World Glaucoma Association
The Global Glaucoma Network

Governance & Policy Manual

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Introduction

Purpose

This manual provides the foundation for implementing effective governance of the World Glaucoma Association (WGA). It is a tool to help the leadership and staff of the WGA undertake policy formulation, decision making and oversight. Greater efficiency and effectiveness in day-to-day operations will bring credibility to the WGA in the eyes of the membership, volunteers, industry partners and the glaucoma community at large. Doing so not only advances WGA's mission, it also contributes significantly to long-term sustainability

How to use this manual

This manual should be read by each volunteer leader and member of staff upon assuming office. Thereafter, it should be used as a desk-top reference which provides a framework of operational policies and recommended WGA management principles. It is divided into three main sections: (i) is a description of the governance of the WGA; (ii) describes the general management principles; (iii) contains the appendices.

Responsibilities

It is the responsibility of the WGA EVP to ensure that the policies and principles contained within this manual are adhered to within the leadership and staff of the WGA. The responsibility for the execution of a particular policy or principle is identified at the appropriate juncture in this manual.

It is anticipated that, over time, the WGA will amend these policies and procedures and develop new ones to respond to changing circumstances. It shall be the responsibility of the Associate EVP to review this manual annual and to update and/or expand this manual as appropriate to reflect changes in best practice within the WGA environment. Each manual revision needs the prior approval of the EVP and EGM and the subsequent written approval of the Executive Committee before it may come into force.

Version

Version date:	Tuesday, May 7, 2024
Version number:	04

Changes since last revision:

1) Added Timeline annual reports THGF, WGA and WGA Foundation
2) Added Process annual reports THGF, WGA and WGA Foundation

Definitions

AAB	Associate Advisory Board
EGM	Executive General Manager
Executive Office	Executive Office
EVP	Executive Vice President
FTE	Full-time equivalent
Leadership	Any volunteer serving on the Board of Governors, Executive Committee, Council, AAB or in any Committee
Manual	This Governance & Policy Manual
Members	Any glaucoma-related society, association or company which has been accepted for membership of the WGA and who has paid its membership dues in full
Member at Large	A voting member of the Executive Committee who has been appointed by the Board of Governors and who is not an officer of the WGA
Officer	Any volunteer serving on the Board of Governors and occupying one of the following positions: WGA President, President-Elect, Immediate Past President or Treasurer
Q2	April, May, June
Q4	October, November, December
Staff	The EVP, the Associate EVP and the EGM

WGA Governance

1.1 WGA Mission, Values & Goals

Mission

To eliminate glaucoma-related disability worldwide.

Values

The leadership and member societies of the WGA are committed to acting consistently with the following values:

- Responsibility (Accountability) – to each other, to member societies, to the larger global glaucoma community, to the patient and to the public.
- Consensus – open communication, inclusion of diverse viewpoints, and the aspiration to achieve practical consensus before acting.
- Collegiality and Mutual Respect.
- Best Care and Service – advancing the best care available to glaucoma patients worldwide.

Goals

1. **Education**
   The WGA will be an important source of education for ophthalmologists and other healthcare providers related to glaucoma.

2. **World Glaucoma Congress ® (WGC)**
   The World Glaucoma Congress® will be the best glaucoma meeting in the world.

3. **Public Awareness and Recognition of Glaucoma**
   Public awareness and recognition of glaucoma will increase.

4. **Impact in Developing Countries**
   The resources of the global glaucoma community – including individuals, member societies, industry, governments, NGOs and patients – will be integrated and leveraged to enhance glaucoma care, particularly in developing countries.

5. **Technology**
   The WGA will use information/communication technologies as a key tool in achieving its goals.

6. **Organization**
   The WGA will be financially sound and organized to lead the glaucoma community.

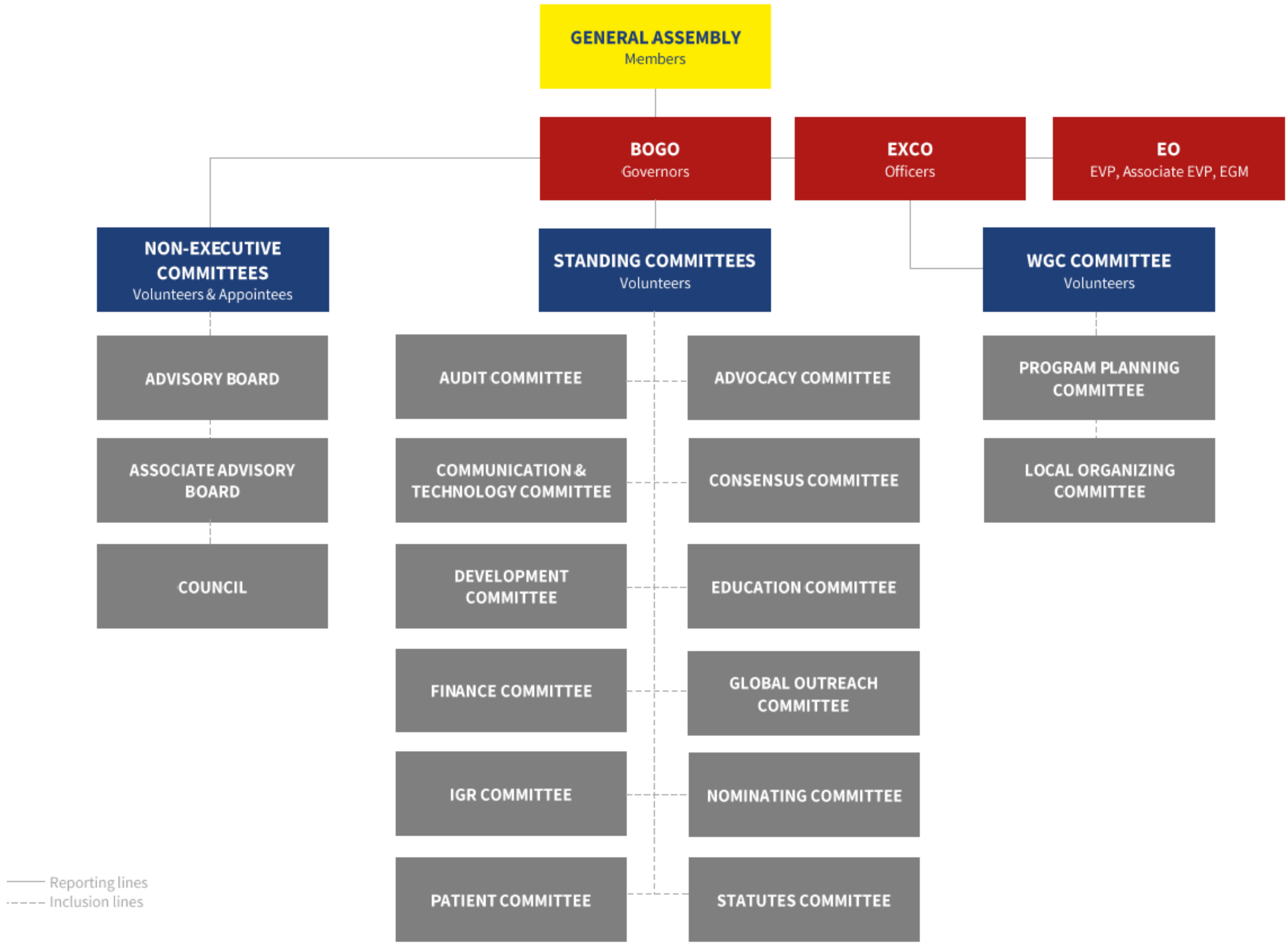
Program of work (general)

1. To further develop an effective world-wide organization to realize common goals among stakeholders and improve standards for glaucoma education, management and research
2. To facilitate and coordinate communication and collaboration between Glaucoma Societies, Glaucoma Industries and Glaucoma Patient Organizations and other organizations in the field
3. To maintain and update global Consensus documents for glaucoma diagnosis and treatment
4. To present, classify and review information on glaucoma through International Glaucoma Review
5. To assess the cost and practicalities of providing a unique glaucoma literature online data base through International Glaucoma Review
6. To improve the awareness of glaucoma
7. To publish and update a Directory of Glaucoma Societies
8. To stimulate and support Glaucoma Societies
9. To create a forum for exchange on global glaucoma education, research, screening, prevention of Glaucoma Blindness and WHO relationship
10. To organize global Consensus Meetings
11. To organize Information and Planning Exchange Meetings
12. To organize the World Glaucoma Congress for all members of the WGA
13. To facilitate and co- organize the annual World Glaucoma Week
14. To provide glaucoma education online

1.2 WGA organizational structure

Guiding principle

The organization chart below outlines the internal structure of the WGA. The WGA shall endeavor to keep the structure as flat as possible thereby delegating decision-making power and responsibilities as broadly and as appropriately as possible.



1.3 The Board of Governors

General statement

The Board of Governors is responsible for defining the WGA's mission and values and for providing overall leadership and strategic direction. It is responsible for maintaining the ethical and legal integrity of the WGA. It is the responsibility of each Board of Governors member to ensure that the WGA is faithfully fulfilling its purpose.

Board of Governors size and composition

In accordance with the statutes, the Board of Governors will consist of:

a maximum of 20 elected individuals

who satisfy the WGA eligibility criteria set out in Article 6 of the Statutes and who are elected by the General Assembly. The Board of Governors as a whole should be seen by the membership and the broader glaucoma community as capable, experienced and well able to govern the WGA.

Term of office and rotation pattern

The members of the Board of Governors shall be entitled to serve a maximum of 6 years, normally based on two, three-year terms commencing on the 1st of January of the given year. There shall be a staggering of terms of office so that in principle three members rotate off the Board of Governors each year and three new members join. The purpose of this policy is to balance continuity of thought and process within the Board of Governors whilst providing sufficient throughput of individuals.

Guidelines for the selection of Board of Governors members

The Board of Governors members shall be drawn widely to achieve the different skills, expertise and experience needed for the Board of Governors to fulfil its governance roles and responsibilities.

Guidelines for the retention of Board of Governors members

Whilst it is preferential, it is not a given that members of the Board of Governors shall serve the second, three-year term. The Executive Office shall provide objective feedback and analysis of individual performance and commitment amongst the Board of Governors to the Executive Committee no later than 6 months prior to the conclusion of that individual's first term of office. The Executive Committee shall then decide whether, or not, to invite the said Board of Governor member to serve a second term of office.

