendix of this manual.

Strategic Plan 2023-2027*

SSO's Strategic Plan is organized under four pillars, each with a specific theme. Each pillar has a series of goals and objectives which were developed based on the input of more than 200 SSO members serving as strategic advisors.

SSO STRATEGIC PLAN 2023 - 2027

Increase the SSO's Impact Worldwide	Enhance Member Experience	Advance Equitable Patient-Centered Care	Drive the Future of Cancer Care
GOAL: Champion Diversity, Equity, and Inclusion (DEI) throughout the field of cancer surgery Objectives: <ul style="list-style-type: none"> ➤ Ensure DEI is reflected throughout the SSO ➤ Create and share DEI guiding principles for the Society ➤ Engage organizations representing DEI affinity groups 	GOAL: Make the SSO more diverse and inclusive Objectives: <ul style="list-style-type: none"> ➤ Expand presence and visibility of underrepresented groups ➤ Ensure the SSO leadership composition reflects diversity ➤ Ensure meaningful engagement for underrepresented groups 	GOAL: Promote health equity in cancer care Objectives: <ul style="list-style-type: none"> ➤ Lead effort to identify and eliminate disparities ➤ Support recruitment of diverse populations to clinical trials ➤ Design and disseminate health equity educational content 	GOAL: Diversify surgical oncology workforce Objectives: <ul style="list-style-type: none"> ➤ Increase the pipeline of underrepresented groups ➤ Increase support and engagement of diverse students, trainees, and cancer care providers ➤ Promote the development and success of surgeon investigators
GOAL: Advocate for the surgical oncology perspective in multidisciplinary cancer care Objectives: <ul style="list-style-type: none"> ➤ Address workforce issues and the future of surgical oncology ➤ Increase the pipeline of surgical oncologists ➤ Communicate on behalf of profession with external stakeholders 	GOAL: Grow domestic and international membership by establishing the SSO as the professional home for the cancer surgery team Objectives: <ul style="list-style-type: none"> ➤ Ensure the International Conference is a flagship event ➤ Maintain and expand scientific journal opportunities ➤ Create resources for the broader cancer surgery community 	GOAL: Provide high-quality continuing cancer surgery education worldwide Objectives: <ul style="list-style-type: none"> ➤ Identify opportunities for dissemination of SSO resources ➤ Target diverse, multidisciplinary audiences through entire career in all practice settings ➤ Position the SSO as the primary communicator of groundbreaking research 	GOAL: Support professional growth and leadership development Objectives: <ul style="list-style-type: none"> ➤ Provide career development resources ➤ Support leadership development ➤ Provide lifelong education and resources
GOAL: Develop and optimize meaningful partnerships Objectives: <ul style="list-style-type: none"> ➤ Assure that SSO's strategic partnerships and collaborations are beneficial ➤ Assure that SSO liaisons represent diverse segments of the surgical cancer community ➤ Partner with subspecialty cancer care organizations to jointly advance cancer surgery 	GOAL: Strengthen member engagement and retention Objectives: <ul style="list-style-type: none"> ➤ Define and remain focused on the SSO value proposition ➤ Retain early-career members ➤ Communicate the value of SSO membership to domestic and international stakeholders 	GOAL: Optimize standards across the continuum of cancer care Objectives: <ul style="list-style-type: none"> ➤ Leverage SSO expertise in development of treatment recommendations ➤ Leverage tools for quality improvement ➤ Incorporate innovative methods to decrease disparities 	GOAL: Foster scientific investigation, discovery, and innovation Objectives: <ul style="list-style-type: none"> ➤ Support research grants and facilitate research training ➤ Ensure the impact of SSO's scientific efforts ➤ Seek multipliers to be strategic partners of the SSO

Section 2 – Finance Processes

Annual Operating Budget

The SSO Annual Operating Budget for any given fiscal year is linked to the priorities of the SSO Strategic Plan. It is approved by the Board of Directors based on recommendations from committees, members, leadership, and SSO staff.

The budget is divided into SSO's programmatic areas with anticipated annual revenues and expenditures for each. It will change annually based on needs, programs, and services required to direct and run the Society.

Budget Development and Approval

SSO staff coordinates budget development based on input and feedback from SSO members, leadership, and committees. Initial review is completed by the Finance Committee, and final approval rests with the Board.

SSO's fiscal year runs from January 1 – December 31. Throughout the year, staff provides forecast updates to revenues and expenses based on actual activity. This information is reported to the Finance Committee and Board on a regular basis.

Unbudgeted Expenditures

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

Dues Structure and Registration Fees

It is recommended that the Finance Committee conduct an annual review of SSO's membership dues structure and registration fees to ensure the fee structure is appropriate for the organization and membership's needs.

Meeting Budgets

It is recommended that meetings be budgeted for on a break-even basis with 15% allowance for subsidies from corporate support and/or grants and sponsorships.

Compensation Committee*

The Compensation Committee is responsible for reviewing the SSO compensation philosophy, which is important for the Society as an employer as it provides a clear standard for making decisions about employee pay. It helps prevent discriminatory practices in pay and helps to keep the compensation program focused, organized and affordable. It is a valuable management tool for the CEO in managing the Society's overall compensation program.

The Compensation Committee is responsible for the management of the CEO's contract and compensation. The Committee consists of the President, President-Elect, Vice President, and Treasurer.

Financial Reporting

SSO's financial reporting procedures are as follows:

1. An annual audit of the books and records of SSO will be performed by an independent auditor and made available to the Board as soon as possible after the close of the fiscal year for review and approval.
2. The auditor will also prepare a management letter relative to findings during the audit that may impact operations, efficiencies as they relate to financial policy, and other matters as deemed appropriate.
3. The Treasurer will report to the Board at the spring and fall meetings and will provide the following updates:
 - Balance sheet information
 - Current financial statements
 - Position compared to budget – year to date
 - Investment updates
 - Membership numbers
 - Other matters as deemed necessary
4. All information required by federal or state law to be disclosed will be made available as specified, if necessary.
5. The Treasurer will present an annual report to the SSO membership at the Annual Business Meeting.

The financial policies and positions will be reviewed annually by the Treasurer to ensure accuracy and to recommend changes for consideration by the Finance Committee and Board.

Signatory Authority*

The CEO can sign checks up to \$10,000; all checks above \$10,000 require the additional approval/signature of the Treasurer.

Section 3 – Governance Processes

Annual Meeting of the Members*

As required by the Bylaws, an annual meeting of the voting members of the Society shall be held annually for the installation of Officers and members of the Board of Directors.

This meeting will be held in conjunction with the SSO Annual Meeting. All voting members of the Society are encouraged to attend.

Bylaws*

The Bylaws of the Society of Surgical Oncology outline the overarching rules of the Society and provide comprehensive guidelines to keep operations, programs, and other activities running smoothly. The Constitution and Bylaws Committee is charged with the maintenance of an effective and current set of Bylaws.

The Bylaws can be found in the appendix of this manual.

Committee Service

SSO Committees, Subcommittees, Editorial and Advisory Boards, Work Groups, and Task Forces (collectively, “committees”) are the functional entities that develop and implement projects in support of the Strategic Plan. They also provide an opportunity for member engagement and the development of future Society leaders.

The number and function of SSO committees may vary from year-to-year depending on SSO’s priorities and resources. In addition to the Standing Committees identified in the Bylaws, all other committees are established by the Board of Directors. The President, as directed by the Bylaws, appoints all members of these groups. Committee members have a fiduciary relationship with the Society and will be required to complete a Conflict of Interest Certification on an annual basis. Attendance at meetings and conference calls is expected.

Committees are held accountable by the Board for completing the assignments and achieving the outcomes outlined in their charges. Each is expected to submit at least one annual report to the Board or as required based on charges, expectations, and timelines for action. Failure to meet these expectations may result in a change in Chairs or disbanding of the entire group and establishment of a new group with a new charge. Committees may also be disbanded based on the changing needs of the Society and its members.

For complete details regarding the governance structure and various policies of the SSO regarding committees see the Committee Handbook.

Executive Leadership

The **Board of Directors** acts as the governing body of the Society and in accordance with the Bylaws, Policy and Procedures Manual, and Committee Handbook.

Composition: Eighteen voting members as outlined below:

- Six Officers: President, President-Elect, Vice President, Secretary, Treasurer, Immediate Past President
- Second Past President
- One International Representative
- One Community Practice Representative
- Six Active members
- Three Councilors-at-Large

In addition, the Editor-in-Chief of the *Annals of Surgical Oncology*, Editor-in-Chief of *Surgical Oncology Insight*, and the CEO serve as non-voting members.

The **Executive Committee** is responsible for managing the Society between regular meetings of the Board of Directors and making decisions as required.

Composition: The Executive Committee shall consist of the President, President-Elect, Vice President, Secretary, Treasurer, and the Immediate Past President. The President shall serve as Chair of the Executive Committee. The CEO serves as a member, without vote.

For complete 2024-2025 Executive Council Roster, visit the [Leadership page on the SSO website](#).

*Stipend for International Representative on the Executive Council**

SSO allocates \$3k annually to partially offset travel expenses incurred by the International Representative to the Executive Council to participate in face-to-face meetings.

*Chief Executive Officer Succession Plan**

The Executive Committee is responsible for reviewing the Succession Plan for the CEO every two years. It is association management best practice for the SSO to have such a plan in place.

