

Board Recruitment and Selection Process

NOMINATING PROCESS

It includes:

1. A formal call for nominations,
2. completion of a Candidate Information Form by **all** candidates,
3. a de-identified, independent review of each Form (with the exception of President-Elect Designate) against an agreed-upon rubric by each member of the Nominating Committee,
4. discussions by the Nominating Committee of the revealed pool of candidates to identify an initial slate of ~10 candidates,
5. a review of these top candidates de-identified by each Board Member and senior management using the same rubric; then revealing the names after scoring for an opportunity to provide feedback, and
6. a formal review by the Nominating Committee and senior management assessment and further Committee discussion to determine a final slate which will be presented to the Board for a vote.
7. An item for further consideration is targeted outreach to previous years' applicants from the nominating database (which tracks multifaceted characteristics).

Key points:

1. To be as transparent as possible, information about the qualifications needed to be a Board member, expectations for the position, selection process, timeline, and submission deadline will be posted on the Association's website.
2. A Call for Leaders (Board of Directors) announcement will be issued to the AHLA membership, with links to the application form.
3. Members of the Board may forward names to those in their professional networks and/or provide names of candidates through a survey tool sent by staff.
4. Staff will reach out to individuals identified through the survey instrument to request that they complete a Candidate Information Form if they are interested in being considered and eligible for the Board of Directors.
5. To be considered, all applicants will be required to complete the Candidate Information Form, which will include questions related to the qualifications needed to be a Board member. The application also will have a link to complete demographic questions in their online profile, with the applicant having the choice to select 'prefer not to answer' in response to profile questions. Candidate Information Forms are reviewed by staff for eligibility and completeness and then shared with the Nominating Committee.
6. Members of the Nominating Committee will independently review and score each application against the rubric. To reduce scoring bias, applications will be identified by code rather than names or other identifying information.
7. After completion of the initial candidate scoring rubric, staff will tabulate the scores of all applicants and redistribute all applications to members of the Nominating Committee for a

second review which will include candidates' names, demographics, and the tabulation of scores. The Nominating Committee will discuss and identify ~10 candidates to be advanced to the final round.

8. An assessment of the top ~10 candidates de-identified by the full Board and senior management using the same rubric. Each candidate will be reviewed independently, and the resulting scores will be tabulated by staff.
9. Names will be revealed and sent as a separate list after completion of the scoring for comments related to leadership and communication skills and abilities of the candidates; the comments will be submitted to the Nominating Committee for their consideration.
10. The Nominating Committee will review the candidates' tabulated scores and input from the full Board and senior management and discuss within the Committee to determine a final slate.

Announcement

Information will be posted on the Association's website and used in the Call for Leaders and related correspondence, AHLA communities, and social engagement platforms:

Board of Directors – AHLA administers an annual Call for Leaders to include new Directors. Terms of Directors are staggered to prevent everyone rotating off at the same time. As a result, available openings may fluctuate in any given year. Anyone who wants to be considered as a candidate for Director must apply by completing and submitting this *Candidate Information Form*. All applications will be evaluated using the same criteria.

The Nominating Committee recommends Directors based on a thorough evaluation of qualifications and experience, seeking to assemble a Board with varied perspectives across multiple dimensions including professional background, geographic location, skill sets, leadership experience, career stages, workplace settings, and personal characteristics that contribute to effective governance.

Candidates for the Board of Directors are asked to review, understand, and meet Board Expectations, qualifications needed, and potential issues preventing selection before completing their application (as identified below, *Issues Preventing Selection*).

Expectations of a Board Member

- Be an active AHLA member while serving on the Board of Directors.
- An ability and willingness to serve a maximum of two terms (an initial two-year term and a second three-year term). There is no presumption of re-election for any director following completion of their initial term.
- Commit to attending and being fully prepared for 4 meetings of the Board annually and to be an active and inquisitive participant on Board committees, work groups, and related projects as assigned.
- Act with due care for AHLA, and perform Board responsibilities loyally, in good faith and in a manner reasonably believed to be in the best interest of the Association. Provide effective

oversight of AHLA's compliance with all applicable internal rules and codes of conduct, and external legal requirements. Be vigilant in maintaining AHLA's financial well-being and develop an appropriate level of understanding of the financial statements that may be presented to the Board for discussion and approval.