Nomination process for the selection of Board of Governors members

1. Send out call for nominees by Nominating Committee to Board of Governors in Q1
2. Meeting of Nominating Committee at international meeting in June

3. Recommendation by Nominating Committee at Board of Governors meeting during AAO Annual Meeting, incl vote by Board of Governors

Roles and responsibilities

Acting as the WGA leadership, the Board of Governors has basic collective, overarching responsibilities for the good stewardship of the WGA. Such responsibilities include:

1. Affirming the relevance of the WGA's mission, vision and values
2. Making decisions that create the desired future for the WGA and glaucoma community at large
3. Making long-term plans and establishing major policies
4. Ensuring the WGA's programs and activities are aligned with the mission, vision and values
5. Ensuring organizational transparency
6. Ensuring that the WGA's legal and ethical responsibilities are met
7. Ensuring that adequate resources, of all that available, have been allocated as a priority to allow the WGA to achieve its vision
8. Managing the WGA's risk and protecting the WGA's human, capital and financial assets
9. Taking advantage of strategic opportunities that present themselves
10. Building leadership for the future
11. Representing the WGA throughout the glaucoma community around the world
12. Enhancing the WGA's standing in the glaucoma community through awareness building and advocacy
13. Hiring and overseeing the Professional Staff
14. Supporting the Professional Staff with guidance during the undertaking of their day-to-day WGA work
15. Questioning and challenging both the status quo and any recommendations for change in order to ensure that the WGA moves forward in the most efficacious manner possible
16. Creating a succession plan for the WGA that includes the Board of Governors and Executive Committee
17. Know and be able to articulate the WGA's mission, vision, values, goals, policies, programs, services, stories, statistics, strengths, and needs
18. Ask questions, challenge ideas and ensure recommendations are in line with the WGA's vision
19. Suggest possible nominees to the board who are clearly women and men of achievement who can make significant contributions to the work of the board, whether as potential board members, committee members or direct service volunteers
20. Serve in leadership positions and undertake special assignments willingly; prepare for and participate in board/committee meetings
21. Follow and keep current regarding trends in glaucoma across the world
22. Bring what you hear out in the community back into the boardroom
23. Attend Board of Governors meetings on a regular basis
24. Respond to all calls for information and response made by the Executive Committee and the Executive Office in a complete and punctual manner
25. Maintain confidentiality of the board's/committee's work and speak for the WGA only when authorized to do so
26. Support the work of the WGA President as appropriate
27. Avoid asking for special favors of the Professional Staff
28. Avoid even the appearance of a conflict of interest; declare potential conflicts as soon as they have been identified

29. Maintain independence and objectivity and do what a sense of fairness, ethics, the WGA's values and personal integrity dictate
30. Faithfully read and understand the WGA's financial statements, ask questions when in doubt or to clarify any variances and otherwise help the Board of Governors fulfil its fiduciary responsibility
31. Assist in all appropriate ways to help maintain the financial health of the WGA

Reimbursement of Board of Governors member expenses

Under exceptional circumstances, a member of the Board of Governors might be eligible to be reimbursed for reasonable expenses incurred. Board of Governors reimbursement expenses shall be consistent with the WGA Expense and Travel Policy (please refer to Appendix 7).

Responsive and attendance

Each Board of Governor member is expected to respond to requests for information or comment within 2 business days of such a request being made by the Executive Office.

Each Board of Governor member is expected to attend each Board of Governor meeting. Where attendance is not possible, the member concerned shall inform the WGA President and the Executive Office as soon as possible so that he or she may be formally excused.

1.4 The Executive Committee

General statement

The Executive Committee actively sets policy and ensures that the WGA has adequate resources to carry out its mission, and that its activities and expenses align with its mission focus. The Executive Committee shall be composed of individuals elected from within the Board of Governors and who are committed to representing the best interests of the WGA and its mission, and who have the diverse skills, background and experience to meet the WGA's needs.

Executive Committee size and composition

In accordance with Regulation 1, page 3, of the WGA Regulations, the Executive Committee will consist of:

6 elected individuals and 2 ex-officio individuals

who satisfy the WGA eligibility criteria set forth in the qualifications below and who are elected by the Board of Governors. The Executive Committee as a whole should be seen by the membership and the broader glaucoma community as capable, experienced and well able to govern the WGA.

The positions within the Executive Committee consist of:

1. President
2. Immediate Past-President
3. Past-Past-President
4. President Elect
5. Treasurer
6. Any other position as appointed by the Board of Governors (e.g. Member at Large)
7. Executive Vice-President (*ex-officio*)
8. Associate Executive Vice-President (*ex-officio*)

Term of office and rotation pattern

The term of office for each of the Executive Committee positions is 2 years. A member of the Executive Committee may remain on the Executive Committee for multiple terms. An individual who has been elected to be President Elect shall assume the office of President upon completion of his/her term, and accordingly the office of Immediate Past President upon completion of the term as President. This implies three consecutive two-year terms of service.

An individual who has been elected to the office of Treasurer or Member at Large, or appointed the EVP, shall be expected to renew his/her term of office once only. He/she shall be eligible to stand for election to other positions after completing his/her term of office.

Guidelines for the selection of Executive Committee members

The Board of Governors shall consider only individuals capable of exercising independent judgement, thereby assuring that the interests of all WGA constituents are safeguarded.
The prospective Executive Committee member shall be able to commit himself/herself effectively to their responsibilities.

Nomination process for the selection of Executive Committee members

For officers, the Nominating Committee shall solicit nominations from which the Board of Governors shall make a selection that is to be voted on for approval by the General Assembly.
For others (such as the Member at Large), the WGA President shall recommend the candidate(s) to the Board of Governors eliciting the reasons and desired outcome for such an appointment.

Executive Committee-general roles and responsibilities

1. The Executive Committee shall review and guide WGA strategy; major plans of action; risk management policies; annual budgets and business/work plans; setting performance objectives; monitoring WGA performance; oversee capital expenditures and any acquisitions and divestitures.
2. The Executive Committee shall define the mandate (purpose, duties and composition) of the standing committees as a way to improve the work of the Executive Committee.
3. The Executive Committee shall select and, when necessary, replace the EVP and Associate EVP, and oversee succession planning.
4. The elected officers on the Executive Committee shall annually conduct a formal performance review of the EVP and of the Associate EVP and a summary of the results of the reviews shall be communicated to the Board of Governors. The performance of the EVP, specifically, shall be assessed in light of WGA accomplishments. Accordingly, the Executive Committee shall ensure that the EVP has the moral and professional support needed to further the goals of the WGA.
5. The Executive Committee shall ensure a formal and transparent Board of Governors and Executive Committee nomination and election process; such process shall be specified in the Regulations. For ad-hoc appointments (such as for a Member at Large), the Executive Committee shall make a suggestion of appointment to the Board of Governors, who shall vote on formally approving the appointment.
6. The Executive Committee shall manage actual and potential conflicts of interest.
7. The Executive Committee shall ensure the integrity of the WGA's financial and operational reporting systems and provide a full, detailed account to the General Assembly.
8. The Executive Committee shall exercise independent judgement on all WGA affairs.
9. The Executive Committee shall receive from the Executive Office access to accurate, relevant and timely information.

Position description for President

Specific responsibilities

1. Directly responsible for communicating with and supervising the various Boards and Committees of the WGA to ensure that all assignments are completed according to the strategic plan, the WGA is financially sound and the General Assembly is advised of all progress

2. Serve as Chair of all meetings of both the Executive Committee and Board of Governors, serve as an active member of the Finance Committee and the Nominating Committee
3. Serve as a non-voting member on all committees
4. Appoint committee members and relieve any inactive committee members with approval of the Board of Governors

Management skills

1. Strategic Planning: work with the board to create and execute a 3-Year Strategic and Annual Business Plan
2. Create and keep up-to-date goals and objectives for the board and committees
3. Advise, support and develop Board of Governors in executing initiatives
4. Assist in WGA budget development
5. Mediate discussions and create consensus within the board
6. Communicate with regional/national member glaucoma societies and industry partners regarding all international initiatives and objectives
7. Target future leaders within existing board, committees and glaucoma community
8. Mentor and transition with President Elect

Leadership skills

Visionary, Facilitation, Collaboration, Delegation, Organization, Mentoring, Coaching, Teaching, Financial responsibility, Motivational, Conflict resolution, Empowerment, Effective communication, Execution and Innovation.

Qualifications

1. Officer in good standing with previous service as President Elect
2. Knowledge of the affairs/activities of the WGA
3. Willing to give the time, energy, talents and enthusiasm required of the position
4. Previous service (when possible) as Chair of a high-profile committee (such as Education, Finance, Communications or WGC).

The President shall be appointed by the General Assembly.

Position description for President Elect

Specific responsibilities

1. Serve as direct support to the WGA President
2. In the absence of the WGA President, perform the duties of the WGA President with the powers of and subject to all the restrictions upon the Presidents
3. Serve as voting member of Board of Governors, Executive Committee and Finance Committee
4. Serve as ex-officio member of the Nominating and WGC Committees

Management skills

1. Strategic Planning: work with the board to create and execute a 3-Year Strategic and Annual Business Plan
2. Advise, support and develop Board of Governors in executing initiatives
3. Assist in WGA budget development
4. Mentor the leadership development process to support succession planning

5. Target and mentor future WGA leaders
6. Schedule 'one-on-ones' with Executive Committee members and Committee Chairs to discuss future vision

Leadership skills
Facilitation, Collaboration, Delegation, Organization, Mentoring, Teaching, Financial responsibility, Motivational, Conflict resolution, Coaching and Execution.

Qualifications
1. Officer in good standing
2. Knowledge of the affairs/activities of the WGA
3. Willing to give the time, energy, talents and enthusiasm required of the position
4. Previous service (when possible) as Chair of a high-profile committee (such as Education, Finance, Communications or WGC).

The President Elect shall be appointed by the General Assembly.

Position description for Immediate Past President

Specific responsibilities
1. Serve as voting member of the Board of Governors and Executive Committee
2. Chair the Nominating Committee, ensuring compliance with bylaws and policy, providing an open nominations & elections process and ensuring compliance with WGA elections calendar requirements
3. Support and defend policies and programs adopted by the Board of Governors
4. Act as support/mentor to the WGA President
5. Act as coach, advisor and counsellor to Board and Committees members

Management skills
1. Strategic Planning: work with the board to create and execute a 3-Year Strategic and Annual Business Plan
2. Create goals and objectives for the board and committees
3. Advise, support and develop the Board of Governors in executing initiatives
4. Assist in WGA budget development
5. Mediate discussions and create consensus within the Executive Committee and the Board of Governors
6. Target future leaders within existing board, committees and glaucoma community
7. Schedule transition time with the incoming WGA President
8. Mentor and transition with the WGA President

Leadership skills
Visionary, Facilitation, Collaboration, Delegation, Organization, Mentoring, Coaching, Teaching, Financial responsibility, Motivational, Conflict resolution, Empowerment, Effective communication, Execution and Innovation.