Section 4 – Operations Processes

Business Continuity Plan

A Business Continuity Plan is a management tool that identifies potential crises that pose a threat to business. It provides a framework for building resilience against them and continuing business-as-usual in the event that one occurs. It constitutes an effective response that safeguards the interest of its key stakeholders, reputation, and revenue-generating activities.

These crises include, but are not limited to:

- Building or site incidents: floods, fire and terrorist threats that affect access to or from building.
- Infrastructure incidents: loss of power and communications (computer/telephone systems).
- Staff/operational incidents: loss of key staff or critical documents.
- Widespread environmental factors: a flu pandemic or fuel shortages.

This plan will cover different operations based at the SSO headquarters. The primary objective of a Business Continuity Plan is to identify risks and outline how SSO would manage operations under specific adverse circumstances. It will help as follows:

- To minimize interruption of normal operations
- To limit disruption and damage
- To minimize any financial impact
- To establish alternative means of operation
- To train personnel in emergency procedures
- To provide smooth and rapid service restoration

Chain of Command

Overall responsibility for business continuity falls on the Chief Executive Officer (CEO) and Director, Governance & Operations. In their absence, other key SSO staff would be responsible for the continuation of business-as-usual.

Risk Assessment and Response

A periodic assessment of the types of risks SSO could face and the development of diverse actions to help SSO overcome those risks is recommended. Risks could vary from a total loss of the workplace to a failure in infrastructure.

Core Business Systems

SSO has cloud based computing systems through Microsoft 365 and the iMIS membership database. No servers are maintained on the premises. All staff has access to the cloud and can access these systems, as long as they have access to internet service.

All laptops are backed up, so documents saved on laptops should be accessible, as long as there is internet service.

Crisis Management Group

SSO's Crisis Management Group (CMG) will mobilize if a disaster occurs and the Business Continuity Plan will be enacted. The CMG includes a team to oversee invocation thresholds, when certain elements of the plan are enacted, and manage the relocation of business functions. Designated CMG members are responsible for certain business systems and operations:

Chief Executive Officer

Responsible for communication with the SSO President, other volunteer leadership and staff.

Director, Governance & Global Programs

Responsible for enacting/managing the Business Continuity Plan and staff oversight; Maintains communication with the building; Responsible for managing the insurance and financial implications of the incident.

Assistant Director, IT Infrastructure & Data Management

Responsible for managing the systems and infrastructure for business continuity.

Staff contact details

SSO maintains current records of all staff contact information. In the event of a disaster, the headquarters office will be able to communicate with staff via cell phone and email.

Recording incidents

SSO will record, in writing, the details of all major incidents and actions. These notes can be utilized in the case that there is any further investigation into the situation. The recordings will also help inform future business continuity planning.

Contracts

It is SSO policy to maintain contracts with vendors and service providers that provide deliverables for the Society.

Insurance

The SSO Bylaws stipulate that the Society must purchase and maintain insurance at all times to protect its Officers, Executive Council and Committee members, and staff against liability.

The three types of insurance that the Society carries to protect its members are: Directors and Officers; Errors and Omissions; and International Travel.

Directors and Officers (D&O)

D&O insurance covers the Society and its Officers, Board of Directors, Committee Members, and staff against actual or alleged wrongful acts. Because of the fiduciary relationship with the Society, this insurance is an important way members are protected from potential claims or lawsuits for any alleged or perceived wrongdoings. This insurance covers three major areas:

1. Governance liability: claims resulting from general governance decisions;
2. Fiduciary liability: claims resulting from alleged fraud and improper financial oversight, including oversight of employee benefit plans (Employment Retirement Income Security Act [ERISA]) and use of grant funds and donor contributions; and
3. Employment practices liability: claims resulting from employment-related activities.

Errors and Omissions (E&O)

The *Annals of Surgical Oncology* and *Surgical Oncology Insight* journals are covered by E&O insurance. The liability for any errors, omissions, or text issues (including typos, incorrect information, unclear meaning, confusion from punctuation, etc.) generally falls on the content creator or publisher.

The purpose of E&O insurance is to protect against claims of failure or negligence (actual or alleged) to perform contractual services (i.e. publication of the journal) to the agreed-upon standards, external accusations, financial loss related to a complete project, or errors in the final deliverable.

International Travel

The SSO carries an international travel insurance policy that has certain coverage for representatives traveling on behalf of the SSO. The policy covers:

- Medical evacuation to the US (all traveling on SSO's behalf, including spouses)
- If sued for an incident that happens at an international meeting (all traveling on SSO's behalf, including spouses)

If you are travelling internationally on behalf of the Society, staff will be in touch with specific details regarding this policy as it relates to your trip.

Personnel Policies

SSO's Employee Handbook contains information and guidelines that describe SSO's personnel policies, best practices, procedures, and benefits.

Section 5 – Programs and Services by Division

Education

ACCME Accreditation

The Society of Surgical Oncology is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians.

The Education Department maintains a completed Policy Manual for the CME program. For the complete document, contact the SSO Education Department at 847-427-1400 or education@surgonc.org.

Continuing Medical Education (CME) Mission Statement

The mission of the Society of Surgical Oncology (SSO) is to improve multidisciplinary patient care by advancing the science, education and practice of cancer surgery worldwide. The SSO's Education Council and Continuing Medical Education (CME)/Continuing Professional Development (CPD) Committee support this mission through the development and implementation of a quality education program.

The expected results of the SSO's education program are to improve cancer surgeon's knowledge, competence and performance. SSO's education program provides cancer surgeons with a variety of learning formats, including but not limited to, live courses, internet enduring activities and live internet activities.

- The expected results of the SSO education program are measured through the utilization of the following: Professional practice gap and needs assessment
- Pre-and post-test, interactive polling and reflective learning questionnaires
- Individual activity and overall program evaluations, utilizing both quantitative and qualitative data
- Physician self-reported intent to change or actual change in performance in practice
- Continuous educational outcomes measurements
- Data-driven ongoing analysis of accomplishment of Mission Statement

The SSO's education program under the direction of the SSO Education Council, Disease Site Work Groups and CME Committee receive strong support and a firm commitment from the SSO Board of Directors of the SSO to carry out its mission.

Approved by the Continuing Medical Education/Continuing Professional Development Committee and the Executive Council in March 2019.

Independent Satellite Symposia (ISS)

Independent Satellite Symposia (ISS) are independent, CME-accredited educational activities held in conjunction with the SSO Annual Meeting. An ISS may be supported by a company or a not-for-profit organization. For the complete policy, contact the SSO Education Department at education@surgonc.org.

Scientific Journals

Annals of Surgical Oncology

The official journal of SSO and the American Society of Breast Surgeons, the *Annals of Surgical Oncology* is the journal of choice for surgical oncologists worldwide regarding surgical oncology research and education.

Surgical Oncology Insight

Surgical Oncology Insight publishes original, peer-reviewed articles as well as reviews and commentaries of interest to a global audience of surgeons, fellows in-training, and researchers in all aspects of surgical oncology, as well as physicians and surgeons in related fields. Manuscript submissions of clinical and translational research reports, health services studies, reports on surgical techniques, global surgical oncology issues, videos, reviews, and commentary involving new information to advance the understanding and practice of surgical oncology on a broad and inclusive basis are welcome. The journal encourages submission of articles that have a clinical focus and that facilitate comparative views of surgical techniques and treatment modalities.

Surgical Oncology Insight promotes innovative findings in surgical cancer care by communicating advances in research and education.

Breast Surgical Oncology (BSO) Fellowship Training Programs

The accreditation of all new BSO Fellowship Training Programs, along with regular review of previously approved programs, rests with the BSO Fellowship Training Committee, a joint committee with ASBrS.

The committee is responsible for the creation, maintenance, and enforcement of a set of policies and procedures with regards to the program criteria. Committee members conduct site visits to each program on a regular basis to ensure compliance with the program criteria.

A list of SSO-approved programs is listed on the [SSO website](#). New programs are presented to the Executive Council following the approval process.

SSO manages the annual Breast Match between the approved programs and applicants. Only SSO members can apply for these fellowships. A committee of Breast Fellowship Program Directors exists within the SSO governance structure to provide support and education to Program Directors, Co-Directors, Coordinators, and Fellows. Examples include the Fellows Institute and the Breast webinar series.

Complex General Surgical Oncology (CGSO) Fellowship Training Programs

CGSO Fellowship programs are accredited by the Accreditation Council for Graduate Medical Education (ACGME). SSO has oversight related to the management of the CGSO Fellowship programs.

A committee of CGSO Program Directors exists within the SSO governance structure to provide support and education to Program Directors, Co-Directors, Coordinators, and

Fellows. Examples include the CGSO Board Exam Review Course, Fellows Institute, and the CGSO webinar series.

A list of accredited programs is listed on the [SSO website](#). New programs are presented to the Executive Council following the approval process.

Global Outreach

Through its partnership with other international surgical oncology societies, SSO has opened the channels for collaboration among the organizations in an effort to increase scientific and clinical knowledge sharing.

The societies work together by sharing content from conferences and through leader participation in other organizations' annual meetings. The mutually beneficial relationship leverages the collective expertise among societies and their surgical oncologist members to have a greater impact on improving and enhancing cancer care.

Best of SSO

The Best of SSO program delivers the top SSO Annual Meeting scientific presentations to other surgical oncology meetings across the globe. The expanded program now enables partnering societies to choose sessions from a selection of the top 50 abstract presentations at the SSO Annual Meeting (as determined by SSO's Scientific Program Committee) for presentation at their own meeting.

