



Item: AF: A-4

**AUDIT AND FINANCE COMMITTEE**  
**Wednesday, April 20, 2011**

**SUBJECT: FLORIDA ATLANTIC UNIVERSITY COLLEGE OF MEDICINE FACULTY PRACTICE PLAN**

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**PROPOSED COMMITTEE ACTION**

1. Recommend approval by the Board of Trustees of the articles of incorporation of a new not-for-profit corporation, known as FAU Clinical Practice Organization, Inc. ("FAU CPO"), to act as the University's agent in support of the clinical and professional activities of the Charles E. Schmidt College of Medicine (the "College of Medicine" or "College").
2. Recommend approval of the bylaws of FAU CPO.
3. Recommend approval of the Florida Atlantic University College of Medicine Faculty Practice Plan (the "Practice Plan") Statement.
4. Recommend approval of proposed University Regulation 9.001, Faculty Practice Plan.

**BACKGROUND INFORMATION**

**Overview and Objectives**

The College of Medicine intends to create the Practice Plan, effective July 1, 2011. Its membership will consist of FAU clinical faculty who will hold academic or clinical appointments in the College of Medicine and whose time and effort will be divided between teaching and engaging in the clinical practice of medicine for, and on behalf of, FAU. Each of the universities within the State University System ("SUS") with a medical school has a faculty practice plan, including UF, FSU, USF, UCF, and FIU. While differences among the plans exist, depending on the structure, size and history of the academic medical center and its membership of hospital-based or community-based physicians, the plans generally provide for (i) the division of labor between academic and clinical activities of its physician employees; (ii) the billing and collection of their clinical revenues; and (iii) the distribution of those clinical revenues for the overall support of the respective medical schools and universities.

The College of Medicine has multiple objectives for the Practice Plan. Among those objectives are the following:

First, to create an unencumbered and sustainable source of revenue for the College of Medicine, independent of government or University support, consisting of patient fees generated from a viable multi-specialty clinical practice. These fees will be used to finance the costs of the College of Medicine Self-Insurance Program (described below), the Dean's tax, overhead and administration of the College of Medicine, and salary and benefits for its faculty and staff.

Second, to create professional clinical practice settings and opportunities through which faculty members will train medical students and, ultimately, residents. These settings and opportunities are critical. They create an educational forum for the clinical development and training of medical students. They also enable faculty to maintain and refine their clinical skills in a constantly evolving healthcare environment, thereby providing better and more up-to-date educators for medical students.

Third, to create a recruitment tool with which to incentivize the best and brightest community physicians to join FAU's clinical faculty. By joining FAU's faculty, these clinicians will be able to continue to grow their medical practices within a prestigious academic medical setting. They will also be able to avail themselves of the benefits of sovereign immunity and the opportunity to purchase medical malpractice insurance at a fraction of the cost available in the private sector.

Fourth, to provide community service and patient care in Boca Raton and its surrounding communities, consistent with the mission and strategic plan of the University.

### **Organizational Structure**

The Board of Governors ("BOG"), in its Regulations 1.001 and 9.017, recognizes that faculty practice activities are vital to the educational mission, the maintenance of skills in the treatment and diagnosis of disease, and the maintenance of patient management skills, clinical expertise, and medical judgment, and are a necessary and essential part of the employment of University physicians. The BOG has specifically authorized, in its Regulation 1.001(8)(a), each university's board of trustees "to form corporate entities as necessary to establish and maintain faculty practice plans for the collection, distribution, and regulation of fees generated by faculty members engaged in the provision of healthcare services to patients as an integral part of their academic activities and employment as faculty."

To that end, the University will form a Florida not-for-profit corporation -- the FAU CPO -- to operate and manage its Practice Plan, upon approval by the Board of Trustees and the BOG. FAU CPO will be registered with the State of Florida and will file for Federal tax-exempt status as a Section 501(c)(3) organization under the Internal Revenue Code. Each university in the SUS with a faculty practice plan has formed a similar corporation for the administration and management of its faculty practice plan. Each corporation operates as an agent and instrumentality of its respective institution, with the institution retaining and exercising extensive control over the corporation. None of these corporations have been certified as a Direct Support Organization ("DSO") under Florida Statutes, nor do we intend to certify FAU CPO as a DSO. FAU CPO will operate as a controlled affiliate of FAU, with separately auditable books and records and taxpayer ID number, described more fully below.

Pursuant to BOG Regulation 9.017, the Practice Plan will be memorialized in a written document referred to as the Faculty Practice Plan Statement and will be managed and administered by FAU CPO. FAU CPO will maintain a separate bank account on behalf of FAU, as required by the BOG, into which all faculty practice fees will be deposited. FAU CPO will distribute net revenue, after payment of CPO's operating expenses and obligations, to FAU sub-accounts for use by the College of Medicine. FAU CPO will maintain books, records and accounts of the kind normally maintained by a not-for-profit corporation. It will prepare an annual operating budget and annual audit and management letter, each of which will be submitted to and reviewed by the Board of Trustees and the BOG.

FAU CPO will enter into an agreement with FAU delineating the rights and obligations of each party. Although FAU CPO will have its own governing board of directors, FAU will retain extensive control over its governance and operations. For example, FAU will supervise and monitor FAU CPO and its resources and will review and approve its annual budgets and expenditures. Additionally, all members of FAU CPO's board of directors must be ratified by the FAU Board of Trustees. FAU will retain exclusive authority and responsibility to enter into managed care agreements and Medicare/Medicaid reimbursement arrangements and to determine the charge amounts for services rendered by the practice group. FAU will assign certain employees, in its discretion, to FAU CPO to manage and operate the Practice Plan. FAU will also designate certain University facilities which FAU CPO will be authorized to use for the sole purposes of achieving the objectives of the Practice Plan. With respect to those facilities, FAU CPO will be a licensee without any property rights therein.

### **Management & Administration**

FAU CPO will serve as an administrative services supporting organization for the Practice Plan. It will not employ any physicians or other health professions, and it will not be involved in any healthcare activities or the maintenance of any medical facilities. FAU CPO will perform several centralized administrative services for the providers in the Practice Plan including, but not limited to the following: billing, collections and accounts receivable management, with a central database to enter and track patients; information systems support; contracting; finance and accounting; conducting studies on coding and pricing; and reporting to various oversight entities appropriate data with regard to its activities. FAU CPO intends to hire an independent billing company to administer the billing and collection operations for the Practice Plan and may outsource other services as appropriate.