Qualifications
Officer in good standing with previous service as WGA President
Willing to give the time, energy, talents and enthusiasm required of the position

Position description for Treasurer

Specific responsibilities

1. Serve as a voting member of the Board of Governors and Executive Committee
2. Chair the Finance Committee and be a member of the Audit Committee
3. Act as coach, advisor and counsellor to assigned committees
4. Support and defend policies and programs adopted by the Board of Governors
5. Responsible for ensuring the fiscal responsibility of the committee(s) to which position is assigned.
6. Conduct transition meeting with successor
7. Approval of the 'draft budget' of the WGA (planned expenses)
8. Approval, with the EVP, of unplanned expenses in excess of US$1,000
9. Review all financial aspects of the WGC in coordination with the EVP
10. Review the performance of outside financial advisory firms and make any appropriate recommendations to the Executive Committee

Management skills

1. Strategic Planning: work with the board to create and execute a 3-Year Strategic and Annual Business Plan
2. Advise, support and develop the Board of Governors in executing initiatives
3. Assist in WGA budget development, investment policy and fiscal planning
4. Target future leaders within existing board, committees and glaucoma community
5. Mentor and transition with the incoming Treasurer

Leadership skills

Visionary, Facilitation, Delegation, Mentoring, Coaching, Teaching, Financial responsibility, Motivational, Conflict resolution, Execution and Innovation.

Qualifications

1. Officer in good standing
2. Previous service (when possible) on the Board of Governors and, preferably, in the Finance Committee
3. Willing to give the time, energy, talents and enthusiasm required of the position

The Treasurer shall be appointed by the Board of Governors.

Position description for Member at Large (incl. External Affairs)

The WGA President shall set the responsibilities and expectations for the position at the time of nominating the candidate to the Board of Governors.

Reimbursement of Executive Committee member expenses

Executive Committee reimbursement expenses shall be consistent with the WGA Expense and Travel Policy (please refer to Appendix 7).

1.5 WGA Council

Guiding principles

The general task of the Council is to provide expertise and institutional memory from previous leadership. The Council shall consist of previous Officers and Board of Governor members. The Past-past President will chair the Council for 2 years. A Co-chair shall be elected from previous Board of Governor members. The Council shall meet periodically and at least once a year face-to-face (principally at one of the major international meetings) and have one or more teleconferences in advance of each Board of Governor meeting. The purpose of the Council meetings is to encourage Council input to the board. Any Council member may propose a topic for an ad hoc teleconference meeting.

Council Activities

1. The Council shall be represented at Board of Governors meetings by the chair or a designee.
2. The Council shall provide advice to the Executive Committee and to the Board of Governors upon request or actively by itself.
3. The Council members are encouraged to serve through the committee structure of the WGA.
4. The Council shall provide a summary of the Council meetings to the Executive Committee and to the Board of Governors
5. The Council shall receive minutes of every Board of Governors meeting and additional communications for information, comments, and feedback.
6. The Council shall support the Executive Committee members in representing the WGA towards the public face of the WGA.

1.6 Non-executive committees

Guiding principles

The WGA has a range of non-executive committees to support the leadership and volunteers who advance the WGA mission. Membership of these committees (except for the AAB) shall be upon acceptance of an invitation issued by the WGA President. The duration of membership shall be specified at the time of invitation.

Committee objectives

Each committee has a set of general objectives, these are detailed below.

1. **Advisory Board**
   The Advisory Board is tasked with assisting the leadership further advance the WGA mission. It identifies the general priorities within glaucoma and advises the Board of Governors on appropriate future goals. Membership of the AB is extended to individuals in recognition of their leadership and contributions to the advancement of glaucoma care, education, research.

2. **Associate Advisory Board**
   Membership of the AAB is open to glaucoma specialists who are within 10 years of having completed their training and who have been nominated by their head of department. The AAB represents younger members of the WGA who have been identified as high potential individuals who can make a meaningful contribution to the activities of the WGA. The skills and interests of an AAB member should include at least one area identified as a major goal of the Association within the strategic plan. Members of the AAB will be expected to serve on a standing committee and will be viewed as candidates to fill future leadership roles in the Association. Please refer to Appendices 11 and 12 of this Manual for further information.

3. **General Assembly**
   Please refer to Article 5 of the WGA Statutes.

1.7 Standing committees

Guiding principles

The WGA has a range of standing committees to support the Board of Governors and the Executive Committee in performing its functions, particularly in respect to advancing the WGA mission. Each committee shall have a sufficient number of members in order to fulfil its mandate; with each committee having a minimum of two co-chairs (one being a member of the Board of Governors and the second being a member of the AAB). The Executive Committee shall be responsible for defining the mandate, composition and working procedures of the committees. The WGA President shall be responsible for appointing new committee members. The Executive Office shall oversee the effectiveness and integrity of the committees and shall provide guidance and support as necessary.

Committee objectives

Each committee has a set of general objectives, these are detailed below.

1. **Audit Committee**
   to maintain oversight of:
   1.1. the WGA's accounting and financial reporting processes
   1.2. the audits of the WGA's financial statements
   1.3. the integrity of the WGA's financial statements, the reporting process and its internal control over financial reporting
   1.4. the reports, qualifications, independence and performance of the WGA's external auditor
   1.5. the WGA's risk identification, assessment and management program
   1.6. the WGA's compliance with applicable legal and regulatory requirements
   1.7. the maintenance of open channels of communication among the Executive Committee, the external auditors and the Board of Governors

2. **Advocacy Committee**
   2.1. To recognize that advocacy is principally a local issue rather than a global one and to implement an advocacy agenda that reflects this
   2.2. To increase glaucoma awareness amongst relevant governments and institutions
   2.3. To advocate for policy and funding to support glaucoma treatment
   2.4. To advocate for WGA, its member glaucoma societies and for glaucoma patients
   2.5. To provide and collect tools to share with member glaucoma societies
   2.6. To provide advice and support to individuals and charities working in glaucoma

3. **Communication & Technology Committee**
   3.1. To maintain, protect and promote WGA's brand and visibility
   3.2. To improve the effectiveness of internal and external communications vehicles [e.g. WGA, IGR, WGW websites]
   3.3. To ensure that the WGA message is coherent and consistent across all committees and is visible in all communication, both external and internal
   3.4. To provide social media/digital communications counsel to the Board of Governors

3.5. To facilitate knowledge sharing of global and WGA initiatives, policies and challenges in glaucoma
3.6. To expand collaborative partnerships with other international organizations and media

4. Consensus Committee

4.1. To keep current Consensus publications up-to-date and relevant
4.2. To chair a regularly scheduled Consensus meeting where internationally recognized experts can consider, discuss and agree on consensus statements related to glaucoma and discuss the underlying science and clinical principles
4.3. To support the standardization of nomenclature and research reporting
4.4. To provide expert consultation services to standards setting bodies
4.5. To promulgate and translate Consensus publications

5. Development Committee

5.1. Responsible for highlighting the strengths of the WGA to the glaucoma industry serving patients worldwide
5.2. Reviewing and overseeing existing relationships with Glaucoma Industry Partners (GIM)
5.3. Offer a platform for open feedback from industry on WGA's core initiatives, such as the WGC
5.4. Share WGA information on financial transparency in relation to funds received from Industry Partners and on WGA's ethical business conduct

6. Education Committee

6.1. To identify the needs for education in glaucoma in different areas of the world for ophthalmologists, HCPs and the general public
6.2. To address glaucoma education according to the needs of these different areas
6.3. To make the WGA educational platform an important resource for teaching and training of ophthalmologists and HCPs through a dedicated e-learning program
6.4. To maintain and expand the content within WGA's educational platform
6.5. To have a dedicated portal on the WGA website for the education of patients and relatives of affected individuals as well as the general population
6.6. To facilitate information and tools to those in remote areas of the world to provide education onsite to other colleagues and HCPs
6.7. To develop and support relationships through WGA-branded educational symposia among physicians and young scientists which enhance glaucoma awareness, knowledge and treatment ability
6.8. To arrange for WGA representatives to serve as invited speakers at other glaucoma meetings and training courses

7. Finance Committee

7.1. To ensure the WGA remains financially secure
7.2. To ensure the WGA financial structures are effective and appropriate
7.3. To develop an investment strategy for WGA to appropriately invest WGA assets as allocated by the Board of Governors
7.4. To consider inclusion of lay member(s) in the finance committee
7.5. To ensure an efficient transfer to a new treasurer
7.6. To develop a comprehensive budget for the WGA and to monitor adherence to the budget through monthly reporting

7.7. To ensure that the WGA has the relevant funding to support the activities of the Committees in fulfilling the strategic plan
7.8. To set long-range financial goals along with funding strategies to achieve them
7.9. To present all financial goals, proposals and reports to the Board of Governors for approval
7.10. To create, approve, and update [as necessary] policies that help ensure the assets of the WGA are protected

8. Global Outreach Committee

8.1. To increase participation of glaucoma societies from around the world (or help some countries form such societies)
8.2. To expand educational opportunities to regions where they are lacking [funded by WGA (or) site to connect people (or) create specific educational content] To ensure adequate equipment for the monitoring of glaucoma in settings where equipment is lacking
8.3. To help develop strategies on screening for glaucoma in various settings
8.4. To bring into leadership more individuals from developing countries
8.5. To build a global network of HCPs working in glaucoma
8.6. To provide a forum for promoting international collaboration and support for glaucoma in both developed and resource-poor settings
8.7. To expand collaborative partnerships with other international organizations and media

9. IGR Committee

9.1. To ensure that IGR publications are of high scientific and editorial quality, directly pertinent to the needs and interests of the WGA and reflect a diverse range of glaucoma issues and opinions supported by sound science
9.2. To produce 4 IGR publications each year
9.3. To establish an overall editorial policy and editorial board for the IGR
9.4. To identify topics of interest, solicit articles, and review articles to be published
9.5. To develop and maintain a resource for finding additional qualified reviewers for articles submitted to the IGR
9.6. To ensure that there is a succession plan in place for the position of chief editor. Such a plan does not necessitate a change in chief editor, merely that a succession process and term-of-office has been identified and agreed upon.