Fees

This licensed program is offered as a complimentary benefit for SSO Global Partner Societies. The licensing fee for non-Global Partner Societies includes Best of SSO Abstract Titles, Descriptions and PowerPoint presentations.

	High Resource Country	Middle- or Low Resource Country*
Full Program (50 abstracts)	\$8,000	\$4,800
Half Program (25 abstracts)	\$4,000	\$2,400
Price per abstract	\$300	\$180

**Fees have been adjusted in line with the World Bank guide for developing countries at 60% of the original fee.*

Global Curriculum

The lack of an adequately trained workforce of surgical oncologists has been a major detriment in efforts to address the rising global cancer burden and has led to a partnership between the SSO and the European Society of Surgical Oncology (ESSO). A task force made up of members from both organizations was appointed and which has jointly published two reports. These reports highlight the global variations in training and make the case for a streamlined global surgical oncology curriculum of uniform standards.

The complete Global Curriculum in Surgical Oncology can be viewed on the SSO website. An updated version of the curriculum is under development.

Global Forum of Cancer Surgeons (GFCS)

The GFCS exists to enhance surgical presence and leadership on the global stage to influence cancer policy that can emphasize the importance of surgical disciplines and simultaneously address the gross inequities in access to surgical care.

The group typically meets bi-annually: once during the SSO Annual Meeting and mid-year at the Congress of one of the member societies with virtual meetings as needed.

Global Partner Societies

The SSO has partnered with several leading international societies in order to foster collaboration, cooperation and ultimately, the advancement of the science and practice of surgical oncology on a global scale. These partnerships offer collaborative exchanges of faculty, career development candidates, and scientific data sharing.

Each SSO International partner society is required to complete an application form and, upon approval, sign a Memorandum of Understanding (MOU).

The list of SSO's Global Partner Societies currently includes:

- African Organisation for Research and Training in Cancer (AORTIC)
- Brazilian Society of Surgical Oncology (BSSO)
- Canadian Society of Surgical Oncology (CSSO)
- College of Surgeons of East, Central and Southern Africa (COSECSA)
- Chinese Society of Clinical Oncology (CSCO)
- Egyptian Society of Surgical Oncology (EGSSO)
- European Society of Surgical Oncology (ESSO)
- Indian Association of Surgical Oncology (IASO)
- Israeli Society of Surgical Oncology (ISSO)
- Japanese Society of Gastroenterological Surgery (JSGS)
- Korean Breast Cancer Society (KBCS)
- Korean Society of Surgical Oncology (KSSO)
- Sociedad Mexicana de Oncologia, AC (SMeO)
- West African College of Surgeons (WACS)

International Career Development Exchange

The International Career Development Exchange (ICDE) program provides support for up-and-coming, early career surgical oncologists with leadership potential. Participants attend the SSO Annual Meeting and then visit a US-based SSO member's institution for a 5-day observership directly following the meeting. Participants receive complimentary meeting registration, 1 year of complimentary membership dues, and a \$3,000 stipend to help cover travel costs.

Each Global Partner Society determines their own participant via their own process. SSO supports 2 additional ICDE participants, selected by the International Committee via a call for applications.

International Dues Model

Two Global Partner Societies were chosen in late 2023 to pilot a reduced membership dues model. The rates for each were determined by a variety of factors.

Global Poster Program

Each Global Partner Society is allowed to submit 9 posters and 1 podium presentation outside of the regular abstract review and selection process. Global Poster authors do not have to pay the abstract submission fee.

Lectureships and Awards

SSO Diversity, Equity, and Inclusion Lecture

A solutions-oriented lectureship on a diversity, equity, and inclusion (DEI) themed topic, presented by a prominent leader in the DEI space.

James Ewing Lecture

The highest award of the Society, given to a physician whose work has had a major impact on surgical oncology. Work is defined in the broadest sense, and includes basic, translational, clinical, and health services research as well as public policy.

James Ewing Layperson's Award

Presented to a non-physician who has contributed to cancer research, education, or advances in treatment through philanthropy, public education, legislation, or by personal example.

John Wayne Clinical Research Lecture

This lecture award is given to a mid-career individual whose work has impacted the clinical practice of surgical oncology.

The Charles M. Balch, MD, Distinguished Service Award

Presented for outstanding contributions to surgical oncology through service to SSO, research, or enhancing clinical care or health policy. This is the successor to the Society of Surgical Oncology Heritage Award, which was started in 2001 to honor a Past President of the Society. Each year, the past, past President gives this lecture and is allowed to select the former President that they wish to honor

Membership

SSO's mission is to improve multidisciplinary patient care by advancing the science, education, and practice of cancer surgery worldwide and membership is a vital component of the Society's activities and programs.

Approval of Membership / Application Process

The approval of all new SSO members rests with the Membership Committee. On the first of every month, staff sends the completed applications received for that period to the Secretary for approval. This may increase in frequency during busy times of the year, such as around the Annual Meeting.

Categories of Membership

The Society has seven membership categories or types and is inclusive of physicians, clinical care providers, scientists, and students of good professional standing.

Each member type has eligibility requirements and rights outlined in the SSO Bylaws.

Member Dues

Annual member dues are established by the Board of Directors and are payable to the Society on a calendar-year annual cycle. Membership terms are from January 1 to December 31 each year.

New Active members are required to pay an application fee, in addition to their first years' dues payment.

Member Dues Waiver Policy

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

Appendix: Board-Approved Policies

Item	Pages
Antitrust Policy	Pgs. 19-20
Confidentiality Policy	Pgs. 21-22
Conflict of Interest Policy	Pgs. 23-25
Diversity in Education Policy	Pgs. 26-27
Document Retention Policy	Pgs. 28-30
Investment and Reserves Policy	Pgs. 31-33
Nominations and Elections Policy	Pgs. 34-38
Survey and Data Usage Policy	Pgs. 39-42
Travel and Expense Policy	Pgs. 43-48
Whistleblower Policy	Pgs. 49-50



Antitrust Policy

To minimize the risk of potential antitrust problems, the Society of Surgical Oncology (SSO) requires all of its Board of Directors members, Officers, participants on Committees, Subcommittees, Work Groups, and Task Forces (collectively, “volunteer leadership”), active members, and staff to abide by the terms of this antitrust policy (“Policy”).

- No individual member, volunteer leadership member, employee or other party is authorized to:
 - Speak or act on behalf of SSO unless specifically granted such authorization by SSO’s Chief Executive Officer (CEO).
 - Use SSO’s letterhead or logo without the prior written consent of the Board of Directors.
- The Board of Directors and Executive Committee are the only parties authorized to issue/approve statements or adopt positions (public or otherwise) on behalf of SSO.
- Board of Directors and Executive Committee members and meeting attendees shall not participate in sessions outside of regularly scheduled meetings to discuss unauthorized or potentially anticompetitive activity.
- Board of Directors and Executive Committee meeting minutes shall be submitted for review by an appropriate member of the SSO staff and the CEO prior to approval and ratification by the Board or Executive Committee.
- Periodic written reports to the SSO Board of Directors are required from all SSO Committees, Subcommittees, Work Groups, and Task Forces, staff, and Officers reflecting pending matters, requests for action and approvals for preliminary decisions.
- Committees, Subcommittees, Work Groups, and Task Forces can act only within the scope of their authority. Recommendations shall be made to the Board of Directors for other actions to be taken.
- All SSO Board of Directors members, Officers, volunteers, active members, and employees shall adhere to the SSO Antitrust Guidelines, a copy of which is attached hereto as Exhibit A.
- A copy of this Policy shall be made available to all SSO members and employees and the need to comply with its terms shall be communicated regularly.

Exhibit A

Antitrust Guidelines

Active participation in the SSO is an important aspect of membership in the Society. Participation not only adds to the vitality and energy of the organization, but it also furthers SSO’s mission of promoting excellence in the practice of surgical oncology.

While the positive contributions of professional societies are well recognized and encouraged by government, Society activities also are subject to close scrutiny under both federal and state antitrust laws. The single most significant law affecting

professional societies is the Sherman Antitrust Act, which makes unlawful every contract, combination or conspiracy in restraint of trade. Because a professional society is, by nature, a group of competitors joined together for a common business/professional purpose, a professional society satisfies what would ordinarily be a difficult element in proving an antitrust violation. As such, any Society activity that arguably could be perceived as a restraint of trade exposes SSO and its members to antitrust risk.

Historically, the most significant area of antitrust concern for professional societies has been price fixing. Price fixing is a very broad term which includes any concerted effort or action that has an effect on prices, terms or conditions of trade, or on competitors. Accordingly, meeting participants should refrain from any discussion which may provide the basis for an inference that they agreed to take any action relating to prices, services, production, allocation of markets or any other matter having a market effect. These discussions should be avoided both at formal meetings and informal gatherings and activities. In addition, meeting participants should be sensitive to other matters that may raise particular antitrust concern for professional societies: membership restrictions, codes of ethics or other forms of self-regulation or certification. The following are guidelines that should be followed at all SSO meetings, informal gatherings and activities:

- DON'T discuss your own or others' prices or fees for service, or anything that might affect prices or fees, such as costs, discounts, terms of sale, or profit margins.
- DON'T stay at a meeting where any such price talk occurs.
- DON'T make public announcements or statements about your own prices or fees, or those of competitors, at any SSO meeting or activity.
- DON'T talk about what other entities or their members or employees plan to do in particular geographic or product markets or with particular patients, health care plans or providers, or vendors.
- DON'T speak or act on behalf of the SSO or any of its committees unless specifically authorized to do so.
- DO alert SSO staff or legal counsel about any concerns regarding proposed statements to be made by SSO on behalf of a committee.
- DO consult with your own legal counsel or SSO before raising any matter or making any statement that you think may involve competitively sensitive information.
- Be alert to improper activities, and don't participate if you think something is improper.