### **Physician Employment Relationship**

The physicians in the Practice Plan will be part-time or full-time employees with academic or clinical appointments in the College of Medicine. They will not be employed by FAU CPO or receive any salary or benefits from FAU CPO. Employees and agents of the College of Medicine who participate in the Practice Plan should, in the ordinary course, have personal immunity under Florida Statutes Section 768.28(9) for activities conducted within the scope of their University employment.

Faculty members employed by the College of Medicine who engage in the practice of medicine must do so exclusively through the Practice Plan, unless otherwise specifically approved by the Dean of the

College of Medicine. Each member of the Practice Plan, as a condition of their employment by the University, will assign to FAU CPO, acting on behalf of FAU, all clinical and professional income generated by that faculty member during the term of their employment (excluding honoraria, royalties, non-clinical consultation fees, or other income derived from outside employment approved by the Dean of the College of Medicine).

The College of Medicine intends to recruit multi-specialty community physicians with active existing practices to join the Practice Plan. Until FAU is able to provide its own clinical space to the practice group, we expect the Practice Plan activities to continue to occur at affiliated clinical sites and private medical offices. The College of Medicine estimates that the practice group will ultimately consist of 50-100 practicing physicians, with that number increasing over time as resources permit.

### **Clinical Research Opportunities**

In addition to generating an important revenue stream for medical schools, faculty practice plans also provide an excellent environment for the conduct of applied and translational medical research. Faculty physicians and their patients are a major resource for industry and investigator-initiated clinical trials, and the implementation of the Practice Plan will help establish a large patient base of clinical trial subjects available for participation in clinical and translational research. Research conducted within medical school clinical practices is important for two reasons. First, it can generate significant research funding for the medical school (through grants from local, state and federal funding sources, as well as pharmaceutical and biotechnology sponsorships). Equally important, medical students can participate in these research activities, enhancing their ability to conduct clinical research and expanding their appreciation of the pivotal role that research plays in the advancement of medical knowledge and the improvement of healthcare.

### **Professional & General Liability Insurance**

The College of Medicine intends to obtain general and healthcare professional liability insurance coverage for itself, its students, and FAU CPO, through the Florida Atlantic University College of Medicine Self-Insurance Program, to be created by the BOG pursuant to Florida Statutes Section 1004.24. The College of Medicine is separately requesting approval to do so from this Committee. Employees and agents of the College of Medicine who participate in the Practice Plan should, in the ordinary course, have personal immunity under Florida Statutes Section 768.28(9) for activities conducted within the scope of their University employment.

### **IMPLEMENTATION PLAN/DATE**

The Corporation's articles of incorporation will be filed with the State upon approval by the Board of Trustees. Its bylaws will be submitted for approval to the Corporation's board of directors and will be effective immediately upon approval by the Board of Trustees.

Upon approval by the Board of Trustees, FAU will submit the Practice Plan to the BOG for review at its June 23, 2011 meeting. The Practice Plan will become effective on the date approved by the Dean of the

College of Medicine, the President of Florida Atlantic University, the University Board of Trustees, and the Florida Board of Governors. The initial fiscal year for the Practice Plan is FY July 1, 2011.

#### FISCAL IMPLICATIONS

Faculty practice income will include all payments resulting from the clinical or professional services rendered by College of Medicine faculty. A separate bank account will be maintained into which all income and fees generated by the College of Medicine faculty practice will be deposited, which shall be held, administered and distributed by FAU CPO, acting as the University's agent under right of control by the University and the College of Medicine. Faculty practice income will be distributed to appropriate funds of Florida Atlantic University to be used for the support and advancement of the academic mission of the College of Medicine and the University. FAU CPO will be reflected, for financial reporting purposes, in the same manner as the University's direct support organizations, i.e., as a discretely presented component unit of Florida Atlantic University.

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Supporting Documentation:      Articles of Incorporation of FAU Clinical Practice Organization, Inc.;  
Bylaws of FAU Clinical Practice Organization, Inc.;  
Florida Atlantic University College of Medicine Faculty Practice  
Plan Statement;  
Proposed University Regulation 9.001, Faculty Practice Plan

Presented by:                      David L. Kian, General Counsel                      Phone: 561-297-3007  
  
Michael L. Friedland, M.D. Vice President      Phone 561-297-4341  
for Medical Programs and Dean,  
Charles E. Schmidt College of Medicine

**ARTICLES OF INCORPORATION  
OF  
FAU CLINICAL PRACTICE ORGANIZATION, INC.  
(A Not-for-Profit Corporation)**

The undersigned hereby adopts the following Articles of Incorporation and hereby certifies as follows:

**ARTICLE I  
Name and Address**

The name of this corporation shall be FAU CLINICAL PRACTICE ORGANIZATION, INC. For convenience, the corporation shall be referred to herein as the "Corporation." The address of the Corporation's principal office and registered office is Florida Atlantic University, 777 Glades Road, Boca Raton, Florida, 33431.

**ARTICLE II  
Purpose, Powers and Dissolution**

**Section 1. Purposes and Powers.**

The Corporation is organized as a not-for-profit corporation under Chapter 617, Florida Statutes. The Corporation shall be organized and operated exclusively for scientific, educational and charitable purposes, within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, and the Treasury Regulations promulgated thereunder, including any future Code or Treasury Regulations (the "Code") and not for pecuniary profit, and exclusively for the support and benefit of Florida Atlantic University (the "University") as its agent and instrumentality of the State of Florida. The Corporation shall possess all powers and authority as are now or may hereafter be granted to not-for-profit corporations under the laws of the State of Florida. The specific purposes for which the Corporation is organized shall include, but not be limited to, the promotion and support of medical education, research, and patient care, including the collection, receipt, management, administration and distribution of funds, exclusively for support of the mission and objectives of the University and its Charles E. Schmidt College of Medicine (the "College of Medicine"), in accordance with the College of Medicine Faculty Practice Plan adopted pursuant to Florida Board of Governor's Regulation 9.017 or corresponding provisions of any subsequent laws, rules or regulations.

**Section 2. Limitation on Actions.**

All the assets and earnings of the Corporation shall be used exclusively for the exempt purposes set forth herein, including the payment of expenses incidental thereto. No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to, its directors, officers, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes as set forth in these Articles of Incorporation. No

substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for political office.

No employee of the Corporation shall engage in the practice of medicine. The Corporation shall serve as the administrative services supporting organization for the Florida Atlantic University College of Medicine Faculty Practice Plan. The Corporation shall not be involved in the delivery of medical services; the maintenance of any medical facilities; the employment, control or compensation of medical doctors or other health professionals; or the determination, control, or evaluation of any medical procedures or standards for any medical doctor, other health care professional or medical facility.