10. Nominating Committee

10.1. To solicit and propose candidates for consideration for WGA Board and Committee roles as provided for in the WGA bylaws
10.2. To maintain [as far is possible] a balance on the Board of Governors and Executive Committee by geography, gender and minority representation
10.3. To determine if the nominees are willing and able to stand for election

11. Patient Committee

11.1. To promote awareness of glaucoma among identified target groups through the production of written educational materials, coordination of national programs, digital/social campaigns and any other relevant activities
11.2. To coordinate the annual World Glaucoma week as a key means to achieving WGA's goal of improving awareness and glaucoma detection rates.
11.3. To develop the annual World Glaucoma Week theme and key message points in accordance with the above

12. Statutes Committee

12.1. To create, maintain and propose alterations to the WGA bylaws, statutes, and rules and regulations

12.2. To respond to bylaw questions, draft possible amendments, and implement solutions to bylaws-related problems

To develop a detailed guideline for the accomplishment of collective and individual responsibilities, proper protocol, suggested methods and standard operating procedures

Committee action plans

The chair of each committee shall submit the action plan for his/her committee to the Executive Office no later than 2 weeks before the Q4 Board of Governors meeting in the year preceding the commencement of the term of office. Each committee shall complete the action plan template provided by the EGM. Each action plan is for the duration of the term of office, currently 2 years.

1.8 The Executive Office

General statement

Success at the Executive Office relies on a thorough understanding of the glaucoma community. The staff should take into account and respond to the experience, needs and satisfaction of stakeholders (such as officers, members, individual volunteers, industry partners and suppliers). This understanding of a broad range of views and perspectives may be gleaned informally on a continual basis through one-on-one communication and formally through a periodic needs assessment survey evaluation.

Composition of the Executive Office

The Executive Office shall be composed of a combination of individuals with glaucoma expertise and professional organizational capabilities. Any individual working for the Executive Office does so not as a salaried staff member but as a self-employed person or as an appointed employee of an intermediary company (such as MCI). There are 3 positions within the Executive Office:

EVP	to be a glaucoma specialist and recruited by the Executive Committee
Associate EVP	to be a glaucoma specialist and recruited by the Executive Committee
EGM	to be a professional organizer and appointed through the WGA's strategic partnership with MCI. The EGM has the support of administrative, financial and organizational staff at MCI when required (e.g. Committee Liaison Manager, Operations Manager).

Time availability of the Executive Office staff

The Executive Office staff are contracted on the following basis:

EVP	20% equivalent of one FTE
Associate EVP	10% equivalent of one FTE
EGM	100% equivalent of one FTE

Attribution of committee monitoring assignments

Each committee shall have an observer from the Executive Office assigned to it whose role is to monitor progress. These assignments will be review annually and adjusted as necessary.

1. Audit: EGM
2. Advocacy: EVP
3. Communication and Technology: EGM & Associate EVP
4. Consensus: EGM
5. Development: EVP

6. Education: EGM
7. Finance: EGM
8. Global Outreach: EGM
9. IGR: EVP
10. Nominating: EVP
11. Patient: EGM
12. Statutes: EVP and Associate EVP
13. WGC: EGM

1.9 EVP position

General statement

The EVP is appointed by, reports to, and is accountable to the Board of Governors. The Board of Governors shall ensure that provision is made for continuity of leadership and shall be responsible for recruiting and appointing the EVP.

The EVP is expected to follow the directions of the Executive Committee and the Board of Governors as received through the WGA President. All duties performed by the EVP shall support the accomplishment of WGA's mission and the day-to-day operation of the association in a manner consistent with this Manual. The EVP will not allow any practice, activity, decision or organization practice that is either unlawful, imprudent, or in violation of professional ethics or this Manual. The EVP must endeavor to have no real or perceived conflict of interest that would compromise his/her ability to perform competently in the position.

EVP selection and succession planning

The EVP is a key appointment and such appointment shall be the direct responsibility of the Executive Committee.

For planned vacancy (e.g. end of term of office), the principle for EVP selection and succession planning shall be that the Associate EVP will be considered for appointment upon the EVP position becoming vacant. Should the Executive Committee feel that the Associate EVP not be the correct choice under the circumstances, or, should it wish to consider alternative candidates, it may, at its discretion, conduct a search for suitable candidates. The Board of Governors shall appoint a glaucoma specialist after considering the recommendations of the Executive Committee. Such appointment shall be made no later than 6 months before commencement date thereby affording sufficient time for planning and transition. Based on best practice, the EVP is expected to develop his/her successor during the term of office.

For unplanned vacancy (e.g. death, resignation, termination, extended absence), the WGA President shall appoint the Associate EVP for an interim period until a suitable alternate may be designated. The appointment of the alternate shall be made within a maximum period of 6 months and shall be conducted as per the principle for planned vacancy.

EVP position description

The EVP shall have overall responsibility for the operations and administration of the WGA.

1. The role of the EVP shall be filled by an individual from the glaucoma community capable of providing vision and leadership as well as a strong commitment to the WGA mission
2. The EVP shall develop future leadership, both on the Board of Governors and the Executive Office, and also cultivate external relationships, serving as a WGA representative and advocate.
3. The EVP shall exercise responsible financial stewardship, providing leadership and management of fundraising activities (membership, industry partnerships, etc.), following the highest ethical standards, ensuring accountability and compliance with the law, managing operations, overseeing staff and ensuring the quality and effectiveness of WGA activities.

4. The EVP shall support all members of the Executive Committee and the Board of Governors in fulfilling their responsibilities, engage the Executive Committee, Committees and the Executive Office in planning, and take the lead on implementation.
5. The EVP shall have executive responsibility for all items and tasks assigned to him/her as well as for those items and tasks not otherwise assigned to another person or committee.

EVP performance management and evaluation

The Executive Committee is responsible for managing and evaluating the performance of the EVP. Performance evaluation is the process of reviewing and evaluating his/her performance based on progress towards achieving mutually agreed objectives and standards. The Executive Committee shall establish measurable annual performance objectives in cooperation with the EVP, assess EVP performance annually and determine the EVP compensation.

Process

1. The EVP shall develop annual performance objectives in consultation with the WGA President, for approval by the Executive Committee each Q4.
2. The review process shall be conducted by the WGA President and shall commence annually in Q4 (year-end review) and Q2 (mid-year review).
3. Written feedback shall be solicited from all Board of Governors members by the WGA President annually on the performance of the EVP.
4. The WGA President shall also regularly consult the EGM for feedback on the performance of the EVP.
5. The WGA President shall provide a report to the Executive Committee in an *in camera* meeting on the EVP's performance relative to the achievement of the goals and the assessment of core competencies.
6. The WGA President shall communicate the results of the evaluation to the EVP.
7. Any required business training needs which have been identified shall be discussed during the evaluation meeting with suitable learning and development being offered if required.

EVP compensation

The Executive Committee shall be responsible for establishing an appropriate compensation package for the position of EVP in order to attract and retain a glaucoma specialist with the requisite managerial competencies. The compensation package paid to the EVP shall be set out in a properly prepared Executive Committee-approved service contract between the WGA and the EVP.

The total compensation package shall be a fixed amount only with no further benefits being applied (e.g. vacation, pension, performance bonus, etc.). Changes to the compensation package shall only be made with majority Executive Committee approval and shall generally be made at the time of the annual review.

EVP expense reimbursement and travel policy

The EVP will be reimbursed for reasonable expenses incurred. EVP reimbursement expenses shall be consistent with the WGA Expense and Travel Policy (please refer to Appendix 7). The WGA Treasurer will approve allowable expenses and travel claims.

1.10 Associate EVP position

General statement

The Associate EVP is responsible to the Board of Governors, reporting through the EVP, for ensuring that the WGA functions within the framework of this Manual.

Associate EVP selection and succession planning

The Associate EVP is a key appointment and such appointment shall be the direct responsibility of the Executive Committee.

For planned vacancy (e.g. end of term of office), the Board of Governors shall appoint a glaucoma specialist after considering the recommendations of the Executive Committee. Such appointment shall be made no later than 6 months before commencement date thereby affording sufficient time for planning and transition.

For unplanned vacancy (e.g. death, resignation, termination, extended absence), the WGA President shall appoint the EVP for an interim period until a suitable alternate may be designated. The appointment of the alternate shall be as per planned vacancy.

Associate EVP position description

The primary responsibilities of the Associate EVP are to:

1. keep this Governance & Policy Manual up-to-date
2. produce a quarterly work plan for the WGA that reflects WGA's annual work plan for that given year
3. act as the liaison with the AAB
4. be an ex-officio member of the Communication & Technology Committee
5. undertake any other assignments as directed by the EVP and/or EGM

Associate EVP performance management and evaluation

The Executive Committee is responsible for managing and evaluating the performance of the Associate EVP. Performance evaluation is the process of reviewing and evaluating his/her performance based on progress towards achieving mutually agreed objectives and standards. The Executive Committee shall establish measurable annual performance objectives in cooperation with the Associate EVP, assess Associate EVP performance annually and determine the Associate EVP compensation.

Associate EVP compensation

The Executive Committee shall be responsible for establishing an appropriate compensation package for the position of Associate EVP in order to attract and retain a glaucoma specialist with the requisite managerial competencies. The compensation package paid to the Associate EVP shall be set out in a properly prepared Executive Committee-approved service contract between the WGA and the Associate EVP.

The total compensation package shall be a fixed amount only with no further benefits being applied (e.g. vacation, pension, performance bonus, etc.). Changes to the compensation package shall only be made with majority Executive Committee approval and shall generally be made at the time of the annual review.

Associate EVP expense reimbursement and travel policy

The Associate EVP will be reimbursed for reasonable expenses incurred. Associate EVP reimbursement expenses shall be consistent with the WGA Expense and Travel Policy (please refer to Appendix 7). The WGA Treasurer will approve allowable expenses and travel claims.

1.11 EGM position

General statement

An Executive General Manager shall be appointed upon recommendation of the Executive Committee and approval of the Board of Governors. This function relates to the day-to-day organization of the WGA and the running of its various programs. The EGM, who is contracted through MCI, may, at his/her discretion, delegate certain activities to other members of the MCI team whose skills or availability may be more conducive to the task in hand.

EGM activities

The duties of the EGM shall be determined by the Board of Governors. In principle, they shall include.

1. to plan, organize, direct, and coordinate programs and activities of the WGA in consultation with the EVP
2. to assure that operational objectives are attained, plans fulfilled, and member needs met
3. to keep the Executive Vice President, Board of Governors, and Officers of the Association fully informed on the conditions and operations of the Association, and on all important factors influencing them
4. to attend all meetings of the Board of Governors and Executive Committee
5. to keep on file a complete copy of the Certificates of Incorporation of the Association, the Statutes, including all amendments, revisions, and restatements of any thereof

EGM professional standards

Please refer to page 9 of Regulation 2 of the WGA Regulations.