- Actively work to foster an inclusive environment that draws from the full range of available talent and ensures all members have equal opportunities to contribute and succeed.
- Support AHLA's mission on an annual basis with a combination of volunteer time and a monetary donation that is meaningful to the leader, as a recognition of commitment to AHLA.
- Support AHLA's educational activities by encouraging their creative development, member involvement, and personal participation. Abide by the [Conflict of Interest Policy and Non-Harassment Policy](#) requirements.

Qualifications

- Directors must be a Member of AHLA while serving on the Board.
- A minimum of five years working in the health law industry.
- Demonstrated level of service to AHLA and/or positions of responsibility, prior board or governance experience, or demonstrated leadership within the candidate's own organization, or with another professional affiliation.
- Recognized accomplishments in the health law profession/industry/community.
- Demonstrated experience developing or supporting initiatives that create welcoming environments, expand access to opportunities, or build inclusive organizational cultures within AHLA, the candidate's own organization, or other affiliations.

Issues Preventing Selection

- Working in the same firm or organization as an existing Board member.
- Does not meet qualifications.
- Did not complete demographic profile (profile responses include "prefer not to answer" -- selecting this option does not constitute failure to complete the profile).
- *Current service at the highest levels of leadership in a competing organization that would prevent a Board candidate from fulfilling their fiduciary obligation to AHLA with recurrent conflicts of interest.*

Timeline

July	Call for Leaders.
October	Deadline for Board candidates to submit their Candidate Information Form.
November	Staff liaison compiles applications and de-identifies the candidates. Sends to Nominating Committee with the scoring rubric.
December	Staff liaison collects scores, compiles averages.
January	Nominating Committee meets, receives scores, and narrows list.
January/Feb	Board and senior staff receive de-identified applications of top applicants scores using rubric, returns to the staff liaison (scores are tallied separately). A SurveyMonkey is sent out to all members of these groups after the scoring has closed with the list of applicants revealed for comment.
Feb/March	Nominating Committee meets, receives Board and senior staff scores and comments, and determines final slate.
March	Staff send slate to the Board for voting/approval.
March/April	Announcement made to the membership.
April/May	Nominating Committee revisits the form and process to determine if any changes are needed.

APPLICATION

Drawing on the decisions made by the Governance Committee work group, the approved qualifications will be incorporated into the Candidate Information Form that will be included in the Call for Leaders. Candidates will be asked to complete and return the online form by a specific date with their contact information. The demographic questions will be included with an explanation about why we are collecting the data. Each question will include an option to select 'prefer not to answer.' Candidates will also be asked to answer the following questions:

1. Briefly describe your experience in creating environments where people from all backgrounds can thrive, both within and outside the Association. How have you fostered belonging in your previous roles, and how would you continue to build a welcoming organization that values varied perspectives at AHLA?
2. Describe how your involvement with AHLA, i.e., volunteer activities, leadership roles, attendance at events, speaking, writing, mentoring, communities, networking with members, etc. will benefit the Association's Board of Directors.
3. Describe experience you have had serving as a leader outside of AHLA, including experience at your place of employment.
4. Describe the experience and skill set you will leverage to fulfill your Board duties (e.g., related board experience, governance, strategic planning and oversight, financial acumen, decision making, fundraising, etc.).
5. How would your experience in strategic governance and leadership enhance the effectiveness of the AHLA Board of Directors, and how do you approach balancing strategic oversight with operational involvement?

I understand the Board expectations, have the qualifications needed, and can commit the time required for service.

I have read and understand the duties in the Board of Director's Job Description

I confirm I have completed the demographic information in the *myAHLA* profile as required to apply for the AHLA Board of Directors (understanding that completion means I have answered each question, with an option to select 'prefer not to answer').

RUBRIC

The *rubric* is a scoring guide that will be used to evaluate or score each candidate. It has three parts: (1) criteria, (2) rating scale, and (3) indicators. It will enable the Nominating Committee, Board, and senior staff to review, evaluate, and score candidates using the same definitions.