Notwithstanding any other provisions of these Articles of Incorporation, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Code or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code.

**Section 3. Dissolution.**

In the event of dissolution of the Corporation, the winding up of its affairs, or other liquidation of its assets, the Corporation's property shall not be conveyed to any organization created or operated for profit or to any officers or directors of the Corporation or any other individual, and all assets remaining after the payment of the Corporation's debts shall be conveyed or distributed to the University Board of Trustees, for use only by the College of Medicine or in such other manner as the Board of Directors of the Corporation may specify, or if such organization has ceased to exist, to such other organization or organizations that are exempt from federal income tax under Section 501(c)(3) of the Code as directed by the Board of Governors of the State of Florida.

**ARTICLE III  
Membership**

The Corporation shall have no members and shall be managed by its Board of Directors.

**ARTICLE IV  
Terms of Existence**

The Corporation shall have perpetual existence unless it shall be dissolved according to the laws of the State of Florida.

**ARTICLE V  
Board of Directors**

The property, affairs and activities of the Corporation shall be managed by the Board of Directors, who shall be designated or elected as provided in the Bylaws of this Corporation, and who shall serve without compensation.

**ARTICLE VI**

**Officers**

The Board of Directors shall elect officers as described in the Bylaws of the Corporation.

**ARTICLE VII**

**Stock and Dividends Prohibited**

The Corporation shall have no capital stock, pay no dividends, and distribute no part of its net income to its members, directors or officers. The private property of its members, directors and officers shall not be liable for the debts or obligations of the Corporation.

**ARTICLE VIII**

**Amendment**

Amendments to these Articles of Incorporation may be proposed and adopted by a vote of two-thirds (2/3) of all members of the Board of Directors. All amendments hereto shall be provided to the President of the University and subject to the prior approval of the University's Board of Trustees.

**ARTICLE IX**

**Incorporator**

The name and the street address of the incorporator for these Articles of Incorporation is

Michael L. Friedland, M.D.  
Vice President for Medical Programs  
Dean, Charles E. Schmidt College of Medicine  
Florida Atlantic University  
777 Glades Road, Bldg. 71-Room 239  
Boca Raton, Florida 33431

**ARTICLE X**

**Registered Office and Registered Agent**

The Corporation hereby designates its Registered Office to be located at Florida Atlantic University, Office of the General Counsel, 777 Glades Road, ADM 370, Boca Raton, Florida



33431, or such other place as it may from time to time designate, and the General Counsel of the University as its Registered Agent. In accordance with the Bylaws, the General Counsel, David Kian, shall serve as the Registered Agent of the Corporation, to accept service of process within this State, and to serve in such capacity until a successor is selected and duly designated.

**IN WITNESS WHEREOF**, the undersigned incorporator has executed these Articles of Incorporation on the \_\_\_\_\_ day of \_\_\_\_\_, 2011.

Incorporator

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Name: Michael L. Friedland, M.D.  
Title: Vice President for Medical Programs  
Dean, Charles E. Schmidt College of  
Medicine, Florida Atlantic University

**CERTIFICATE OF ACCEPTANCE AS REGISTERED AGENT**

Having been named as the Registered Agent in the Articles of Incorporation of FAU Clinical Practice Organization, Inc., being familiar with the obligations of that position, I hereby accept and agree to act in this capacity.

Dated: \_\_\_\_\_, 2011

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Name: David Kian, Registered Agent

**BYLAWS  
OF  
FAU CLINICAL PRACTICE ORGANIZATION, INC.**  
(A Not-for-Profit Corporation)

**ARTICLE I**

**Name**

The name of this corporation shall be FAU CLINICAL PRACTICE ORGANIZATION, INC., a Florida not-for-profit corporation (the "Corporation"). The Corporation shall maintain a registered office in the State of Florida and a registered agent at such office.

**ARTICLE II**

**Purpose**

The Corporation is organized as a not-for-profit corporation under Chapter 617, Florida Statutes. The Corporation shall be organized and operated exclusively for scientific, educational and charitable purposes, within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, and the Treasury Regulations promulgated thereunder, (the "Code") and not for pecuniary profit, and exclusively for the support and benefit of Florida Atlantic University (the "University") as its agent and instrumentality of the State of Florida. The Corporation shall possess all powers and authority as are now or may hereafter be granted to not-for-profit corporations under the laws of the State of Florida. The specific purposes for which the Corporation is organized shall include, but not be limited to, the promotion and support of medical education, research, and patient care, including the collection, receipt, management, administration and distribution of funds, exclusively for support of the mission and objectives of the University and its Charles E. Schmidt College of Medicine (the "College of Medicine"), in accordance with the College of Medicine Faculty Practice Plan adopted pursuant to Florida Board of Governor's Regulation 9.017 or corresponding provisions of any subsequent laws, rules or regulations.

**ARTICLE III**

**Membership**

The Corporation shall have no members and shall be managed by its Board of Directors.

**ARTICLE IV**

**Board of Directors**

**Section 1. General Powers.** The business, property, affairs and funds of the Corporation shall be managed, supervised and controlled by its Board of Directors (the "Board of Directors" or the "Board"), subject to delegation by the Board to others. The Board of Directors shall serve without compensation, subject only to applicable law and the limitations contained in the Articles of Incorporation of the Corporation, these Bylaws, and the powers and duties reserved to the Board of Trustees of the University and the President of the University or the President's designee in regards to the Corporation. The Board of Directors shall have the

authority to adopt policy for the Corporation, consistent with the Articles of Incorporation and these Bylaws. The Board of Directors shall have the power to hold and to invest and reinvest any monies it receives and to hold any property, to sell or exchange the same, and to invest and reinvest the proceeds of any sale or other conversion of any such property, for the purpose of earning income, which income, less operating expenses of the Corporation, shall be used to further the specific purposes of the Corporation and the University. The Corporation shall have the power and authority to borrow money by issuing long or short term notes, bonds, or debentures and to pledge its assets within the discretion of the Board of Directors, subject to the policies of the University and its Board of Trustees and the laws of the State of Florida.

**Section 2. Membership on the Board of Directors.** The Board of Directors shall be approved by the University's Board of Trustees and shall consist of:

- (a) A designee of the University Board of Trustees.
- (b) The Dean of the College of Medicine.
- (c) The Provost of the University or designee.
- (d) The Chief Financial Officer of the University or designee.
- (e) A member of the College of Medicine senior leadership team appointed by the Dean of the College of Medicine.
- (f) Three (3) members of the clinical faculty in the College of Medicine, one (1) of whom shall be a departmental chair, elected by the clinical faculty.
- (g) One (1) community representative elected annually by the Board of Directors.