1.12 WGA Legal Structure

General principles

The WGA is considered a nonprofit organization that carries out a scientific and educational purpose. The procedure for gaining nonprofit status has been lengthy and complex, requiring time, money and external expertise in the legal and tax implications (including the limitation of personal liability) involved. The structure below is the result of this process. Specific operational rules pertaining to each body shall be followed; these require careful oversight a ongoing professional assistance. By doing so, the result can make a significant difference to WGA's ability to advance its mission.

Structure

The WGA is actually composed of three bodies, each serving a specific purpose. The general term 'WGA' refers to the collective organization. Only members of the Board of Governors, Executive Committee and the Executive Office shall be required to be familiar with the structure below. This structure may be shared with other volunteers on a needs basis.

The WGA (collective organization)			
Entity	**WGA Foundation**	**WGA Association**	**The Hippocrates Glaucoma Foundation**
Abbreviated name	WGA-F	WGA-GA	THGF
Legal location	Zug, Switzerland	Zug, Switzerland	Amsterdam, the Netherlands
Assets	Financial reserves	Ownership rights to the IGR, Consensus Publications and the WGC	Financial reserves
Principal activity	Periodic WGA-F board meetings	Regular meetings of the Executive Committee, Board of Governors, WGA Committees Periodic meetings of the General Assembly and other WGA bodies (e.g. Council) Organization of WGW activities	Organization of the WGC Periodic THGF board meetings
Primary sources of revenue	License fee paid by THGF for rights to organize the WGC Income from industry members and advertisers	None	Income from the WGC (delegate registrations and industry sponsorship and exhibition)

1.13 WGA Partners

General principles

The WGA has formed long-term partnerships with a number of external companies. These companies provide essential leadership and capability to the WGA and support its mission. Only recognized companies with high repute and a demonstrated track record of good performance within their industry shall be invited to be a long-term partner of the WGA. Any partner shall serve the WGA with the reassurance that it will not let the WGA down and do so in as an efficient and cost-effective manner as possible. The contractual appointment of each partner shall be reviewed from time-to-time by the Executive Committee with any decision to terminate being carefully weighed from a WGA risk management perspective.

List of current strategic partners

1. **MCI**
   - 1.1. provision of comprehensive administrative services to the Executive Office through the EGM and back-up personnel (e.g. WGA point of contact, member care, coordination and secretarial duties, running of website and other official communication channels)
   - 1.2. provision of strategic consulting services and management advice to the WGA leadership
   - 1.3. provision of full suite WGC organization services (logistics, sales, marketing and procurement)

2. **Kugler Publications**
   - 2.1. provision of publication services for the IGR (prepress/press/online, circulation and advertising management)
   - 2.2. provision of IT development services

3. **Wolters Kluwer**
   - 3.1. provision of services for the Journal of Glaucoma

4. **PKF**
   - 4.1. provision of accounting and audit services for the WGA Foundation

5. **Smit & de Leeuw**
   - 5.1. provision of accounting and tax advisory services for The Hippocrates Glaucoma Foundation

6. **Weyer & Partners**
   - 6.1. provision of legal services for the WGA Foundation

1.14 WGA Membership

General principles

The WGA maintains a membership program that can help it advance its mission by building a base of influence and financial and moral support over the long term. Membership of the WGA is not individual but organizational; it signifies that the joining organization has made a commitment to the WGA and implies that their commitment will continue. Continued member commitment guarantees the WGA of their financial contribution and support every year.

Different membership categories

1. Active Members
2. Regional Members
3. National Members
4. Associate Members

The definitions of the above categories and the membership application process are set forth in Article 3 of the WGA Statutes.

Membership by industry companies

Industry companies active in glaucoma are entitled to become a member of the WGA in the Associate Member category a Glaucoma Industry Member (GIM). Four different levels of recognition have been designed to cater for differing corporate interests and the ability of industry to provide financial support. These are outlined below. It shall be the responsibility of the EGM to keep these up-to-date.

1. **Platinum**
    - Featured as Platinum Industry member, on WGA & World Glaucoma Congress (WGC) communications with publication of with publication of company logo or name, depending on the membership level (website, flyers, posters, etc.)
    - Invitation to Informational Planning Exchange (IPE) meetings, twice a year during AAO and ARVO, where you will meet the WGA Board of Governors and will be updated about the past and current projects & plans (2 participants)
    - Receipt of WGA, WGC and World Glaucoma Week (WGW) newsletters
    - Receipt of the International Glaucoma Review (IGR) for list of selected employees
    - Access to online IGR database, a unique directory comprehensively providing all available glaucoma abstracts since 1999, comments & references
    - Receipt of the Journal of Glaucoma (JOG) for list of selected employees
    - Participation in the WGC, depending on your industry support level
    - Two-page advertisement in every issue of IGR (the journal is distributed to 12,000 glaucoma specialists worldwide, 4 times per year)
    - One-page advertisement in JOG – 2 editions

- Three opportunities per year to place product or medical information in IGR or WGA Newsletter.
- Publication of a maximum of 2 non-branded education materials (whitepaper, recorded session, etc.) via the industry section of the WGA website
- Member of the Industry Advisory Board, meeting twice a year with the WGA Officers (President, Past-President, Treasurer and Executive Vice President)
- Participation (max 3 persons) in biennial WGA think-tank with selected officers, board and council members to broadly discuss unmet needs in glaucoma and how the WGA can help direct education, research grants, social promotion, member initiative, etc. toward these goals, duration ½ day
- A 90-minute focus group meeting with 5 Board of Governor members every year (pending on availability)
- Opportunity to invite up to 30 guests to join the Consensus Meeting as observer
- Invitations WGA Presidents Dinner (3 in total) during WGC
- Shared banner on WGW website
- Banner on homepage WGA website
- Webinar on topic via WGA channel (approval topic Board of Governors) once per year
- One of the ICO-WGA Fellowship Program Awards named after the Platinum industry member

2. Gold

- Featured as Gold Industry member, on WGA & World Glaucoma Congress (WGC) communications with publication of with publication of company logo or name, depending on the membership level (website, flyers, posters, etc.)
- Invitation to Informational Planning Exchange (IPE) meetings, twice a year during AAO and ARVO, where you will meet the WGA Board of Governors and will be updated about the past and current projects & plans (2 participants)
- Receipt of WGA, WGC and World Glaucoma Week (WGW) newsletters
- Receipt of the International Glaucoma Review (IGR) for list of selected employees
- Access to online IGR database, a unique directory comprehensively providing all available glaucoma abstracts since 1999, comments & references
- Possibility to advertise in IGR (the journal is distributed to 12,000 glaucoma specialists worldwide)
- Receipt of the Journal of Glaucoma (JOG) for list of selected employees
- Participation in the WGC, depending on your industry support level
- Possibility to support an ICO-WGA Fellow
- Possibility to reserve a shared banner on WGW website
- One-page advertisement in every issue of IGR (the journal is distributed to 12,000 glaucoma specialists worldwide, 4 times per year)
- One-page advertisement in JOG – 1 edition
- Invitations WGA Presidents Dinner (2 in total) during WGC
- Two opportunities per year to place product or medical information in IGR or WGA Newsletter
- Publication of a maximum of 2 non-branded education materials (whitepaper, recorded session, etc.) via the industry section of the WGA website
- Member of the Industry Advisory Board, meeting twice a year with the WGA Officers (President, Past-President, Treasurer and Executive Vice President)
- Invitation to participate as observer in the Consensus meetings (3 participants)

3. Silver

- Featured as Silver Industry member, on WGA & World Glaucoma Congress (WGC) communications with publication of company logo or name, depending on the membership level (website, flyers, posters, etc.)
- Invitation to Informational Planning Exchange (IPE) meetings, twice a year during AAO and ARVO, where you will meet the WGA Board of Governors and will be updated about the past and current projects & plans (2 participants)
- Receipt of WGA, WGC and World Glaucoma Week (WGW) newsletters
- Receipt of the International Glaucoma Review (IGR) for list of selected employees
- Access to online IGR database, a unique directory comprehensively providing all available glaucoma abstracts since 1999, comments & references
- Possibility to advertise in IGR (the journal is distributed to 12,000 glaucoma specialists worldwide)
- Receipt of the Journal of Glaucoma (JOG) for list of selected employees
- Participation in the WGC, depending on your industry support level
- Possibility to support an ICO-WGA Fellow
- Invitations WGA Presidents Dinner (2 in total) during WGC
- Invitation to participate as observer in the Consensus Meetings (2 participants)
- Possibility to reserve a shared banner on WGW website
- One opportunity per year to place product or medical information in IGR or WGA Newsletter
- Publication of a maximum of 1 non-branded education material (whitepaper, recorded session, etc.) via the industry section of the WGA website

4. Bronze

- Featured as Bronze Industry member, on WGA & World Glaucoma Congress (WGC) communications with publication of with publication of company logo or name, depending on the membership level (website, flyers, posters, etc.)
- Invitation to Informational Planning Exchange (IPE) meetings, twice a year during AAO and ARVO, where you will meet the WGA Board of Governors and will be updated about the past and current projects & plans (2 participants)
- Receipt of WGA, WGC and World Glaucoma Week (WGW) newsletters
- Receipt of the International Glaucoma Review (IGR) for list of selected employees
- Access to online IGR database, a unique directory comprehensively providing all available glaucoma abstracts since 1999, comments & references
- Possibility to advertise in IGR (the journal is distributed to 12,000 glaucoma specialists worldwide)
- Receipt of the Journal of Glaucoma (JOG) for list of selected employees
- Participation in the WGC, depending on your industry support level
- Possibility to support an ICO-WGA Fellow
- Invitation to participate as observer in the Consensus Meetings (1 participant)
- Invitation WGA Presidents Dinner (1x) during WGC

1.15 World Glaucoma Congress

General principles

The WGA shall develop and maintain a playbook for the organization of the WGC. This details responsibilities and key milestones. It is the responsibility of the EVP to ensure that the playbook is kept up-to-date and that it is made accessible to those serving on the WGC Committee.