Adherence to these guidelines involves not only avoidance of antitrust violations, but avoidance of behavior which might be so construed. Bear in mind that the antitrust laws are stated in general terms, and that these guidelines only provide an overview of prohibited actions. If you have specific questions, seek guidance from your own legal counsel or from SSO's CEO or legal counsel.



Confidentiality Policy

Purpose

This policy exists to protect any confidential or proprietary information disclosed to a volunteer leader within the Society of Surgical Oncology (SSO).

Overview

Service to the SSO often requires the disclosure of confidential and proprietary information.

An expectation of volunteer leaders is that sensitive and confidential information is not shared with individuals who could use this information in a matter that is inconsistent with the best interests of the organization.

Applicability

This policy applies to members of an SSO Committee, Subcommittee, Editorial or Advisory Board, Work Group, or Task Force (collectively, “committee members”), the Board of Directors, or as a representative of the organization (collectively “volunteer leaders”) upon appointment to their position, and SSO staff as of their hire date.

Policy

While SSO values transparency and a high degree of openness in its affairs, volunteer leaders owe a duty of confidence to the organization. They must not disclose or discuss confidential information concerning the business and affairs of SSO received in their capacity as volunteer leadership with others outside the organization unless otherwise authorized by the Board or its counsel.

Confidential and proprietary information includes, but is not limited to, materials, discussions, or data of any kind concerning any matters affecting or relating to SSO, the business or operations of SSO, and/or the products, plans, processes, or other data of the Society not generally known or available to other volunteers, employees, or other individuals outside of the organization. These may include personal or identifying information that is linked or linkable to a specific individual.

Those persons subject to this policy shall not, nor shall they allow others to, make copies of, discuss, disclose, otherwise disseminate, or use any Confidential Information for any purpose whatsoever except when directly authorized in connection with their service to the SSO.

Compliance and Enforcement

Volunteer leadership shall sign a Confidentiality Policy Agreement on an annual basis, or upon appointment to their position, acknowledging receipt and agreement to comply with the policy. Failure to sign the Confidentiality Policy Agreement constitutes a

violation of SSO's Code of Conduct and will be resolved as outlined in the Code of Conduct.

Reporting

Any possible violations of this policy by any member or persons identified within must be reported to the SSO in either of the following ways:

- Via email to conduct@surgonc.org
- Mailing address alternative for written documents:
 - SSO Conduct Reporting
9525 W. Bryn Mawr Ave Ste 870
Rosemont, IL 60018

The action taken will depend on the nature of the concern and will follow the Violation Resolution process outlined in SSO's Code of Conduct.

Policy Review

The Constitution and Bylaws Committee will review this policy every three (3) years to ensure it continues to meet the needs of the Society and its members and remains in compliance with all applicable state and federal laws.

Attestation

As a volunteer leader in the Society of Surgical Oncology ("SSO"), I recognize I have a duty to protect any confidential or proprietary information disclosed to me in the course of my service. I acknowledge receipt and understanding of SSO's Confidentiality Policy.

I hereby certify that I will protect the confidentiality of any sensitive information I receive as outlined in this policy. I understand that in the event a Conflict of Interest exists and maintaining confidentiality may pose a significant challenge, I have a responsibility to SSO to disclose the Conflict and withdraw from discussions and voting with respect to issues that arise out of or in any way relate to the Conflict.

I understand that sharing any confidential or proprietary information with anyone who could use this information in a matter that is inconsistent with the best interests of the organization is grounds for and may lead to my removal from the group on which I now serve or dismissal from the organization.

Committee or Representative Position

Signature	Date



Conflict of Interest Policy

Purpose

This policy exists to promote transparency within the Society of Surgical Oncology (SSO) and mitigate any actual or perceived Conflicts of Interest for members serving in positions of leadership within the organization. The intent of this policy is to supplement, not replace, any applicable federal, state, or local laws regarding conflicts of interest.

Overview

Many individuals serve the SSO in a variety of capacities which may involve making, contributing to, or influencing significant organizational decisions. **A conflict of interest arises when personal interests interfere with, or reasonably could interfere with, an individual from performing their obligations in an unbiased manner.**

Conflicts of interest may arise when:

- The interests or activities of an individual or a member of their family are potentially competitive with or adverse to those of the SSO; or
- An individual is in a position to influence a transaction or decision in such a way that it will or might appear to benefit the individual or their family member.

Applicability

This policy applies to members of an SSO Committee, Subcommittee, Editorial and Advisory Board, Work Group, or Task Force (collectively, “committee members”), the Board of Directors, or as a representative of the organization (collectively “volunteer leaders”).

Policy

Volunteer leadership must disclose any potential Conflicts of Interest upon appointment to their position. If a COI develops during their tenure of service, s/her should disclose at the time the conflict develops.

SSO volunteer leadership should avoid any actual or perceived conflicts of interest when undertaking work on behalf of the Society.

- An individual shall not participate in discussions, vote on, influence, attempt to influence, make recommendations regarding, or otherwise participate in any transaction in which the individual or a member of their family has a conflict of interest.
- Anyone with a conflict of interest may not do business with or compete with SSO unless expressly authorized to do so by the Board of Directors. Such waiver will not be granted until full and complete disclosure and coordination with legal counsel has occurred.

- Neither an individual nor a member of their family shall accept gifts or other favors under circumstances that might reasonably lead to the inference that the gift or favor was intended to influence their decision-making in the performance of their duties to SSO.
- An individual shall not disclose or use SSO information for personal profit or advantage (directly or indirectly) or use or disclose information designated as confidential and/or strategic in advance of its authorized release or publication.

Compliance and Enforcement

Volunteer leaders must disclose any potential Conflicts of Interest upon appointment to their position. If a COI develops during their tenure of service, they should disclose at the time the conflict develops.

Volunteer leaders are required to attest to the absence of any real or perceived Conflicts of Interest upon appointment or election to their position.

The Constitution and Bylaws Committee will review all Conflicts submitted to determine whether any action is necessary. If a Conflict requires resolution, the Board of Directors will suggest a course of action. Non-compliance with the suggested course of action will constitute a violation of SSO's Code of Conduct and will be resolved as outlined in the Code of Conduct.

Reporting

Any possible violations of this policy by any member or persons identified within must be reported to the SSO in either of the following ways:

- Via email to conduct@surgonc.org
- Mailing address alternative for written documents:
 - SSO Conduct Reporting
9525 W. Bryn Mawr Ave Ste 870
Rosemont, IL 60018

The action taken will depend on the nature of the concern and will follow the Violation Resolution process outlined in SSO's Code of Conduct.

Policy Review

The Constitution and Bylaws Committee will review this policy every four (4) years to ensure it continues to meet the needs of the Society and its members and remains in compliance with all applicable state and federal laws.

Attestation

As a volunteer leader in the Society of Surgical Oncology (“SSO”), I recognize I have fiduciary and/or other duties to SSO related to conflicts of interest. One aspect of fulfilling my duties to SSO is to avoid conflicts of interest in which my allegiance to SSO may be in conflict or otherwise inconsistent with some other professional, business, or personal interest and/or position of responsibility I may have.

- I understand that conflicts of interest include evident conflicts as well as conflicts that may exist or may be perceived by others to exist whether I believe them to exist or not, all of which are referred to herein as “Conflicts.”
- I understand that in the event a Conflict exists, I have a responsibility to SSO to disclose the Conflict and withdraw from discussions and voting with respect to issues that arise out of or in any way relate to the Conflict.

Please select one of the below:

☐ **(Yes, I have a potential conflict) I hereby certify that I have a potential Conflict of Interest as outlined in SSO’s Conflict of Interest Policy.**

List conflict(s)

OR

☐ **(No, I have no potential conflicts at this time) I hereby certify that I am engaged in no activity and am affiliated with no person, corporation, partnership, association, business, organization, or other entity, that creates or may create a conflict with my duties and responsibilities as a volunteer leader within the SSO.**

In the event a Conflict arises, I agree to immediately notify SSO at sso@surgonc.org and acknowledge that any Conflict is grounds for and may lead to my removal from the group on which I now serve.

Committee or Representative Position(s)

Signature	Date

SSO Diversity in Education Policy



Commitment to Diversity

The Society of Surgical Oncology (SSO) recognizes that underrepresentation of minority groups in medicine is a well-documented problem which is particularly prevalent in the surgical disciplines, including surgical oncology. Increased diversity and inclusivity of the SSO membership will accelerate the growth and effectiveness of the Society.

The SSO's mission is to improve multidisciplinary patient care by advancing the science, education and practice of cancer surgery worldwide. The SSO acknowledges the fact that improved diversity of its membership will strengthen efforts to achieve this mission by enhancing the talent, creativity, and vigor of the overall surgical oncology workforce. The burden of cancer disproportionately affects historically underrepresented minority groups and people of lower socioeconomic status, making proportional representation of underrepresented groups in the surgical oncology workforce critical to the delivery of patient centered care.