**Section 3. Reserved Powers.** The President of the University, or the President's designee, and the University's Board of Trustees shall have the following specific powers and duties with regard to the Corporation:

- (a) To monitor and control the use of the University's resources and the University's name by the Corporation;
- (b) To assure that the Corporation's activities are consistent with and supportive of the mission of the University and the College of Medicine;
- (c) To supervise the Corporation and monitor its compliance with federal and state laws and applicable rules, regulations, policies and contracts;
- (d) To recommend an annual budget for the Corporation to the University's Board of Trustees;

(e) To review and approve annual expenditure plans of the Corporation and to review all financial records of the Corporation;

(f) To approve salary, benefits and other compensation or benefits paid to employees of the Corporation and/or to University faculty and staff from the Corporation's assets, consistent with applicable policies and procedures of the University;

(g) To ensure that the Corporation enacts a policy on ethics and conflicts of interest; and

(h) To ratify all nominees and appointees to the Board of Directors.

**Section 4. Term of Office.** *Ex officio* members of the Board of Directors shall serve as directors of the Corporation, pursuant to sections 2(b), (c), and (d), for such time as they continue to serve in their positions with the University. Directors appointed or elected pursuant to sections 2(a), (e) and (f), shall serve for terms of three (3) years commencing at the annual meeting of the Board of Directors or until their successors shall be duly appointed or elected and qualified; any such appointed or elected director may be appointed or elected to succeed himself/herself. The terms of the elected clinical faculty directors shall be staggered so as to expire at different times. Community representatives elected pursuant to section 2(g) shall serve for one (1) year terms, commencing at the annual meeting of the Board of Directors, and may be elected for successive terms.

**Section 5. Vacancies, Resignation, and Removal of Directors.** A vacancy shall exist on the Board of Directors upon the death, resignation, or removal of a director, upon the disability of a director that renders him or her permanently incapacitated or unable to serve, or when a director is no longer qualified to serve as a director. Whenever any vacancy occurs in the Board of Directors by death, resignation or otherwise, it shall be filled without undue delay. In the case of elected clinical faculty members serving on the Board of Directors, the vacancy shall be filled by an election held by the clinical faculty. Other vacancies on the Board shall be filled by a majority vote of the remaining members of the Board at a special meeting, which shall be called for that purpose. The person so chosen to fill the vacancy shall hold office for the duration of the previous director's term. A director may be removed by the President of the University at any time, upon written notice, with or without cause. A director may also be removed from the Board by the affirmative vote of a majority of the remaining directors at a properly called meeting of the Board. A Director may resign at any time by submitting a written resignation to the Chairperson of the Board of Directors. Unless otherwise specified in the notice, the resignation shall take effect upon receipt. The acceptance of a resignation shall not be necessary to make it effective.

**Section 6. Conflict of Interest and Code of Ethics.** Directors stand in a fiduciary relationship to the Corporation and the University. Therefore, directors shall act in good faith, with due regard to the interests of the Corporation and the University, and shall comply with the fiduciary principles and law set forth in the Code of Ethics for Public Officers and

Employees, Chapter 112, Part III, Florida Statutes. Directors shall comport themselves in accordance with the statutory Code of Ethics and the Conflict of Interest Policy attached to these Bylaws as Appendix "A". Each director shall annually complete and sign a disclosure form as required by said policy.

**Section 7. Meetings.** Following proper notice, an annual meeting of the Board of Directors shall be held within the State of Florida for the receiving of annual reports of officers, directors and committees, and the transaction of other business. Following proper notice, regular meetings of the Board of Directors may be held, at such time and place as from time to time shall be determined by the Chairperson of the Board of Directors. Special meetings of the Board of Directors may be called by (a) the Chairperson of the Board of Directors, (b) the Secretary of the Corporation, or (c) any two officers or directors. Proper notice of the time and place of such special meetings of the Board of Directors shall be given to each director, along with all materials needed for the meeting. Upon establishment of physical quorum, any other members of the Board may participate by telephone conference or similar communication facilities, in the same manner as if the meeting were held in person, if the Chairperson determines it is appropriate and if all persons participating in such meetings are able to hear each other as if the meeting were held in person, and if proper notice is provided.

**Section 8. Quorum.** At all meetings of the Board of Directors, the physical presence of a majority of the Board of Directors shall be necessary and sufficient to constitute a quorum. A quorum must be present to transact the business of the Corporation at a meeting.

**Section 9. Voting.** Each director shall have one vote. All questions shall be decided by the act of a majority of the directors participating in the meeting, except as otherwise provided in these Bylaws, the Articles of Incorporation, or Florida law. Proxies, general or special, shall not be accepted for any purpose in the meetings of the Board or committees.

## ARTICLE V

### Officers

**Section 1. Officers.** The officers of this Corporation shall be a Chairperson, a Vice Chairperson, a Secretary, a Treasurer and such other officers as may be determined by the Board of Directors. The offices of Secretary and Treasurer may be consolidated and held by a single person. Only directors of the Corporation may be elected to the office of Chairperson and Vice Chairperson of the Corporation from nominations submitted to the directors by the Nominations Committee or from nominations from the floor. The Board of Directors may select an executive director of the Corporation and may delegate to the executive director the responsibility for the day-to-day management and operation of the Corporation. The officers shall receive such salary or compensation as the Board may determine, pursuant to the policies and regulations of the University and its Board of Trustees. All officers shall have such authority and perform such duties as described below:

(a) Chairperson. The Chairperson shall preside at all meetings of the Board of Directors and shall do and perform such other duties as may be assigned by the Board of Directors. The Chairperson may execute all documents in the name of the Corporation, with the Secretary attesting, including but not limited to all contracts, deeds, notes, certificates, leases and other documents or legal instruments authorized or issued by the Board of Directors, subject to the policies and regulations of the University and its Board of Trustees, the Florida Board of Governors, and the laws of the State of Florida. The Chairperson shall perform all duties as the Board of Directors shall designate and may delegate certain duties with the Board's approval.

(b) Vice Chairperson. The Vice Chairperson shall act as Chairperson in the Chairperson's absence or unavailability, and shall do and perform such other duties as may be assigned by the Board of Directors.

(c) Secretary. The Secretary shall keep full and accurate minutes for all meetings of the Board of Directors. The Secretary shall transmit all notices required by the Bylaws of the Corporation, as the same may be amended from time to time. The Secretary may attest to documents with the Chairperson in the name of the Corporation and, when required, shall affix thereto the seal of the Corporation. The Secretary shall have charge of all official records of the Corporation that shall be at all reasonable times open to examination of any director, and shall in general perform all duties incident to management of the office of Secretary for the Board of Directors.