List of WGC Committee responsibilities

1. To organize the scientific program and procure speakers, panelists and moderators for the WGC
2. To develop speaker/facilitator guidelines to ensure expectations are clearly communicated and sessions are sufficiently interactive
3. To work within pre-determined constraints *[resources, financial, time, logistical and contractual]* related to the WGC's planning
4. To attempt to attract individuals from beyond the immediate glaucoma community, both as speakers and attendees
5. To participate in the selection process for future WGC destinations
6. To oversee the Program Planning sub-committee & Local Organizing sub-committee

General Management Principles

2.1 Governance policies

General statement

The WGA has an ethical obligation to engage and inspire its members and industry partners for the benefit of the glaucoma community. The officers and staff of the WGA are to conduct their activities with transparency, integrity and accountability.
Mission-achievement also requires strong communication and a balance of power and authority between the Executive Committee and the Executive Office (represented here by the EVP). The Executive Committee shall have the power and independence to carry out its legal and fiduciary responsibilities and will oversee and evaluate the performance of the EVP. The EVP shall be granted sufficient authority to manage the WGA and exercise leadership in the broader glaucoma community.

Policies

1. The WGA shall use its resources responsibly for the purpose of serving the interest of the glaucoma community
2. The WGA shall produce annually a publicly available report that explains (i) the WGA's mission, activities and results, (ii) overall finance information, (iii) a list of current officers.
3. The officers and staff of the WGA shall act with such care as an ordinarily prudent person would employ in a similar position and under similar circumstances. This means that he/she shall act in the best interests of the WGA and shall never use any information obtained for personal gain.
4. Whilst the Board of Governors is ultimately responsible for the WGA's compliance with all legal and other required reporting procedures, the Executive Office, represented by the EVP, shall be charged with ensuring compliance on a day-to-day basis.
5. The WGA shall hold Executive Committee meetings at least on monthly basis and Board of Governors meetings at least once every half-a-year. Regular attendance at the meetings shall be expected of the constituent members. Attendance shall be in person ideally, otherwise virtually. Absences shall be excused in advance. The schedule of meetings and key dates is detailed in Appendix 13.
6. The WGA shall have a documented procedure for selecting new members of the Board of Governors, Executive Committee and Council. The process shall also ensure that the body has the necessary skills and abilities as well as an adequate infusion of new ideas and perspectives from the glaucoma community. The Nominating Committee shall be responsible for drafting the procedure, for executing the process and for keeping it up-to-date.
7. The WGA shall have an on boarding procedure that provides new leaders and new staff with (i) a job description with clearly stated expectations; (ii) orientation to the current activities and issues affecting the WGA; and (iii) access to relevant WGA governing and planning documents and policies. Please refer to Appendix 9 of this manual. The EGM shall be responsible for executing the process and for keeping it up-to-date.
8. The WGA shall encourage the recruitment of future leaders and provide opportunities for volunteers from the glaucoma community to sharpen and strengthen their leadership skills before being appointed an officer.

9. The Executive Office shall ensure that the Board of Governors and the Executive Committee are equipped with the information needed to carry out oversight functions, act on all legal, ethical and fiduciary responsibilities, and be knowledgeable of all official activities of the WGA.
10. The WGA shall have a document retention and destruction policy that lists all categories of documents and the specific retention period for each. Please refer to Appendix 2 of this manual.
11. The WGA shall have a conflict of interest policy that requires disclosures of relationships and interested-party transactions. The policy shall include a disclosure form to be signed annually by WGA officers and other volunteer leaders with decision-making authority. Please refer to Appendix 6 of this manual.
12. The WGA shall have a grievance procedure to address complaints. Please refer to Appendix 4 of this manual.
13. The WGA shall have a data privacy policy which protects individuals and the information collected from individuals so as to never cause harm to the individuals. Please refer to Appendix 3 of this manual.

2.2 Operational Planning policies

General statement

The WGA lays the groundwork for its sustainability through having a clear vision and goals for the future, and through forming specific strategies for reaching these goals. The operational planning of these strategies details measurable objectives, specific activities and budget.

Policies

1. The Board of Governors will periodically review WGA's written mission, goals and strategies to consider societal and glaucoma community changes.
2. The leadership and staff shall be able to articulate the WGA mission and the collective goals and specific strategies for achieving them.
3. The EVP and EGM shall together write an annual operating plan which aligns with WGA's strategic plan and is tied the annual budget. The plan should define clear goals and performance measures, identify specific activities and responsibilities, and provide a framework for regular progress reports and updates. The Executive Committee shall approve the plan no later than by the end of November of the preceding year and the Executive Office shall ensure that the necessary resources are in place to achieve the plan.
4. The standing committees shall create written committee action plans. These plans are to cover the full term of office (currently two years) and shall be written by the new, incoming slate of committee members, in consultation with exiting committee members. The committee action plans shall be approved by the Executive Committee and Executive Office no later than by the end of February of the year commencing the term of office.

2.3 Strategic Alliance policies

General statement

The WGA pursues strategic alliances with other organizations as a means to help achieve its goals, improve the effectiveness and impact of its volunteer and financial resources, and to strengthen its glaucoma community connections with constituents. Strategic alliances may take numerous forms, including formal ones (such as official partnerships) and, more commonly, informal ones (such as sharing information and resources).

Policies

1. The WGA shall initiate and promote cooperation and coordination whenever feasible to maximize the resources available to the glaucoma communities they serve.
2. The WGA shall maintain a register of the strategic alliances it has entered into; this should list the name and contact details of the partnering organization, the nature of the alliance, the dates during which the alliance is active and the name of the WGA body or individual responsible for its undertaking. Please refer to Appendix 14 of this manual.
3. The WGA shall carefully consider all potential informal alliances. The Executive Office shall determine if the potential alliance is in line with the strategic goals of the WGA and shall carefully consider the impact on WGA brand and image. The Executive Office shall also verify that it has the internal capacity to perform its agreed upon role. Should such an assessment be positive, the Executive Office will put forward the potential informal alliance to an approval vote by Executive Committee members.
4. The WGA shall not undertake formal alliances (including responsibility of fiscal sponsorship for another association or any such organization) without the majority consent and formal approval of the Board of Governors who shall have full knowledge of the legal obligations and liabilities at the time of making such a decision.
5. The WGA shall not enter into a strategic alliance purely to meet a funding challenge.

2.4 Financial Management policies

General statement

The WGA manages its financial resources responsibly as a way to help it achieve its mission in an effective, efficient manner. It employs sound accounting principles that comply with all legal financial requirements and that produce reliable financial reporting and build trust.

Policies

1. The assets of the WGA shall be solely used for the benefit of the WGA (namely to advance the mission) and not for personal or other gains.
2. The WGA shall operate a Disclosure of Wrongdoing policy that allows individuals to report financial misconduct without harmful consequence for doing so. Please refer to Appendix 4 of this manual.
3. The WGA shall have an internal financial control procedure that ensures the separation of financial duties thereby preventing as much as possible theft, fraud or inaccurate reporting. Please refer to Appendix 10 of this manual.
4. The WGA shall monitor, record and report on assets received, held and expended. This is to be performed by the WGA Treasurer and reporting of which shall be included in the annual financial statements of the WGA that are submitted to the relevant legal authorities and to the WGA General Assembly.
5. The WGA shall generate accurate, timely and relevant reports which include the comparison of actual to budgeted revenue and expense with any significant variances being identified and explained. The Treasurer, in consultation with the EGM, shall provide such reports to the Executive Committee on a quarterly basis at a minimum.
6. The Board of Governors will review and approve WGA's annual budget prior to the beginning of each fiscal year.
7. The WGA shall spend the majority of its annual budget in pursuance of its mission and shall provide sufficient resources for its effective organization.
8. The WGA shall plan, establish and maintain a financial reserve at a level determined by the Executive Committee and the Executive Office to adequately support its operations. A recommended target for reserves is two years of operating expenses.
9. The WGA shall work to diversify its funding sources as much as possible in an effort to strengthen its sustainability and to lessen the impact that would be caused by losing a significant amount of its funding from any one source.

Audit Annual Financial Report

1. The Audit Committee is directly involved in the audit process, receiving all relevant information from the Auditor along the way and making their own enquiries as to the processes and outcomes.
2. The draft report should therefore go to the Audit Committee to review who may ask specific questions of the Auditor, management and Volunteer Executive (e.g Treasurer).
3. The Audit Committee signs off on the Audit and presents it to the Board of Governors at June/July Board Meeting.

For the regular annual financial statements, the management with the Treasurer will produce the report which then goes to Audit for review. The Audit Committee is to also be involved in the regular financial reporting from the budget to the final report.

Timeline annual reports THGF, WGA and WGA Foundation

- Mid-February draft annual reports to WGA EGM for check
- Forward to WGA EVP and Treasurers for review
- Mid-March call with Executive Committee for comments and approval
- Add company letter of representation to reports
- Forward reports to Audit Committee for max 2 weeks final review
- Signature by auditor
- Present reports at Board of Governors meeting by chair of Audit Committee at ARVO Annual Meeting

Process annual reports THGF, WGA and WGA Foundation

1. Audit Committee Chair signs the engagement letter along with WGA President, EVP and Treasurer
2. The Audit Committee Chair will receive directly from the audit firm the following, commensurate with or prior to any other distribution:
   2.1. Pre-signed and signed Representations letter
   2.2. Signed engagement letter (dually signed)
   2.3. Auditor's report and notes thereto, and underlying financial statements as per the engagement letter.
3. All adjustments, no matter how small will be provided in detail to the Audit Committee Chair - materiality limit to be agreed upon with Audit Committee Chair
4. Audit firm selection requires signature of President and Audit Committee Chair
5. A full audit, with expression of an opinion, will be performed at a minimum every 5 years, include a WGC year, and include the following entities:
   5.1. THGF
   5.2. WGA Foundation
   5.3. Any others requested by the Audit Committee Chair
7. Bidding of the audit process will be executed in any year in which either the WGA President or Audit Committee Chair so recommend.

Investments

To be completed by Finance Committee

2.5 Marketing & Communications policies

General statement

The WGA engages in ongoing efforts to openly convey information to the glaucoma community about its mission, activities and decision-making processes. It is central to the WGA's success that all marketing and communications are effective and easily accessible. They should create visibility, understanding and trust in the WGA.

Internal communication is conducted in a way that encourages alternative perspectives and participation at all levels between the WGA leadership, volunteers and staff.