The SSO is committed to addressing the lack of diversity within the surgical oncology workforce through multiple approaches including the development of educational programs for surgeons. In order to accurately address issues important to the entire spectrum of the population at risk for developing cancer and those affected with cancer, the SSO believes that in addition to content expertise, diversity must be considered when selecting planners, moderators, faculty, and speakers for educational programs. Exposure of the SSO membership and trainees to diversity of experience and thought are essential to accomplish the changes needed in the field of surgical oncology to allow optimal care for cancer patients from historically underrepresented minority groups and to achieve health equity.

Advancing the science of cancer surgery requires a commitment to clinical research. The SSO therefore furthermore acknowledges the importance of educating its membership as well as the cancer patient population regarding the critical importance of accrual diversity in clinical trials, so that results can be generalized with confidence. These educational efforts must feature characterization of existing differences in cancer burden between various population subsets and they should encourage the design as well as implementation of research studies that will address these differences.

Policy

In all facets of planning and implementing SSO's educational programs, the Society will create an inclusive, respectful atmosphere that encourages the recruitment and participation of planners and faculty of communities which have been historically underrepresented in medicine, including but not limited to those of different age, race, gender, ethnicity, physical ability, and sexual orientation in an effort to achieve diversity of representation across its educational programs.

Program planners should select participants based on competency and should be intentional about diversity.

The SSO will foster an environment built on the premise of diversity and equity that encourages and enforces:

- Respectful communication and cooperation between educational program planners, speakers, and attendees;
- Teamwork and active participation, permitting the representation of all groups and perspectives;
- Ongoing audit of the diversity of committee members and invited speakers to inform future SSO initiatives;
- Feedback mechanism for the membership to address concerns about the success of this policy.

Document Retention Policy



General

The Document Retention and Destruction Policy identifies the record retention responsibilities of staff, members of the Executive Council, volunteers and service providers for maintaining and documenting the storage and destruction of the Society's documents and records. This policy should be reviewed every three years to ensure compliance with federal laws that prohibit the destruction of certain documents.

The SSO's staff, leadership, volunteers and service providers are required to comply with the following rules:

1. Paper or electronic documents indicated under the terms for retention in the following section will be maintained by the SSO.
2. All other paper documents will be destroyed after 3 years
3. All other electronic documents will be deleted from all individual computers, databases, networks, and back-up storage after one year
4. No paper or electronic documents will be destroyed or deleted if pertinent to any ongoing or anticipated government investigation or proceeding or private
5. No paper or electronic documents will be destroyed or deleted as required to comply with government auditing standards (Single Audit Act).

Record Retention

The following table indicates the requirements for SSO's document retention policy:

Type of Document	Minimum Requirement
Accounts payable ledgers and schedules	7 years
Audit reports	Permanently
Bank reconciliations	2 years
Bank statements	3 years
Checks (for important payments and purchases)	Permanently
Contracts, mortgages, notes, and leases (expired)	7 years
Contracts (still in effect)	Contract period
Correspondence (general)	2 years
Correspondence (legal and important matters)	Permanently
Correspondence (with customers and vendors)	2 years

Type of Document	Minimum Requirement
Deeds, mortgages, and bills of sale	Permanently
Determination letter for income tax exemption	Permanently
Depreciation schedules	Permanently
Duplicate deposit slips	2 years
Expense analyses/expense distribution schedules	7 years
Year-end financial statements	Permanently
Insurance records, current accident reports, claims, policies, and so on (active and expired)	Permanently
Internal audit reports	3 years
Inventory records for products, materials, and supplies	3 years
Invoices (to customer, from vendors)	7 years
Minute books, bylaws, and charter	Permanently
Patents and related papers	Permanently
Payroll records and summaries	7 years
Personnel files (terminated employees)	7 years
Retirement and pension records	Permanently
Tax returns and worksheets	Permanently
Timesheets	7 years
Trademark registrations and copyrights	Permanently
Withholding tax statements	7 years

Personnel File Details

Type of Document	Minimum Requirement
Recruiting and screening documents such as applications, resumes and educational transcripts	Personnel file
Reference/background check results	Confidential file
Drug test results	Confidential file
Job descriptions	Personnel file
Equal employment opportunity (EEO) self-identification of gender and race/ethnicity	Confidential file

Type of Document	Minimum Requirement
Affirmative action self-identification of race, gender and veteran status	Confidential file
Affirmative action self-identification of disability	Affirmative action confidential file
Immigration (I-9) forms	I-9 file
Records relating to job offers, promotion, demotion, transfer and layoffs	Personnel file
Pay and compensation information	Personnel file
Education and training records	Personnel file
Handbook and policy acknowledgments	Personnel file
Employment agreements (noncompete, confidentiality agreements)	Personnel file
Letters of recognition and awards	Personnel file
Warnings, counseling and disciplinary notices	Personnel file
Performance evaluations and goal-setting records	Personnel file
Termination notice and documentation	Personnel file
Medical records (medical questionnaires, benefit claims, doctor's notes, accommodation requests, medical leave records, workers' compensation claims)	Medical file
Child support/garnishments	Confidential file
Litigation documents	Confidential file
Workplace investigation records (although relevant disciplinary action, counseling or other direct communications are placed in the employee's personnel file)	Confidential file
Requests for employment/payroll verification	Confidential file
Benefit enrollment forms	Benefits file
Beneficiary designations	Benefits file

Investment and Reserves Policy



Purpose

The purpose of this statement is to establish the investment and reserves policy, objectives and asset allocation for the Society of Surgical Oncology (SSO). The statement also incorporates accountability standards that will be used for monitoring the progress of the Portfolio's investment program and for evaluating the contributions of the manager(s) hired by SSO.

SSO Funds

SSO has developed operating, investment and reserves funds to assist in achieving its strategic goals. For additional information on the financial funds of the Society, contact the SSO Headquarters at 847-427-1400.

- Operating Fund: "Checking account" – essentially, the cash to run daily operations. This fund also includes excess operating cash which are funds in the SSO portfolio that aren't restricted in the four funds listed below.
- Strategy Fund: Small fund designed to fund unbudgeted, non-revenue-generating, mission-driven strategic activities.
- Permanent Fund: "Rainy day fund" – a long-term reserve for disaster.
- Capital Fund: Fund to accumulate cash for capital expenditures and investment in infrastructure.

Investment Objective

5% per annum of the average (mean) principal balance for the prior five fiscal years, plus the increase in the cost of living for the prior twelve months.

Investment Policy

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

Asset Allocation

It will be general policy to diversify investments among equity and fixed-income securities. As a long-term guideline, it is expected that 60% of the funds will be invested in equities and 40% in fixed-income. Allocations will generally be maintained at the above targets, but movement will be permitted within the ranges indicated below:

	Lower Limit	Strategic Allocation	Upper Limit
Asset Class			
Total Stocks	50%	60%	70%
U.S. Stocks	25%	36%	49%
International Stocks	15%	24%	35%
Total Bonds	30%	40%	50%
U.S. Bonds	18%	28%	40%
International Bonds	6%	12%	20%
Total Reserves	0%	0%	5%

Investment Staff Guidelines

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

The portfolio's performance will be benchmarked against the following unmanaged market indexes weighted according to the target allocations provided for within this policy:

- U.S. Equity: CRSP US Total Market Index
- Non-U.S. Equity: FTSE Global All Cap Ex US Index
- Investment Grade Fixed Income: Barclays Capital U.S. Aggregate Float Adjusted Index
- International Fixed Income: Barclays Global Aggregate ex-USD Float Adjusted RIC Capped Index (US Hedged)
- Cash: Citigroup 3-Month T-Bill Index

Other Investment Policies

- Equities: Investments in private placements, letter stock and uncovered options, short sales, margin transactions, or other specialized investment activities are prohibited without prior written consent.
- Fixed-Income: Investments will be limited to U.S. Government Treasuries and Agencies, Investment Grade Corporate Issues, and Investment-Grade international bonds (both government and corporate issues). The average maturity will not exceed 10 years.
- Cash and cash equivalents: Cash and cash equivalents are to be composed of deposits in highly-rated commercial banks, money market accounts, U.S. Treasury Bills, commercial paper, bank repurchase agreements or accounts in governmental agencies, with a high sensitivity to security and liquidity.
- Except for obligations of the U.S. Treasury, securities of a single issuer should not exceed 10% of a given portfolio, at cost.

Rebalancing

The asset allocation will be reviewed at the end of each calendar quarter and investments will be rebalanced, if the overall asset allocation is more than five percentage points off of the target asset allocation. Additionally, as monies are either added or withdrawn, cash flow will be used to realign the portfolio closer to the target asset allocation weights.

Permanent Fund Policy

SSO will maintain the Permanent Fund as an endowment account. Investment income may be allocated annually with the following guidelines:

- The minimum amount of the Permanent Fund will be no less than 50% of the prior year budgeted expenses.
- Excess investment income and operating cash may be distributed amongst the other funds (Strategic, Operations, Capital) as deemed appropriate by the Finance Committee with approval by the Executive Council.

Nominations and Elections Policy

Overview

The purpose of this document is to codify the policies and procedures for nomination and election of Society of Surgical Oncology (SSO) leadership and establish a succession plan for the Officers.

SSO requires everyone involved in the organizational elections to adhere to the high standards of conduct, practice, and qualifications for SSO members in order to achieve our mission.

Leadership consists of the Society's Nominating Committee members, Officers, and other Board of Directors members:

- Officers (Executive Committee Members)
 - President – Chair of Executive Committee and Board of Directors
 - President-Elect
 - Vice President
 - Secretary
 - Treasurer
 - Immediate Past President
 - Chief Executive Officer (non-voting)
- Second Past President
- International and Community Practice Representatives
- Six Board Members
- Three Directors-at-Large

The *Annals of Surgical Oncology* Editor-in-Chief, *Surgical Oncology Insight* Editor-in-Chief, and CEO serve as non-voting members of the Board of Directors.