(d) Treasurer. The Treasurer shall be a member of the Finance and Audit Committee. The Treasurer shall prepare the annual budget and present the financial statements of the Corporation to the Board of Directors at each regular meeting of the Board of Directors and at such other times as the Board of Directors may determine. The Treasurer shall ensure that all financial reports and expenditure plans are filed in a timely manner in accordance with applicable law. The Treasurer shall ascertain that a full and accurate account is made of all monies received and paid out on accounts administered by the Corporation in accordance with guidelines or directives established by the Board of Directors, and shall in general perform all duties incident to management of the office of Treasurer for the Board of Directors, including, but not limited to, the following:

The deposit of all monies, checks, and other credits to the account of the Corporation in such bank or banks or other depositories as the Board may designate; the review of all receipts and vouchers for payment made to and all vouchers and checks made by this Corporation; rendering to the Board an account and statement of all the Treasurer's transactions at each meeting of the Board and at such other times as the Board may determine; and the preparation of a quarterly expenditure plan to be reviewed and approved quarterly by the President of the University or his or her designee who shall be a Vice President or other senior officer of the University reporting directly to the President. The plan shall separately delineate planned actions which result in a commitment of University resources or which represent significant

commitment of the resources of the Corporation. The Treasurer shall give to the Corporation such security for the faithful discharge of his/her duties as the Board of Directors may direct.

(e) Executive Director. The Board of Directors may appoint an executive director to serve at the pleasure of the Board or for such other term as fixed by a contract between the Corporation and the executive director. The executive director shall be an *ex officio* non-voting member of the Board of Directors and all committees appointed by the Board of Directors. The executive director shall be accountable directly to the Chairperson and may hold the office of Treasurer if approved by the Board of Directors. The executive director shall also serve as the chief administrative officer of the Corporation and, as such, shall be responsible for the day-to-day management and operation of the Corporation.

**Section 2. Appointment and Term of Office**. The Chairperson of the Corporation shall be the Dean of the College of Medicine. The other officers of the Corporation shall be elected as necessary by majority vote of the Board of Directors at the annual meeting.

**Section 3. Removal**. Any officer may be removed with or without cause by a two thirds (2/3) vote of the Board of Directors.

**Section 4. Vacancies**. A vacancy in any office because of death, resignation, removal or otherwise may be filled by a vote held at a meeting of the Board of Directors.

**Section 5. Compensation of Officers**. The officers shall receive such salary or compensation as the Board may determine, pursuant to the policies and regulations of the University and its Board of Trustees.

## **ARTICLE VI** **Committees**

**Section 1. Creation of Committees**. The Chairperson of the Board of Directors may appoint such committees as the Chairperson may deem necessary and advisable to assist in the conduct of the Corporation's affairs, each to consist of one or more of the directors of the Corporation. Such other committees shall have such functions as may lawfully be delegated by the Board of Directors to the extent provided in the resolution or resolutions creating such committee or committees. The actions of any committee shall be subject to review and approval by the Board of Directors, except when the power to act is specifically granted to a committee by the Board of Directors. Each committee shall keep approved minutes and submit them to the Board of Directors for review. Individuals other than directors shall be eligible to serve on committees. However, the Chair of each committee shall be a director.

**Section 2. Nominations Committee**. The Board may appoint a Nominations Committee of at least three (3) members, whose duty it shall be to nominate candidates to fill vacancies of elected directors and officers of the Corporation. The Board shall name the Chair of the Committee, who shall be a director. The slate of nominations will be submitted to the Board of Directors for consideration at its next ensuing meeting.



**Section 3. Finance and Audit Committee.** The Board may establish a Finance and Audit Committee of at least three (3) members. The Finance and Audit Committee shall address and oversee financial and administrative policy matters for the Corporation and shall be responsible for the preparation and periodic review of the Corporation's financial statements, the annual budget and an annual audit to be made by an independent certified public accountant or firm of the books of the Corporation as soon as possible after the close of the fiscal year of the Corporation. The Finance and Audit Committee shall, subject to guidance from the Board, establish a billing and collection policy. The College's Assistant Dean for Finance, or similar position, shall be an *ex officio* non-voting member of the Finance and Audit Committee.

**Section 4. Meetings of Committees.** Following proper notice, regular meetings of committees may be held at such time and at such place as shall from time to time be determined by the Board of Directors or the chairperson of the committee. Upon establishment of physical quorum, any other members of the committee may participate in committee meetings by telephone conference or similar communication facilities, in the same manner as if the meeting were held in person, if the chairperson of the committee determines it is appropriate and if all persons participating in such meetings are able to hear each other as if the meeting were held in person. The physical presence of a majority of any committee of the Corporation shall constitute a quorum for the transaction of business.

**Section 5. Vacancies on Committees and Removal.** Vacancies on any committees shall be filled by a majority vote of the Board of Directors then in office at any regular or special meeting. A committee member may be removed by the President of the University or the Chairperson of the Board at any time, upon written notice, with or without cause. A committee member may also be removed by the affirmative vote of a majority of the Board of Directors at a properly called meeting of the Board.

## **ARTICLE VII** **Indemnification**

The Corporation shall indemnify each director, officer, employee and agent of the Corporation, and may indemnify any other person, to the full extent permitted by applicable law. The rights conferred by this Article VII shall not be exclusive of any other right that any director, officer, employee, agent or other person may have or hereafter acquire under the Florida Not For Profit Corporation Act, any other statute or agreement, pursuant to a vote of disinterested directors, or otherwise.

## **ARTICLE VIII** **Amendment**

**Section 1. Amendments to Bylaws.** These Bylaws may be amended by a two-thirds (2/3) vote of the Board of Directors at any meeting called for that purpose. Copies of these Bylaws and all amendments thereto shall be provided to the President of the University and subject to the prior approval of the University's Board of Trustees.

**Section 2. Requirements of Florida Law.** All amendments to the Bylaws and Articles of Incorporation of the Corporation shall comply with Florida law and appropriate state rules and policies.

**ARTICLE IX**  
**Miscellaneous**

**Section 1. Fiscal Year.** The fiscal year of the Corporation shall be consistent with the fiscal year of the University.

**Section 2. Checks and Depositories.** Except as may otherwise be specified in these Bylaws, the Board shall determine by resolution which officers or directors or other designees are authorized to draw checks on the accounts of the Corporation and may impose any reasonable terms, conditions or limitation on such authority.