Policies

1. All WGA marketing communications shall be legal, decent, honest and truthful and shall not mislead the glaucoma community.
2. The key spokespersons authorized to make public statements on behalf of the WGA shall be the President, the EVP and the Associate EVP.
3. The officers and staff of the WGA shall distinguish between personal opinion and WGA positions and shall ensure that all communications (including posts on social media) reflect the nature, spirit and intent of the WGA position on that given topic. Expressions of a personal nature must be prefaced and branded as such and may not, directly or indirectly, bring the name, brand or standing of the WGA into disrepute.
4. Content pertaining to sensitive WGA information should not be shared to the external glaucoma community or any other interested party. Divulging information like the WGA structural plans, internal operations and legal matters are prohibited.
5. The official logo of the WGA shall serve as the brand mark for the association. Any member, volunteer, individual, industry partner or any other person or entity that requests the use of the WGA logo shall obtain the logo and the approval from the Executive Office. No unauthorized use of the WGA is allowed. The WGA logo shall be used for all marketing materials.
6. The WGA shall maintain a resourced website and social media presence that help it achieve its goals.
7. The communications committee shall be responsible for producing and keeping up-to-date a graphic standards manual that shall serve as a procedural guide on how to implement consistently the WGA brand.
8. The communications committee shall be responsible for producing and keeping up-to-date a marketing and communications plan. The plan should include target audiences, key messages, channel distribution and a means to evaluate results.
9. For all WGA marketing communications which use testimonials, the Executive Office shall have a record of relevant supporting documentation (such as the signed and dated proof for any testimonials the WGA use). Testimonials by persons named or depicted in a marketing communication may be used only with the prior permission of those persons and for the purpose that such permission was given.

10. Attention is drawn to the requirements of the EU General Data Protection Regulation (GDPR) in regard to the collection, processing, keeping, use and disclosure of personal data.

Appendices

Appendix 1 - Policies

A1 Noblesse oblige policy

Guiding principles

In accepting to serve as a volunteer leader for a term of service, each individual shall accept, and agree in writing to the following:

1. to accept the trust placed in him/her by my peers
2. to serve to the best of his/her ability
3. to abide by the statutes and policies of the WGA
4. to adhere to the principles of professional conduct and ethics
5. to fulfil all responsibilities of his/her particular office
6. to accept the responsibilities that comes with the privilege of serving as a volunteer leader of the WGA

Appendix 2 - Policies

A2 Document retention and destruction policy

Guiding principles

This policy covers all electronic and physical records and documents and contains guidelines for how long certain records should be kept and how records should be destroyed. In general, electronic documents will be retained as if they were paper documents.

Document retention duration

The leadership and staff of the WGA shall follow the document retention duration period outlined below. This list is non-exhaustive, thus documents which are not listed but substantially similar to those listed below will be retained for the appropriate period of time. The duration period should be understood as a minimum and not a maximum. All documents shall be stored on a secure section of the WGA website that is accessible to the Executive Committee, Board of Governors and the Executive Office.

Permanent

1. Annual audit reports
2. Annual reports to the General Assembly
3. Statutes
4. Board of Governors meeting minutes
5. Regulations
6. Executive Committee meeting minutes
7. Financial statements
8. Fixed asset records
9. WGA brand, trademark and copyright registrations

10 years

1. Bank records and statements
2. Contracts (after expiration)
3. Depreciation schedules
4. General ledgers
5. Grant applications and contracts (after completion)
6. Investment records
7. WGA staff employment and termination agreements

5 years

1. Applications to a WGA leadership function (including, AAB, Board of Governors, EVP and Associate EVP)
2. Cash receipts
3. Credit card receipts

4. Correspondence (general)
5. General contracts (after termination)
6. Invoices

Document storage

The WGA's records shall be stored in a safe, secure and accessible manner. Any document that is considered essential to the WGA will be duplicated and stored in a secondary safe and secure location.

Document destruction

The Executive Office is responsible for the ongoing process of identifying its records which have met the minimum retention period and overseeing their destruction. Physical documents of a confidential nature will be destroyed by shredding.

Appendix 3 - Policies

A3 Data privacy policy

Guiding principles

1. The EVP shall ensure that appropriate data privacy safeguards are in place across the WGA.
2. Any personal data that the WGA collects shall be done in accordance with local data privacy law requirements.
3. The WGA shall take appropriate steps to maintain the security of personal data collected.
4. As a global association with global members, partners, and suppliers, personal data collected by the WGA may be routed, stored, or transferred internationally to WGA's contracted service providers and advisors in accordance with data privacy laws and with commonly-accepted business practice..
5. Individuals are entitled to know whether the WGA holds personal data about them and, if the WGA does, to have access to that personal data and require it to be corrected if it is inaccurate.

Appendix 4 - Policies

A4 Disclosure of Wrongdoing policy

Purpose and Application

The purpose of this Policy is to encourage and enable the reporting of alleged or potential wrongdoing and violations of WGA policies related to ethical behavior or business conduct, without fear of reprisal. The Policy cannot directly address every situation in which individuals may find themselves, but it provides a set of principles, rules and ethical standards to be used as a guide for the day-to- day conduct of business.

All Board of Governors, Executive Committee, Council, Committee and Staff members are bound by this policy, hereafter referred to in this Policy as 'Individuals'.

Guiding principles

This Policy shall be applied in line with the following guiding principles.

1. The WGA complies with all relevant laws and regulations.
2. All policies support and embody the WGA's core values and are of high business and ethical standard.
3. All complaints will be dealt with promptly, be fully reviewed and/or investigated as appropriate, in a fair and equitable manner, ensuring a respectful process is followed for those involved.
4. There will be no reprisals against anyone reporting in good faith under this Policy.
5. Confidentiality will be protected to the maximum extent possible.

Procedure for reporting complaints

1. Any Individual who is aware of, or suspects, a breach of the standards of behavior or of alleged or potential wrongdoing under this Policy, shall be encouraged to complain. Individuals may file a complaint with the WGA President or with the EVP or with the EGM. Individuals are free to select the one with whom they feel more comfortable in the reporting process. If the complaint pertains to a member of the Executive Committee, the complaint shall be sent to the Past Past President who chairs the Council.
2. The WGA President shall be accounted for ensuring the matter is investigated fairly and without bias and appropriate action is taken in a timely manner.
3. The disclosure of information shall be limited to those who need to be involved in order to carry out the investigation.
4. The person shall be advised of the complaint against them and be given an opportunity to respond.
5. The actions that may be taken to address a violation will depend on the particular circumstances, and consequences may include, but are not limited to, termination or the withdrawal of WGA privileges and participation, and the notification of outside authorities.

Appendix 5 - Policies

A5 Risk management policy

Guiding principles

1. The Executive Committee and the Staff shall ensure appropriate risk analysis is performed as part of its decision making.
2. The Executive Committee shall ensure that appropriate processes are in place to protect against risk.
3. The EVP shall be accountable for identifying the principal risks of the WGA, determining the WGA's exposure to risk, and developing and implementing a risk management framework.
4. The EVP shall identify and assess the associated organizational risks when determining resource allocation decisions.
5. The EVP shall be responsible for ensuring that appropriate risk management practices are in place.
6. Each Standing Committee shall review the risks related to its mandate and, where required, shall develop an appropriate written process for mitigating that risk. The EVP shall approve any such risk management process before it is implemented by the relevant Standing Committee.

Appendix 6 - Policies

A6 Ethical standards policy

Guiding principle

This Ethical Standards policy is intended to ensure the highest professional and ethical standards and the protection of the WGA. Ethical behavior fosters the development and growth of the WGA and enhances industry support, philanthropy and volunteerism. The leaders, volunteers and staff shall have a responsibility to abide by these ethical standards. The WGA shall use the IDEA Ethical Decision-Making Framework as a guide to ethical decision making. The four process steps are:

I Identify the facts to support if there is an ethical issue

D Determine the relevant ethical principles

E Explore the most ethically justifiable option

A Act in way that you are comfortable with the decision

Trust and transparency

The leaders, volunteers and staff of the WGA shall:

1. not engage in activities that knowingly harm the WGA, its member organizations, industry partners or the broader glaucoma community.
2. not engage in activities that conflict with the WGA's legal, fiduciary or ethical responsibilities.
3. not exploit any relationship with an industry partner, volunteer or staff member for his/her own benefit.
4. comply with all applicable laws and regulations.
5. will maintain the integrity of the WGA in all of their work.
6. not accept gifts of any kind from industry partners, sponsors, private companies, third-party suppliers, or any other individual or agency with a vested interest, if acceptance of a gift could create a perception of Impropriety. Such gifts shall be declined or returned.

Conflict of Interest

The leaders, volunteers and staff of the WGA shall:

1. disclose all actual and potential conflicts of interest as soon as possible to the Executive Committee and the Staff and, at the latest, at the start of the meeting. All conflict of interests shall be documented and recorded in the meeting minutes. If there are no disclosures at the start of the meeting, the minutes should reflect this accordingly.
2. not participate in any discussion of the matter in which he/she has a conflict of interest and shall not vote on the matter.
3. not divert to his/her own personal benefit an opportunity in which the WGA has an interest.
4. not use for personal gain, any information received in confidence only for the WGA's purposes.
5. recognize that any conflict of interest disclosure does not preclude or imply ethical impropriety.

Fundraising and management of grants and funds

The leaders, volunteers and staff of the WGA shall:

1. ensure that all fundraising and communication materials are current, accurate and correctly reflect the WGA's mission and intended use of the request funds.
2. ensure that grants and funds raised are used in accordance with the donors' intentions.
3. obtain written consent from donors before altering the conditions of the grant or fund request.