Nomination Submission and Solicitation

Open positions in SSO's annual elections vary due to the staggered nature of the leadership position. Open positions are determined annually based on which Officers, Board Members, and Nominating Committee Members' terms are ending.

An open call for nominations is sent to SSO members in good standing with voting rights at the beginning of the election cycle. SSO members may nominate a colleague or self-nominate for any of the open positions that year.

Nominees must complete a Nominee Form and submit any other materials requested by the deadline stipulated in the call for nominations. Complete candidate profiles are provided to the Nominating Committee for consideration to be advanced as outlined below in the "Election to Leadership" section of this document.

Election Code of Conduct

Consistent with SSO's Code of Conduct, it is expected that nominees, nominators, and voters behave professionally and ethically at all times, showing respect and courtesy to others, to ensure a transparent and positive annual elections process.

The following rules apply to the Society's nominations and elections:

- Nominators must be current SSO members with voting rights and in good standing with their annual dues.
- When considering nominees or voting on candidates, Nominating Committee and Board Members:
 - Should choose based on their own analysis of merit, and not be influenced by personal friendships, company loyalties, or institutional preferences;
 - Shall not accept money or anything of value in exchange for votes or support;
 - Shall not enter into any agreements or understandings on how to vote. This includes without limitation: "Voting Blocs," or groups of voters who agree to vote together and "Vote Trading," or offering to vote in any manner in exchange for another's vote.
- Nominees and their supporters shall not:
 - Misuse or abuse the SSO member directory or website for electioneering or soliciting support;
 - Actively campaign among members of the current Nominating Committee or Board;
 - Assert undue pressure or influence, or offer or give bribes in an effort to:
 - Induce a person to submit or withdraw candidature for election;
 - Influence the vote of a person at an election;
 - Otherwise interfere with the due course of an election

Compliance and Enforcement

SSO reserves the right to take any action that is reasonably necessary, in the sole judgment of SSO, for the protection of SSO, its members, volunteers and staff. SSO will maintain full discretion in the interpretation and enforcement of the Election Code of Conduct. All compliance issues will be addressed consistently in accordance with the Violation Resolution section below.

Individuals who violate the Election Code of Conduct will be asked to cease any unacceptable behaviors and are expected to comply immediately. This document provides general guidelines and cannot cover every possible type of unacceptable behavior. SSO reserves the right to apply corrective action to instances other than the specific examples noted and to exercise some or all the following remedies when an individual or group of individuals violate the policy:

- Counseling and warning regarding zero tolerance of unacceptable behavior.
- Revocation of SSO membership.
- Exclusion from future SSO elections or service as SSO volunteer leadership.

The severity of the punitive action shall be commensurate with the degree of disruption and the response necessary to restore a safe and respectful environment for all parties involved.

Reporting

Any possible violations of this policy by any member or persons identified within must be reported to the SSO in either of the following ways:

- Via email to conduct@surgonc.org
- Mailing address alternative for written documents:
 - SSO Conduct Reporting
9525 W. Bryn Mawr Ave Ste 870
Rosemont, IL 60018

Violation Resolution

The SSO CEO and President will determine whether the complaint will be forwarded to the Board of Directors. The Board will determine the suggested course of action.

Election to Leadership

Eligibility Requirements

- No member of the Nominating Committee may be nominated for any open position while serving on the committee.
- Active, Active International, Emeritus, Candidate, and Post-Fellowship Candidate members are eligible to serve in an elected leadership position on the Board or as an Officer and vote in Society elections.
- Candidates for Officer positions must have completed a 3-year term on the Board.
- To be eligible to serve as a Director-at-Large, an individual must have been a member of the Society for a minimum of five years and must be no older than age 45 years at the time of his or her nomination.
- Upon completion of a three-year term, a member may not serve again as an elected member of the Board of Directors until at least one year has elapsed from the end of the member's term, unless elected as an Officer.

Criteria for Candidates

- Attendance at SSO annual meeting
- Service to Society/ Other positions individual has held within SSO
- Commitment to SSO
- Diversity
- Length of membership
- Age requirement (for certain positions)
- Competency (skill set for role, i.e., treasurer, secretary, vice-president)
- Skills and Interests:
 - Proven interest in the field of surgical oncology/leadership in the field
 - Knowledge and understanding of the organization's work
 - Professional knowledge and skills needed by the BOD

- Connections in the community (media, politics, healthcare)
- Fundraising experience and willingness to participate
- Ability to make a personally meaningful financial contribution
- Previous board experience or board training

Election Cycle Process

Nominees are solicited annually from the voting membership. All nominees are initially vetted by SSO staff to ensure eligibility.

The Nominating Committee reviews the nominees and identifies a short list of qualified individuals:

- Officer: Up to three (3) candidates
- Board Members: At least five (5) candidates
- International/Community Practice Rep.: At least two (2) candidates.
- Director-at-Large: At least two (2) candidates.
- Nominating Committee: At least two (2) candidates for each position on the committee.

The Nominating Committee Chair presents the short list to the Board to allow for questions and discussion about each candidate.

After the presentation, the Nominating Committee and Board vote on Officer, Board Member, and International/Community Practice Rep. positions in an online, anonymous survey to determine a final Slate of Nominees.

A majority vote (51%) is required for selection as an Officer. In the event there is not a majority, a runoff will take place after eliminating the candidate with the lowest number of votes. In the event of a tie due to an even number of individuals voting (neither candidate gets 51% of the vote), then the Nominating Committee will conduct a runoff vote between the two candidates. A majority vote by the Nominating Committee will determine the winner.

The Slate of Nominees is presented to the membership for ratification at the Annual Business Meeting of the Members.

The Director-at-Large and Nominating Committee positions are sent to the membership in an online election.

Officer Succession

The President, President-Elect, and Immediate Past President serve 1-year terms, while the Vice President, Secretary, and Treasurer serve 3-year terms on a staggered rotation.

Each year at the Annual Business Meeting of the Members, the office of the President-Elect is filled by the Officer (either Vice President, Secretary, or Treasurer) whose term is completed during that election year.

The President-Elect automatically assumes the position of President; the President automatically assumes the position of Immediate Past President.

Term Ends	Term Begins
President	Immediate Past President
President-Elect	President
Vice President / Secretary / Treasurer	President-Elect

Officer Vacancy

In the event the President becomes unable to fulfill the duties of office, the President-Elect assumes the office and serves the remainder of the unexpired term in addition to the originally intended term of President.

If the President-Elect is unable to complete his/her term of service OR is elevated to fill a vacancy in the President position, the person currently serving as Vice President, Secretary, or Treasurer whose 3-year term is closest to completion shall be elevated to serve the unexpired term of the President-Elect and ascend to President.

Election Timing in the case of a Vacancy

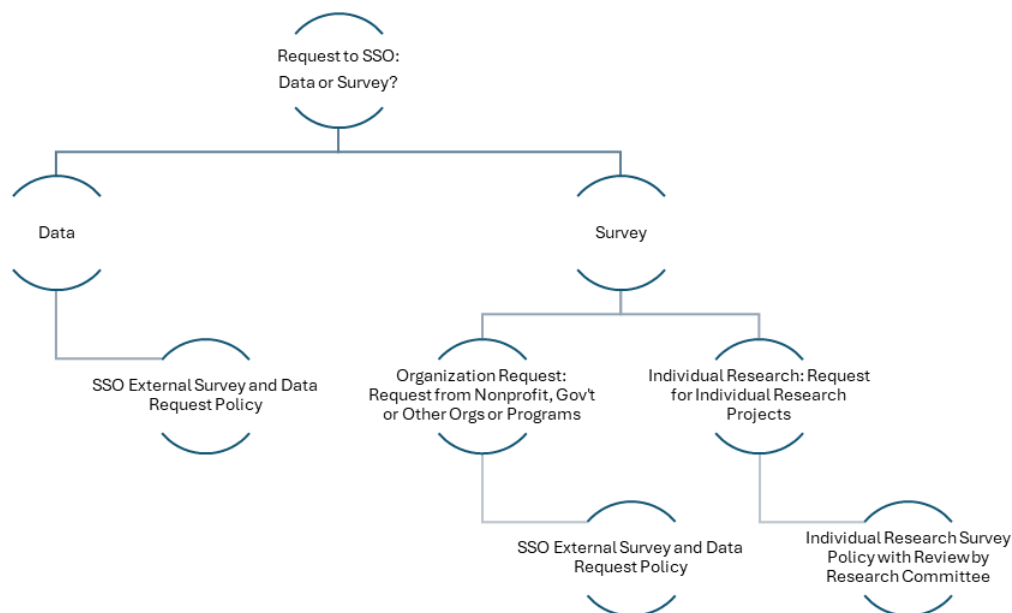
If a President or President-Elect vacancy occurs within the first six months of the governance year, a special election shall be held to fill the open Officer position created by the ascension of the sitting Vice President, Secretary, or Treasurer to the position of President-Elect.

If a President or President-Elect vacancy occurs within the last six months of the governance year, the open Officer position for the ascending Vice President, Secretary, or Treasurer to the position of President-Elect shall be filled by a Past President for the unexpired term of office. The open Officer position shall then be filled during the next annual election.

The newly elected Officer will serve a full 3-year term prior to ascension to President-Elect. The remaining Officer position terms may be shortened in order to maintain the staggered ascension cycle.