**Section 3. Seal.** The seal of this Corporation shall bear the words "FAU Clinical Practice Organization, Inc."

**Section 4. Distribution of Net Receipts.** The accumulation, expenditure, and distribution of all funds of the Corporation shall be exclusively for the support of the mission and objectives of the University and the College of Medicine and shall be made in accordance with University and College of Medicine policies and procedures, subject to any agreements outstanding between the Corporation, the College of Medicine and/or the University.

**Section 5. Affairs and Operations.** Notwithstanding any other provision of these Bylaws to the contrary, the affairs and operations of the Corporation shall be conducted in compliance with the applicable rules, regulations, policies and procedures of the Florida Board of Governors and Florida Atlantic University, including regulations governing the Florida Atlantic University College of Medicine Faculty Practice Plan, and any agreements and related policies adopted and/or approved between the Corporation, the College of Medicine and/or the University.

**Section 6. Financial Audits and Reports.** All financial records of the Corporation shall be available to the appropriate personnel of the University from time to time designated by the Dean of the College of Medicine, the President of the University, or the Chair of the University's Board of Trustees. The Board shall engage an independent certified public accountant or firm to perform an annual audit of the Corporation's books, with the objective being to render an opinion on the Corporation's financial statements. The cost of the audit shall be borne by the Corporation as an operating expense. Copies of each annual audited financial report shall be provided to the Dean of the College of Medicine, the President of the University, the University's Board of Trustees, and the Florida Board of Governors for their review and oversight and, ultimately, to the Auditor General. The audit will be conducted in accordance with rules promulgated by the University Board of Trustees and the policies adopted by the Auditor General.

**ARTICLE X**  
**Parliamentary Rules**

The most recent edition of "Roberts Rules of Order" shall be followed in conducting the meetings of the Board of Directors, unless otherwise provided in these Bylaws.

These Bylaws of the Corporation were approved and adopted by the Incorporator on \_\_\_\_\_, and approved and adopted by the Corporation's Board of Directors on \_\_\_\_\_.

\_\_\_\_\_  
Michael L. Friedland, M.D.  
Chairperson, Board of Directors  
Vice President for Medical Programs  
Dean, Charles E. Schmidt College of Medicine

**APPENDIX A: CONFLICTS OF INTEREST POLICY**

**FAU CLINICAL PRACTICE ORGANIZATION, INC.**

**PURPOSE**

The purpose of this conflicts of interest policy is to protect the interests of FAU Clinical Practice Organization, Inc. (referred to herein as the "Corporation") when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an interested person of the Corporation or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable laws governing conflicts of interest applicable to nonprofit and charitable corporations such as the Corporation.

**POLICY**

**I. DEFINITION OF TERMS**

Interested Person: Any director, officer, member of a committee with board-delegated powers, administrator or faculty member who has a direct or indirect financial interest, as defined below, is an interested person with respect to the Corporation. If a person is an interested person with respect to any entity related to the Corporation, he or she is an interested person with respect to the Corporation.

Financial Interest: A person has a financial interest if the person has, directly or indirectly, through business, investment or family:

1. An ownership or investment interest in any entity with which the Corporation has a transaction or arrangement;
2. A compensation arrangement with the Corporation or with any entity or individual with which the Corporation has a transaction or arrangement; or
3. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Corporation is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are substantial in nature. A financial interest is not necessarily a conflict of interest. As provided below, a person who has a financial interest may have a conflict of interest only if the appropriate body for this purpose determines that a conflict of interest exists.

## **II. DUTY TO DISCLOSE**

In connection with any actual or possible conflicts of interest, an interested person must disclose the existence of his or her financial interest and all related material facts on a disclosure statement that must be updated annually. Any conflicts must be presented to the directors and members of committees with Board delegated powers to consider the proposed transaction or arrangement.

## **III. DETERMINING WHETHER A CONFLICT OF INTEREST EXISTS**

After disclosure of the financial interest and all related material facts, and after any discussion with the interested person, the interested person shall leave the Board or committee meeting while the determination of such conflict of interest is discussed and voted upon. The remaining Board or committee members shall decide if a conflict of interest exists.

## **IV. PROCEDURES FOR ADDRESSING THE CONFLICT OF INTEREST**

1. An interested person may make a presentation at the Board or committee meeting, but after such presentation, he or she shall leave the meeting during the discussion of, and vote on, the transaction or arrangement that results in the conflict of interest.

2. The Chairperson of the Board or chair of the committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
3. After exercising due diligence, the Board or committee shall determine whether the Corporation can obtain a more advantageous transaction or arrangement with reasonable efforts from a person or entity that would not give rise to a conflict of interest.
4. If a more advantageous transaction or arrangement is not reasonably attainable under circumstances that would not give rise to a conflict of interest, the Board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Corporation's best interest and for its own benefit and whether the transaction is fair and reasonable to the Corporation and shall make its decision as to whether to enter into the transaction or arrangement in conformity with such determination.

#### **V. VIOLATIONS OF THE CONFLICT OF INTEREST POLICY**

1. If the Board or committee has reasonable cause to believe that a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
2. If, after hearing the response of the member and making such further investigation as may be warranted in the circumstances, the Board or committee determines that the member has in fact failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

#### **VI. RECORDS OF PROCEEDINGS**

The minutes of the Board and all committees with Board-delegated powers shall contain:

1. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board or committee's decision as to whether a conflict of interest in fact existed, and
2. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record or any votes taken in connection therewith.

## **VII. COMPENSATION MATTERS**

A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Corporation for services is precluded from voting on matters pertaining to that member's compensation. A person related to such member is also precluded from voting on that member's compensation.

## **VIII. ANNUAL STATEMENTS**

Each director, principal officer and member of a committee with Board-delegated powers shall annually sign a statement which affirms that such person:

1. Has received a copy of the conflicts of interest policy;
2. Has read and understands the policy;
3. Has agreed to comply with the policy; and
4. Understands that the Corporation is a charitable organization and that in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

## **IX. PERIODIC REVIEWS**

To ensure that the Corporation operates in a manner consistent with its charitable purposes and that it does not engage in activities that could jeopardize its status as an organization exempt from federal income tax, periodic reviews shall be conducted. The periodic reviews shall, at a minimum include the following subjects:

1. Whether compensation arrangements and benefits are reasonable (for example, based on competent survey information) and are the result of arm's-length bargaining; and
2. Whether partnerships, joint ventures and arrangements with management organizations conform to written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further the Corporation's charitable purposes and do not result in increment, impermissible private benefit or in an excess benefit transaction.