The rubric that follows uses a rating scale that provides an opportunity to evaluate candidates on a sliding scale, which will help to facilitate the initial ranking of the candidates as a whole:

- Minimal qualifications – 1 point*
- Adequate qualifications– 2-3 points*
- Exceptional qualifications – 4-5 points*

**Scoring Rubric for the AHLA Board of Directors
Nomination Application**

Candidate Identifier: _____
 Name of Evaluator: _____
 Date: _____

Requirements

- Affirms understanding and meets the Board Expectations above, having qualifications needed, and time commitment required YES/NO
- Has read the job description and understands the Director role YES/NO
- Completed Demographic Profile YES/NO

1. Experience in creating environments where people from all backgrounds can thrive, both within and outside the Association. How has candidate fostered belonging in previous roles, and how would they continue to build a welcoming organization that values varied perspectives at AHLA?

Minimal Qualifications (1)	Adequate Qualifications (2-3)	Exceptional Qualifications (4-5)
Unclear or limited ability to articulate support, why important, or how they would build a welcoming organization.	General appreciation of belonging, but no specific details on experience in implementing or supporting programs or how to advance varied perspectives at AHLA.	Leverages inclusive language; exhibits passion; shares personal/professional story and/or insights about implementing/supporting programs or advancing varied perspectives at AHLA or other organizations.

Points awarded (of 5): _____

2. Involvement with AHLA, including details about volunteer activities, leadership roles, attendance at events, speaking, writing, mentoring, communities, and networking with members and an explanation of how that experience will benefit the Board of Directors.

Minimal Qualifications (1)	Adequate Qualifications (2-3)	Exceptional Qualifications (4-5)
Provides little or no evidence of involvement or active membership. Answer suggests lack of engagement and/or commitment in seeking out opportunities in AHLA.	Provides non-specific information. Shows some involvement in AHLA but limited information about how their involvement will benefit the Board.	Provides specific evidence of extensive involvement, service, and participation in a variety of AHLA activities and thoughtful explanation of how those experiences will benefit the Board of Directors

Points awarded (of 5): _____

3. Experience serving as a leader outside AHLA, including experience at place of employment.

Minimal Qualifications (1)	Adequate Qualifications (2-3)	Exceptional Qualifications (4-5)
Has held limited or no leadership roles outside of AHLA.	Has held a leadership position in a content-generating group, served on an editorial advisory board or council, or has held leadership role in their firm or organization, or served a community, non-profit, or health care-related board or association.	Has held a variety of leadership positions including a content-generating group and shown a progression in assuming greater responsibilities.

Points awarded (of 5):

4. Experience and skill set the candidate will leverage to fulfill your Board duties (e.g., related board experience, governance, strategic planning and oversight, financial acumen, decision making, fundraising, etc.) that will benefit the Board of Directors. Specific examples such as service on other Boards; practice areas and skill set where you are strong

Minimal Qualifications (1)	Adequate Qualifications (2-3)	Exceptional Qualifications (4-5)
Has basic understanding of the skills required but lacks any background that would be considered an asset for being a Director on the Board.	Demonstrates proficiency in at least <i>one or two</i> areas listed above.	Demonstrates understanding and excellence in <i>three or more</i> areas deemed to be of importance.

Points awarded (of 5): _____

5. How would your experience in strategic governance and leadership enhance the effectiveness of the Board of Directors, and how do you approach balancing strategic oversight with operational involvement?

Minimal Qualifications (1)	Adequate Qualifications (2-3)	Exceptional Qualifications (4-5)
Offers no information or limited insight.	Shows general understanding about governance but does not offer insights about how they will balance oversight with operational involvement.	Provides concrete examples and personal insights on how candidate would contribute to the Board's effectiveness and a clear understanding of balancing oversight with operational involvement.

Points awarded (of 5): _____

TOTAL points awarded (of 25):	
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NEXT STEPS

Staff will compile the scoring rubrics on the deidentified applications and present the Nominating Committee with the names of the candidates, score average (total of points issued by each evaluator, added together, then divided by the number of evaluators), and associated demographic characteristics, including the following:

- Gender
- Age
- Race
- Ethnicity
- Sexual orientation
- Disability status
- Veteran status
- Geographic location (state/region)
- Professional category
- Workplace setting
- Primary Practice Area

Once the top ~10 candidates are identified by the Nominating Committee, the full Board and AHLA senior management will review and score de-identified applicants and provide input to the Nominating Committee. The Nominating Committee will select the final slate of candidates for vote by the Board.

The Call for Leaders will provide information on the Nominating Committee's timeline for selection. All applicants who were not selected will be notified by email, and the selected nominees will receive a phone call, before the All Member Announcement is released.