If the Vice President, Secretary, or Treasurer is unable to complete their respective term of service, within the first six-months of the governance year, a special election shall be held to fill the open Officer position; if the vacancy occurs within the last six months of the governance year, a Past President shall fill the open Officer position for the remainder of the governance year. The open Officer position shall then be filled during the next annual election.

SSO External Survey and Data Request Policy



Purpose

This policy exists to actively manage SSO's data and access to the membership.

Overview

SSO receives internal and external requests for data and data analysis, including, but not limited to: member demographics and engagement history, meeting attendance, specific training program information, and direct access to survey the SSO membership. SSO data and access to the membership should be used to benefit members and the field in a way that reflects both the mission and the values of the organization.

SSO data is an asset of the Society, considered proprietary, and is copyright protected.

Applicability

This policy applies to:

- Requests to survey the SSO membership from non-profit, governmental, or other organizations for which there may be benefit to SSO or the surgical oncology field.
 - No more than two surveys will be sent to the membership per year, separate from those sent via Research Policy for Individual Researchers.
- Data requests for de-identified, aggregate membership or program information, both internal and external, that SSO has permission/right to share.

Use of SSO member data is allowable in the following circumstances with notification to leadership:

- Reporting of membership data to Society leadership;
- In Society website and media communications as part of a larger story;
- Assessments conducted by SSO Committees and Task Forces for the purposes of projects or program planning; or
- Development of SSO authored publications;

There may be additional circumstances requiring internal usage of data that may be reported publicly and SSO leadership will be notified (for example, inclusion of general aggregate data for the purposes of SSO sponsorship or exhibit sales).

Policy

The Board of Directors or Executive Committee is responsible for review and approval of all requests that do not fall under the existing Research Policy for Individual Researchers.

They determine which requests are relevant and beneficial to the field and membership, appropriate to SSO. Activities around this process will be cost neutral or provide income to SSO.

Review and Approval

All requests, internal or external, must meet the following requirements:

Surveys to be sent to the membership	
Request Requirements	<p>Abstract or precis of no more than 500 words, hypothesis, specific aim(s), institutional approval (IRB), and the survey questions, along with the audience they would like to survey. The requestor should also address how the data will be used and planned dissemination.</p> <p>The following conditions should be met:</p> <ul style="list-style-type: none"> • <30 min to complete • English grammar • Clarity of language • No inflammatory/personal questions • Confidentiality/Anonymity • No sharing of member contact information with investigator or industry • SSO Members will have the opportunity to opt-out of the survey
Review	<p>As part of review, if a survey comprises specific disease site areas or other clinical topics of interest (i.e. Quality, Research, Global Impact), the appropriate SSO committee will be asked to review the survey for topic appropriateness prior to Board review.</p>

	Requests will be reviewed for scientific validity, regulatory compliance, content (no personal or private questions), and statistical considerations, if appropriate.
Implementation	Once approved, any surveys should be placed by the researcher on a web-based survey platform (i.e. SurveyMonkey, etc.) and then transferred to the SSO staff to send the survey to SSO members. Only 2 queries per survey will be sent
Requestor Responsibilities	SSO will receive the final survey results. Surveyors are asked to acknowledge SSO in any publications or presentations and to share with SSO any publication or presentation that results from the survey.
Data Requests	
Request Requirements	<p>Requests for de-identified, aggregate SSO membership or program data will be reviewed on a case-by-case basis and must meet the following criteria:</p> <ul style="list-style-type: none"> • Data shared is for single use only. • Data is not to be sold or shared with other entities. • If the data is utilized as part of a publication, SSO must be listed as the source of the data. Recipients are asked to acknowledge SSO in any publications or presentations and to share with SSO any publication or presentation that results from the request. • SSO will only share data it owns or has permission to share. <p>A proposal of no more than 500 words, along with the specific data requested, plus:</p> <ul style="list-style-type: none"> • Nature of the request (overarching goal or objective of the project). • How will the data be used and any planned dissemination. • Type and timeframe of data (requestor should specify exactly the data they are requesting). • Date needed by date • Hypothesis, specific aims, IRB approval (if applicable)
Review	All requests will be reviewed by the Board of Directors or Executive Committee at their next regularly scheduled meeting.
Requestor Responsibilities	Requestors are asked to acknowledge SSO in any publications or presentations and to share with SSO any publication or presentation that results from the data.

Evaluation Criteria for Surveys and Data Requests

In addition to the proposal and specific review criteria above, the following will be considered when evaluating requests:

- The topic is relevant to the mission and goals of the organization.
- The topic is scientifically or otherwise valuable to surgical oncology or SSO.
- There are no significant risks to members or survey participants.
- There are no ethical or legal risks, or adverse impact on SSO in terms of credibility or prejudice.
- The requestor is ethical, and an association would add to SSO's standing.
- There are no conflicts of interest or issues of real or perceived product or industry endorsement or influence.
- Data received will not be used for financial gain for the surveyor or requestor.

Fee for Service

The following fees will be charged for each request:

- Active, Active International, and Associate Members: \$2,500.
- Resident/Med Student, Candidate, Post-Fellowship Candidate Members: \$1,000.
- Non-member professionals with an interest in surgical oncology: \$3,500.
- Free for non-profit or scientific entities as approved by the SSO Executive Leadership.
- No industry sponsored submissions will be accepted.

**Any data requests that require significant staff time (in excess of five hours) will charged an additional \$50/hour.*

Disclaimer

SSO assumes no liability for the accuracy, completeness, and actuality of the data provided.

Reporting

Any possible violations of this policy by any member or persons identified within must be reported to the SSO in either of the following ways:

- Via email to conduct@surgonc.org
- Mailing address alternative for written documents:
 - SSO Conduct Reporting
9525 W. Bryn Mawr Ave Ste 870
Rosemont, IL 60018

The action taken will depend on the nature of the concern and will follow the Violation Resolution process outlined in SSO's Code of Conduct.

Policy Review

The Constitution and Bylaws Committee will review this policy every two (2) years to ensure it continues to meet the needs of the Society and its members and remains in compliance with all applicable state and federal laws.

Travel and Expense Reimbursement Policy



Purpose

The leadership of the Society of Surgical Oncology (SSO) recognizes that SSO volunteer leaders, members, and staff (known collectively as “representatives”) may be required to travel or incur expenses from time-to-time on behalf of the Society. The purpose of this policy is to ensure convenience in travel and timely reimbursement of expenses. It is the policy of the Society to reimburse reasonable, customary, and necessary expenses.

These guidelines apply to all SSO representatives traveling on authorized Society business or individuals who have incurred other business-related expenses.

SSO expects its representatives to:

- Exercise cost containment and fiscal responsibility;
- Act responsibly within the guidelines of this document;
- Represent SSO in a professional manner at all times; and
- Submit expenses, with required documentation and approval, within 15 days after the event or activity where expenses were incurred.

If you are traveling in a way that is not covered by these guidelines or have questions that are not answered here, speak with the Chief Executive Officer (CEO) or the Chief Operating Officer (COO) before you travel.

General Travel Guidelines

Approval

All trips involving air travel or overnight stay need to be approved in advance by SSO. In determining the reasonableness and necessity of travel, consideration will be given to the benefits of being on-site vs. participation by telephone, video conferencing or webinar. SSO staff cannot authorize travel or approve expenses for themselves.

Emergencies

SSO should always know where and when representatives are traveling for the Society. Please submit your travel itinerary to the SSO staff liaison or supervisor. Also, please provide us with your emergency contact names and phone numbers, should we need to reach them in the event of an emergency.

Personal and Companion Expenses

Personal travel may be combined with business as long as there is no additional cost to SSO. Expenses associated with travel of a representative’s companion will

not be reimbursed by SSO. Air travel costs with combined business and personal travel will be reimbursed based on the cost of a round trip coach ticket between the representative's home city and the city where the business meeting is occurring. Any additional costs will be at the expense of the SSO representative.

Use of Travel Management Company

It is recommended that reservations be made through the SSO travel partner UNIGLOBE (800.235.9386 or 925.838.4445; ord-reservations@uniglobetravelpartners.com). Staff travel must be booked at least seven days in advance to ensure reimbursement.

Air Travel

SSO will pay the cost of coach class fare available on non-stop flights.

During this time of heightened security, and in an effort to ensure management continuity during a time of crisis, SSO's senior management team should make every effort to fly separately. Where that is not feasible, a maximum of two members of senior management can be on the same plane. The CEO and Controller should not fly together nor the CEO and COO. Adherence to this guideline is also expected when an entire department is flying to an SSO event (i.e. International Conference on Surgical Cancer Care).

Representatives traveling on behalf of SSO may accept and retain frequent flyer miles and compensation for denied boarding (e.g. overbooked or cancelled flights) for their personal use. Representatives should not intentionally accept a flight change for the compensation, particularly if that change jeopardizes their business responsibilities and/or includes any additional costs to the Society (i.e. an overnight stay). Additionally, staff may not deliberately patronize a single airline to accumulate frequent flyer miles if less expensive comparable tickets are available on another airline.

One checked bag is reimbursable on domestic flights, with receipt. SSO offers the option to traveling staff of shipping bags ahead of departure for the SSO International Conference on Surgical Cancer Care.

Entertainment and Business Meetings

Reasonable expenses incurred for business-related entertainment will be reimbursed. Invitations to attend activities or events from other organizations may require review and pre-approval for staff.