## **X. USE OF OUTSIDE EXPERTS**

In conducting the periodic reviews provided for the above, the Corporation may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the Board of its responsibility for ensuring that periodic reviews are conducted.

**ANNUAL ACKNOWLEDGEMENT AND DISCLOSURE FORM  
FOR CONFLICTS OF INTEREST POLICY**

Board Member's Name \_\_\_\_\_

Date: \_\_\_\_\_

I hereby acknowledge that I have received a copy of the Conflicts of Interest Policy of FAU Clinical Practice Organization, Inc. (referred to herein as the "Corporation") and have read and understand the same. I also understand that the Corporation is a charitable organization and that in order to maintain its federal tax-exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes and also must comply with this policy.

I hereby further acknowledge and agree to comply with all provisions of the Corporation's Conflicts of Interest Policy and understand that this policy applies to me and all committees with Board-delegated powers.

1. Are you an officer or director of any corporation with which FAU Clinical Practice Organization, Inc. conducts business?

YES \_\_\_\_\_ NO \_\_\_\_\_

If the answer to the foregoing question is "YES", please list the names of such corporations, the office held, and the "approximate" dollar amount of business involved with FAU Clinical Practice Organization, Inc. during the past 12 months.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Do you, or does any member of your family, have a financial interest in, or receive any remuneration or income from, any business organization with which FAU Clinical Practice Organization, Inc. conducts business?

YES \_\_\_\_\_ NO \_\_\_\_\_

If the answer to the foregoing is "YES", please supply the following information:

- A. Names of the business organizations in which such interest is held and the person(s) by whom such interest is held;
  - B. Nature and amount of each financial interest, remuneration or income.
3. Did you, or any member of your family receive, in the past 12 months, any gifts or loans from any source with which FAU Clinical Practice Organization, Inc. conducts significant business?

YES \_\_\_\_\_ NO \_\_\_\_\_

If the answer to the foregoing is "YES", list such gifts or loans as follows:

<u>Name of Source</u>	<u>Item</u>	<u>Approximate Value</u>
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4. Are you an employee with or volunteer to Florida Atlantic University or any of its direct support organizations?

YES \_\_\_\_\_ NO \_\_\_\_\_

If the answer to the foregoing is "YES", list the employment or volunteer capacity and briefly explain your duties:



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5. The following are other matters not listed in one of the categories above, but which in the interest of avoiding either actual impropriety or the appearance of impropriety, I feel it appropriate to disclose.

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Neither I, nor members of my immediate family, have any relationship or engage in any activities of which I am aware, that may place me in a position of having a conflict of interest with the Corporation except as detailed herein. I hereby agree to report promptly to the Board of Directors of the Corporation any other interest situation of which I may become aware, subsequent to the date of this Disclosure Statement.

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Printed Name

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Signature

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Date

## **THE FLORIDA ATLANTIC UNIVERSITY COLLEGE OF MEDICINE FACULTY PRACTICE PLAN**

The Florida Atlantic University Charles E. Schmidt College of Medicine (the “College” or the “College of Medicine”) provides educationally oriented professional practice settings and opportunities through which faculty members provide professional services, including medical care and treatment to patients, including patients at independent hospitals, other institutions and various clinical sites as an integral part of their academic activities and employment as faculty members. Such faculty practice activities are designed to assure professional and clinical practice opportunities and experiences that are essential in the training of students, residents and other postgraduate health professionals and that will enhance skills and knowledge of faculty members who must teach and train medical students, residents and other health professional students. Participation in such faculty practice activities by members of the faculty of the College of Medicine is vital to the educational mission, the maintenance of skills in the treatment and diagnosis of diseases, and the maintenance of patient management skills, clinical expertise and medical judgment. Such participation is a necessary and essential part of their employment as faculty members.

Because faculty practice activities generate income from a cross section of patients and third party payors that is critical to support the College’s mission, the College is authorized, in accordance with Florida Board of Governors Regulation 9.017 and Florida Atlantic University Regulation 9.001, to regulate and collect fees and other income generated from such faculty practice and to develop and maintain a faculty practice plan for the orderly collection, administration and distribution of such fees and other income. The College of Medicine is authorized to form corporate entities as agents to achieve the objectives of the faculty practice plan. The faculty practice plan, any subsequent changes thereto, and any proposed corporate entities must be approved by the Dean of the College of Medicine and the President of the University prior to submission for approval by the FAU Board of Trustees and, as necessary, the Florida Board of Governors. The faculty practice plan must be consistent with, and supportive of, the objectives of the College of Medicine and the University. This document provides a formal statement of such plan for the College of Medicine, to be known as the Florida Atlantic University College of Medicine Faculty Practice Plan (the “Faculty Practice Plan”).

Faculty practice income shall include all payments resulting from the clinical or professional services rendered by College of Medicine faculty. Honoraria, royalties, non-clinical consultation fees, or other income derived from outside employment approved by the Dean of the College are not considered to be faculty practice income as described herein.

Faculty members employed by the Florida Atlantic University College of Medicine who engage in the practice of medicine must do so exclusively through the College of Medicine and its Faculty Practice Plan, unless otherwise specifically approved in writing by the Dean of the College. Each member of the faculty will assign to Florida Atlantic University all faculty practice income generated by or on behalf of him or her, and adequate records will be kept of these collections.

In order to achieve the objectives of the Faculty Practice Plan, the University has authorized the formation and operation of a Florida not-for-profit corporation, FAU Clinical Practice Organization, Inc. (“FAU CPO”), as the University’s agent to support the clinical and professional activities of the College of Medicine, including the orderly collection and administration of income generated from College of Medicine clinical and professional activities. FAU CPO will be responsible for billing and collections, contracting, and the development and reporting to its various oversight entities appropriate data with

regard to its activities (and may contract with other entities to provide such services). A separate bank account shall be maintained into which all income and fees generated by the College of Medicine faculty practice are to be deposited, which shall be held, administered and distributed by FAU CPO, acting as the University's agent under right of control by the University and the College of Medicine.

Faculty practice income shall be distributed to appropriate funds of Florida Atlantic University to be used for the support and advancement of the academic mission of the College of Medicine and the University. The University shall distribute such funds for purposes that may include, but are not limited to, the payment of clinical practice expenses and faculty and staff salaries and benefits. The assets and activities of FAU CPO will be managed and directed by a Board of Directors in accordance with the Articles of Incorporation and Bylaws of FAU CPO.

FAU CPO shall serve as the administrative services supporting organization for the Faculty Practice Plan and shall not be involved in the delivery of medical services; the maintenance of any medical facilities; the employment, control or compensation of medical doctors or other health professionals; or the determination, control, or evaluation of any medical procedures or standards for any medical doctor, other health professional or medical facility.

The Faculty Practice Plan operating budget will be prepared at least annually and submitted to the Dean of the College of Medicine for approval. The budget shall then be recommended by the Dean of the College of Medicine and the President of the University to the FAU Board of Trustees. An annual financial audit and management letter for the Faculty Practice Plan and FAU CPO shall be conducted and prepared by an independent outside certified public accountant or firm, submitted to the Dean of the College of Medicine, and forwarded to the President of the University, FAU Board of Trustees and the Florida Board of Governors for review and oversight.

The Faculty Practice Plan, including FAU CPO, shall at all times comply with applicable regulations, rules, policies and procedures of the University and the Florida Board of Governors. All agreements and contracts involving the Faculty Practice Plan or FAU CPO shall be submitted to the FAU Office of the General Counsel for prior review.

This plan shall become effective on the date approved by the Dean of the College of Medicine, the President of the University, the FAU Board of Trustees, and the Chancellor of the Florida Board of Governors.

APPROVED:

\_\_\_\_\_  
Dean, College of Medicine

\_\_\_\_\_  
Date

\_\_\_\_\_  
President, Florida Atlantic University

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chair, Florida Atlantic University Board of Trustees

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chancellor, Florida Board of Governors

\_\_\_\_\_  
Date

# Florida Atlantic University

## Regulation 9.001

## Faculty Practice Plan

(1) The Florida Atlantic University Charles E. Schmidt College of Medicine (the “College” or the “College of Medicine”) provides educationally oriented professional practice settings and opportunities through which faculty members provide professional services, including medical care and treatment to patients, including patients at independent hospitals, other institutions and various clinical sites as an integral part of their academic activities and employment as faculty members. Such faculty practice activities are designed to assure professional and clinical practice opportunities and experiences that are essential in the training of students, residents and other postgraduate health professionals and that will enhance skills and knowledge of faculty members who must teach and train medical students, residents and other health professional students. Participation in such faculty practice activities by members of the faculty of the College of Medicine is vital to the educational mission, the maintenance of skills in the treatment and diagnosis of diseases, and the maintenance of patient management skills, clinical expertise and medical judgment. Such participation is a necessary and essential part of their employment as faculty members.

Because faculty practice activities generate income from a cross section of patients and third party payors that is critical to support the College’s mission, the College is authorized, in accordance with Florida Board of Governors Regulation 9.017 and this Regulation, to regulate and collect fees and other income generated from such faculty practice and to develop and maintain a faculty practice plan for the orderly collection, administration and distribution of such fees and other income. The College of Medicine is authorized to form corporate entities as agents to achieve the objectives of the faculty practice plan. The faculty practice plan, any subsequent changes thereto, and any proposed corporate entities must be approved by the Dean of the College of Medicine and the President of the University prior to submission for approval by the FAU Board of Trustees and, as necessary, the Florida Board of Governors. The faculty practice plan must be consistent with, and supportive of, the objectives of the College of Medicine and the University and shall be known as the Florida Atlantic University College of Medicine Faculty Practice Plan (the “Faculty Practice Plan”).

(2) Faculty practice income shall include all payments resulting from the clinical or professional services rendered by College of Medicine faculty. Honoraria, royalties, non-clinical consultation fees, or other income derived from outside employment approved by the Dean of the College are not considered to be faculty practice income as described herein. Faculty members employed by the Florida Atlantic University College of Medicine who engage in the practice of medicine must do so exclusively through the College of Medicine and its Faculty Practice Plan, unless otherwise specifically approved in writing by the Dean of the College. Each member of the faculty will assign to Florida Atlantic University all faculty practice income generated by or on behalf of him or her, and adequate records will be kept of these collections.

(3) In order to achieve the objectives of the Faculty Practice Plan, the University has authorized the formation and operation of a Florida not-for-profit corporation, FAU Clinical Practice Organization, Inc. (“FAU CPO”), as the University’s agent to support the clinical and

professional activities of the College of Medicine, including the orderly collection and administration of income generated from College of Medicine clinical and professional activities. FAU CPO will be responsible for billing and collections, contracting, and the development and reporting to its various oversight entities appropriate data with regard to its activities (and may contract with other entities to provide such services).

(4) Faculty practice income shall be distributed to appropriate funds of Florida Atlantic University to be used for the support and advancement of the academic mission of the College of Medicine and the University. The University shall distribute such funds for purposes that may include, but are not limited to, the payment of clinical practice expenses and faculty and staff salaries and benefits. The assets and activities of FAU CPO will be managed and directed by a Board of Directors in accordance with the Articles of Incorporation and Bylaws of FAU CPO.

(5) The Faculty Practice Plan shall include or provide for:

- (a) A written document that describes the University's policies and procedures pertaining to faculty practice activities and the resulting professional fees and other income.
- (b) Articles of Incorporation and Bylaws of FAU CPO.
- (c) A separate bank account into which all income and fees generated by the College of Medicine faculty practice are to be deposited, which shall be held, administered and distributed by FAU CPO, acting as the University's agent under right of control by the University and the College of Medicine.
- (d) The preparation of the Faculty Practice Plan operating budget to occur at least annually and to be submitted to the Dean of the College of Medicine for approval. The budget shall then be recommended by the Dean of the College of Medicine and the President of the University to the FAU Board of Trustees. An annual financial audit and management letter for the Faculty Practice Plan and FAU CPO shall be conducted and prepared by an independent outside certified public accountant or firm, submitted to the Dean of the College of Medicine, and forwarded to the President of the University, FAU Board of Trustees and the Florida Board of Governors for review and oversight.
- (e) FAU CPO to serve as the administrative services supporting organization for the Faculty Practice Plan and provide that FAU CPO shall not be involved in the delivery of medical services; the maintenance of any medical facilities; the employment, control or compensation of medical doctors or other health professionals; or the determination, control, or evaluation of any medical procedures or standards for any medical doctor, other health professional or medical facility.
- (f) All agreements and contracts involving the Faculty Practice Plan or FAU CPO to be reviewed in advance by the FAU Office of the General Counsel.
- (g) The compliance of the Faculty Practice Plan, including FAU CPO, with applicable regulations, rules, policies and procedures of the University and the Florida Board of Governors.
- (h) Such other activities by the Faculty Practice Plan or FAU CPO as directed or authorized by the FAU Board of Trustees.

*Specific Authority: Article IX of the Florida Constitution, Board of Governors Regulations 1.001(8)(a) and 9.017. History—New [            ].*