The following documentation is required in order to be reimbursed for business-related entertainment events:

- Date of event and merchant's name
- Names, titles and organization affiliation of those in attendance
- Description of entertainment and venue
- A receipt is required for expenses over \$25
- A complete description of the business purpose

SSO will reimburse business related expenses including copying, faxing, postage, gratuities for services, packaging, Federal Express, etc. with appropriate receipts.

Expense Report Form

Expenses will be approved and reimbursed within 30 days of submission. Documentation should be submitted within 15 days of the completion of the event where expenses occurred.

Attach a photocopy of your receipts with the appropriate form and retain originals.

ACH deposit or check payment are available as delivery options.

A copy of the current expense report form is available in the Appendix to the Policies and Procedures Manual.

Ground Transportation

Representatives are expected to use the most economical ground transportation appropriate under the circumstances in this order:

- Hotel courtesy cars
- Airport shuttle or bus
- Rail travel (within metro areas or between metro areas)
- Taxis (receipt is required)
- Car service when deemed appropriate
- Rental cars (require pre-approval). If renting a car, whether domestically or internationally, staff should decline ALL insurance. SSO staff are covered by the SSO insurance policy.

Car rental reward programs are retained by the representative.

Honoraria and Reimbursement for Non-CME Activities

It is the general policy of the Society of Surgical Oncology (SSO) that neither stipend nor reimbursement of necessary expenses shall be paid to SSO members serving in any capacity (e.g. as planner, faculty member, writer, reviewer, etc.) for non-accredited educational activities except under circumstances as determined by the SSO CEO in consultation with the Society's leadership.

The SSO leadership may select qualified persons outside the SSO membership to plan, prepare, present, and in other ways facilitate non-CME activities when new ideas and information are sought; when external perspectives are required, particularly in controversial areas of medicine; when a multi-disciplinary approach in the treatment of cancer patients is being discussed and/or when SSO members do not have appropriate requisite knowledge. International non-member faculty selected to participate in non-CME events will require approval from the SSO President and President-Elect.

Non-members will not be provided with honoraria but may be reimbursed for necessary expenses upon their request consistent with the Society's policies on the use of non-member faculty in non-CME activities. Travel, meal and hotel expenses shall be reimbursed according to established SSO travel policies.

For the complete Policy for the Awarding of Honoraria and Reimbursement of Necessary Expenses for Non-CME Activities, see the Policies and Procedures Manual.

International Travel

As the Society increases its level of international activity with societies worldwide, it will be necessary for more travel outside of the United States. The purpose of this policy and guidelines is to set forth a rationale and process for the Society's international travel and its associated expenses. In compelling circumstances, the CEO may authorize a variance to this policy.

SSO leadership may be invited to travel on behalf of the Society to international society meetings. All invitations must be sent to the SSO Manager of Global Outreach and Special Programs for coordination and negotiation, as needed, with the international society. All arrangements must be administered by staff at SSO Headquarters.

When traveling on behalf of the SSO to participate in an international society meeting, the host society will make any honorarium payable directly to the SSO. The Society will cover expenses for the duration of the meeting for which the SSO representative is expected to attend as well as one travel day before and after the meeting dates. Receipts must be provided for all covered expenses over \$25.00. Representatives will be reimbursed by SSO after submitting an expense reimbursement form.

Ground Transportation outside the U.S.

If transportation services are not directly arranged by the host society, the SSO will reimburse for transportation to and from the airport in departure city and destination city. Parking fees for travel days and day(s) of meeting (examples include parking at rail stations, airports, and meeting site), and road and bridge toll charges will also be reimbursed.

Hotel Accommodations outside the U.S.

If hotel accommodations are not directly arranged by the host society, the SSO will reimburse for room and tax during the scheduled meeting dates, inclusive of early arrival or late departure due to airline schedules and availability.

International Airfare

In order for SSO to best support its representatives and manage the travel program, we recommend the use of our corporate travel agent, Uniglobe. Benefits of using Uniglobe include:

- Direct billing to the SSO
- Complete records of the travel itinerary

- Personal service both for initial booking and, if necessary, to resolve problems while traveling, including rebooking flight cancellations
- Ability to use preferred airlines and frequent flyer numbers
- Up to two checked bags are reimbursable on international flights.

Representatives should select the lowest available airfare for international flights of less than 6 hours of scheduled flight time. Business class may be selected for international flights of more than 6 hours of flight time. There is no coverage or reimbursement for fees associated with voluntary schedule changes, new ticket purchases, or standby travel. Where possible, flights should be booked at least 45 days in advance of the travel in order to take advantage of available discounts. While SSO strives to accommodate travel and airline preferences, speakers will be asked to cover the difference in tickets much higher than the market rate, if they choose not to accept the offered fare. Higher expenses due to stopovers before or after the meeting are not covered. The Society will cover reasonable out-of-pocket expenses for the representative to obtain a visa.

Lodging

Reimbursement will be based on the standard room rate (including taxes) for reasonably priced accommodations. Consideration should be given to cost of staying in the hotel, proximity to other venues on the itinerary, others traveling in the group and the availability of public transportation.

Special requests during business travel will be handled on an individual basis.

Hotel internet fees are reimbursable and hotel reward programs are retained by the SSO representative.

Meals

Meals are reimbursed based on reasonable expenditures (in any given city) and responsible cost containment. If traveling with others, the senior representative is expected to pay. No more than two alcoholic beverages per person per meal will be reimbursed.

Non-Reimbursable Expenditures

SSO maintains the policy that expenses perceived to be personal, lavish or excessive will not be reimbursed.

If not pre-approved by a manager, non-reimbursable expenses include, but are not limited to:

- Travel insurance (without prior approval)
- Expenses for travel companions during business travel
- Gifts
- First class tickets or upgrades
- Movies/videos

- Costs for participation in sporting events if prior approval has not been granted
- Purchase/rental of any sporting equipment if prior approval has not been granted
- Gym or spa charges
- Clothing purchases (unless luggage has been lost or delayed at the destination)
- Hotel gift store purchases, toiletries, grooming products (unless luggage has been lost or delayed at the destination)
- Laundry (unless you have stayed for business for more than four nights)
- Personal car maintenance
- Purchase due to loss or repair of personal equipment (see your personal insurance policy)
- Maintenance and repair of the Society's organization-owned equipment without IT approval
- Reading materials, dues and subscriptions unless approved in advance

Parking and Tolls

Parking (including hotel parking) and tolls will be reimbursed when on Society business. The costs of parking violations, tickets, fines and car washes will not be reimbursed. Consider economy parking or off airport parking facilities when traveling for two or more days.

Personal Cars

Representatives are compensated for use of their personal cars when used for Society business. Mileage will be allowed at the currently approved IRS rate per mile.

In the case of representatives using their personal cars to take a trip that would normally be made by air, mileage will be allowed at the current approved rate. Exceptions may be made in the event a representative must travel with oversized items which make air travel prohibitively expensive, deeming driving more efficient.

Receipts

Receipts are required for all expenditures in excess of \$25 and should include the following:

- Date of event and merchant's name
- Description of expenditure
- A complete description of the business purpose and attendees.

Whistleblower Policy



General

A whistleblower as defined by this policy is a member of the leadership, an active member of the Society and/or an employee who reports an activity that he/she considers to be illegal or dishonest to one or more of the parties specified in this policy. The whistleblower is not responsible for investigating the activity or for determining fault or corrective measures; appropriate management officials are charged with these responsibilities.

Examples of illegal or dishonest activities are violations of federal, state or local laws; billing for services not performed or for goods not delivered; and other fraudulent financial reporting. If an individual has knowledge of or a concern of illegal or dishonest fraudulent activity, they are to contact the Chief Executive Officer (CEO) or Chief Operating Officer (COO). The individual must exercise sound judgment to avoid baseless allegations. An individual who intentionally files a false report of wrongdoing will be subject to discipline up to and including termination.

Whistleblower protections are provided in two important areas -- confidentiality and against retaliation. Insofar as possible, the confidentiality of the whistleblower will be maintained. However, identity may have to be disclosed to conduct a thorough investigation, to comply with the law and to provide accused individuals their legal rights of defense. The SSO will not retaliate against a whistleblower. This includes, but is not limited to, protection from retaliation in the form of an adverse employment action such as termination, compensation decreases, or poor work assignments and threats of physical harm. Any whistleblower who believes he/she is being retaliated against must contact the CEO and/or COO, immediately. The right of a whistleblower for protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated.

Defend Trade Secrets Act (DTSA) Compliance: "Immunity from Liability for Confidential Disclosure of a Trade Secret to the Government or in a Court Filing:"

- (1) Immunity—An individual shall not be held criminally or civilly liable under any federal or state trade secret law for the disclosure of a trade secret that—(A) is made—(i) in confidence to a federal, state or local government official, either directly or indirectly, or to an attorney; and (ii) solely for the purpose of reporting or investigating a suspected violation of law; or (B) is made in a complaint or other document filed in a lawsuit or other proceeding, if such filing is made under seal.
- (2) Use of Trade Secret Information in Anti-Retaliation Lawsuit—An individual who files a lawsuit for retaliation by another individual for reporting a suspected violation of law may disclose the trade secret to the attorney of the individual and use the trade secret information in the court proceeding, if the individual—(A) files

any document containing the trade secret under seal; and (B) does not disclose the trade secret, except pursuant to court order."

All reports of illegal and dishonest activities will be promptly submitted to the CEO who is responsible for investigating and coordinating corrective action.

Individuals with any questions regarding this policy should contact the CEO.