Appendix 7 - Policies

A7 Expense and travel policy

Guiding principle

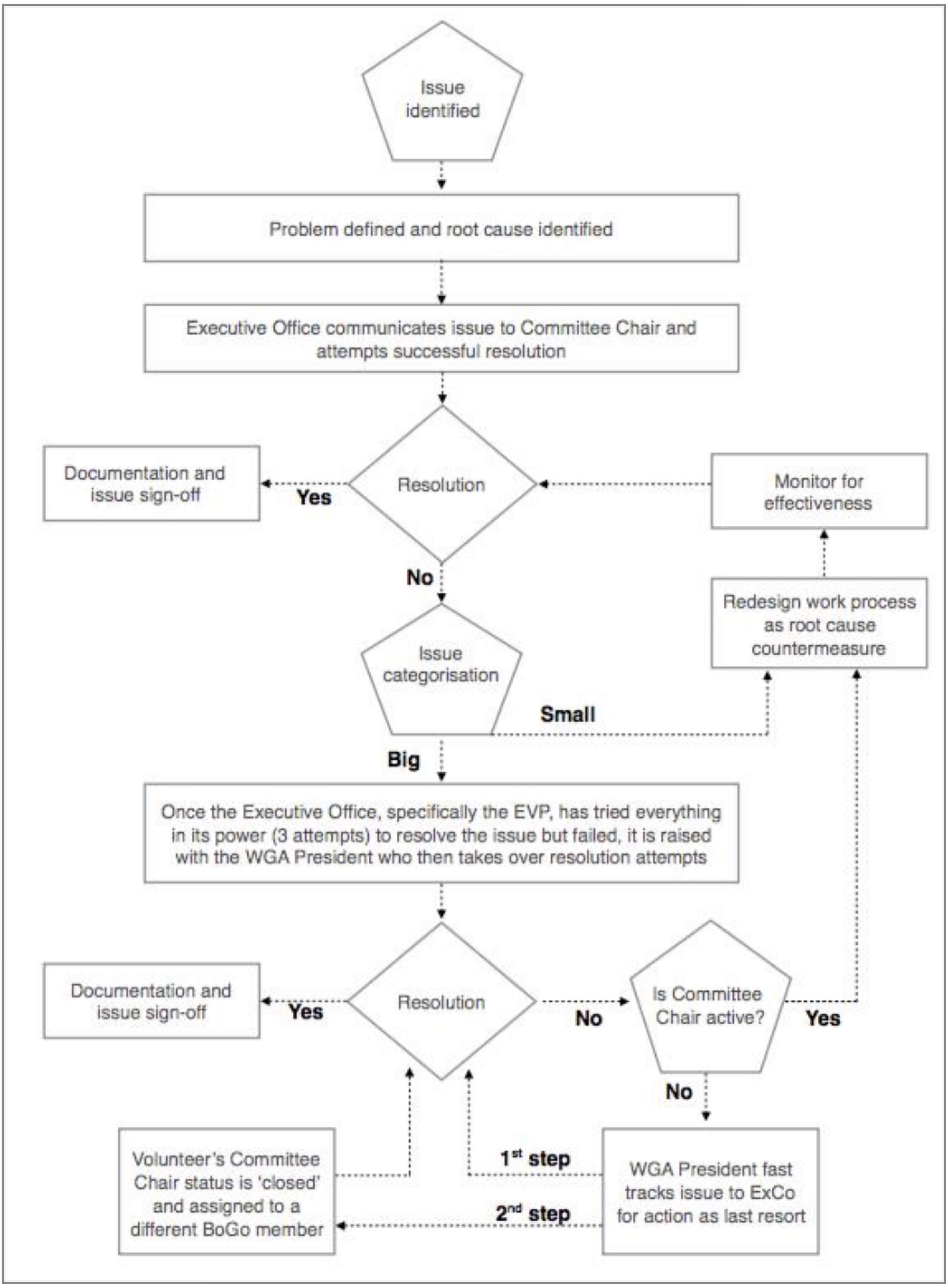
The WGA shall reimburse reasonable costs incurred in connection with necessary and authorized WGA business. Due to the frequency of formal meetings and in consideration of the day-to-day workload and time commitment, this policy is intended primarily for members of the Executive Committee and the Executive Office. Other WGA leaders (e.g. Board of Governors members) might be eligible for reimbursement under exceptional circumstances. Controlling personal expenses and travel costs shall be the responsibility of each WGA leader. The WGA expects for good judgment to be exercised when authorizing the use of WGA funds. Personal expenses and travel costs of the WGA leadership shall be considered for reimbursement only when such costs cannot legitimately and ethically be met by the individual or another party.

Procedure for claiming expense and travel costs

1. In advance of any cost being incurred, a budget request must be made and approved by the Treasurer that specifies the intended purpose and indicative cost. In the case that it is the Treasurer making the request, approval shall be issued by the WGA President or the EVP should the WGA President be unavailable.
2. Should the actual expense be greater than 10% of the approved amount, then the approver (Treasurer or President) should be notified as quickly as possible for agreement on the increase. Any increased amount which is not approved, shall not be reimbursed.
3. To control WGA expenses, the individual shall book the lowest logical fares when travelling. This implies economy class travel (coach) for all air travel; the most cost-effective ground transportation; a maximum of two nights' accommodation in an approved hotel; and reasonable meal expenses (approximately $75/€75/£75 per day).
4. All claims for reimbursement shall be submitted in the form of an expense report to the approver within 21 days of returning from the trip. The following items must be included with the expense report: copy of initial approval; original itemized receipts; and bank details for payment.
5. The WGA shall reimburse the cost incurred within 21 days of the expense approval being given by the approver.

Appendix 8 - Operational procedures

A8 Escalation procedure



Appendix 9 - Operational procedures

A9 On boarding procedure for new leaders and staff

On boarding procedure

1. The on boarding procedure for each specific position shall be conducted by the exiting occupant of that position.
2. If it relates to a new member of the Board of Governors, the on boarding procedure shall be an explanation and electronic copy of this Governance & Policy Manual as well as the minutes of the previous three Board of Governors meetings. The incoming person shall be assigned a mentor on the Board of Governors to whom he/she can turn for practical guidance once in the position and be invited to attend the Autumn Board of Governors meeting (the one immediately prior to his/her assumption of office) as an observer.
3. If it relates to a new member of the Executive Committee, the on boarding procedure shall be an explanation and electronic copy of all relevant documentation, including this Governance & Policy Manual as well as the minutes of the previous three Board of Governors and Executive Committee meetings. The incoming person shall be assigned a mentor on the Executive Committee to whom he/she can turn for practical guidance once in the position and be invited to attend the Executive Committee meetings and the Autumn Board of Governors meeting (the one immediately prior to his/her assumption of office) as an observer.
4. If it relates to a new Associate EVP, the on boarding procedure shall be an explanation and electronic copy of all relevant documentation, including this Governance & Policy Manual as well as the minutes of the previous three Board of Governors and Executive Committee meetings.

On boarding timetable

1. All terms of office commence on the 1st of January of the given year. It is expected that the on boarding process shall have been completed prior to the assumption of office.

   If it relates to a new member of the Board of Governors, the following schedule shall apply:

   1.1. Notification of appointment: no later than 6 months prior to assumption of office
   1.2. Completion of on boarding: no later than 3 months prior to assumption of office

   If it relates to a new member of the Executive Committee, the following schedule shall apply:

   1.3. Notification of appointment: no later than 6 months prior to assumption of office
   1.4. Completion of on boarding: no later than 3 months prior to assumption of office
   1.5. Completion and submission of the annual work plan: no later than 1 month prior to assumption of office (N.B. - for the EVP only)

   If it relates to a new Associate EVP, the following schedule shall apply:

   1.6. Notification of appointment: no later than 6 months prior to assumption of office
   1.7. Completion of on boarding: no later than 3 months prior to assumption of office

Appendix 10 - Operational procedures

A10 Internal financial controls procedure

Planned expenses

1. Known expenses shall be included by the Executive Office in the annual 'draft budget' for the WGA.
2. The Executive Committee shall verify and approve the 'draft budget' and assign it 'operating budget' status.
3. The Executive Office shall be authorized to incur planned expenses and pay the resultant invoices without Executive Committee approval on the condition that the spend is in line with that permitted by the 'operating budget' and that the outcomes are as intended.
4. Where there is a variance greater than 5% for any given planned expense, the Executive Office shall secure WGA Treasurer approval before the service may be procured.

Unplanned expenses

1. For new and unplanned expenses equal to or less than US$1,000, the EVP is authorized to approve the expenditure (single signature principle).
2. For new and unplanned expenses greater than US$1,000, both the WGA Treasurer and the EVP must approve the expenditure before the service may be procured (dual signature principle).

Appendix 11 - Operational procedures

A11 AAB Briefing document

Purpose of AAB

The AAB represents younger members of our Association who have been identified as high potential individuals who can make a meaningful contribution to the activities of the WGA. The skills and interests of an AAB member should include at least one area identified as a major goal of the Association within the strategic plan. Members of the AAB will be viewed as candidates to fill future leadership roles in the Association.

Priorities of WGA

1. Education
2. Public awareness and recognition of glaucoma
3. Impact in developing countries
4. Technology
5. Organization, leadership, advocacy
6. Encouraging career path as a clinician scientist

Roles and Responsibilities of AAB Members

1. Attend AAB meetings once yearly
2. Leadership responsibilities on WGA Committees to advance the priorities of WGA listed above
3. Participate in the World Glaucoma Congresses and other WGA meetings
4. Create educational content to advance the mission of WGA
5. Leadership responsibilities regionally for developing WGA initiatives in developing countries
6. Identify other young high potential individuals for active roles in WGA
7. Other activities as proposed by the AAB and approved by the Board of Governors

Guidelines for selection to the AAB

1. Ophthalmologist trained in glaucoma (previous glaucoma fellowship or substantially equivalent training)
2. Within 10 years of having completed their training
3. Actively involved in advancing the field of glaucoma
4. Record of significant intellectual productivity, or
5. Demonstrated organizational and leadership potential, or
6. Demonstrated accomplishments in education or service
7. Unique expertise in an area aligned with the strategic goals of the Association
8. Excellent communication skills preferred
9. Able and willing to participate in WGA activities

10. The AAB will have diversity of geography, ethnicity, gender, and skills to reflect the global nature of the Association and meet the needs

Nomination Process

1. Nominations will be accepted once or twice a year as specified by the EVP. All nominations and supporting documents must be submitted to the EVP by the specified deadlines.
2. Nominations will be solicited by the EVP from the Board of Governors, Council and AAB.
3. Nominations must be submitted using a process and forms as specified by the EVP.
4. The EVP may delegate his/her involvement in this nomination process to the Associate EVP.

Evaluation and Recommendation Process

Nominations accepted by the EVP will be submitted to a subcommittee from AAB. The EVP is an ex-officio member of this subcommittee. This subcommittee will evaluate candidates and make a recommendation to Board of Governors for acceptance or non-acceptance for appointment to the AAB. The recommendations must be received by the EVP by the specified deadline in order to be presented to the Board of Governors.

Selection of AAB members

At the designated Board of Governors meeting, the nominations and recommendations will be presented to and reviewed by the Board of Governors. A simple majority vote is required for appointment of a nominee to the AAB.

Term

Appointment to the AAB will be for a term of 5 years. Appointment can be renewed provided the guidelines for selection still are met at the time of reappointment. Ideally, an incoming chair of the AAB can be over age 40 but must be less than 45 years of age at the time of appointment.
It is the intent of the Association the AAB members will assume other positions of responsibility in WGA upon completion of service on the AAB.

Co-Chairs of AAB

The AAB will have two co-chairs. The co-chairs will be selected from the AAB membership by the AAB members in a process specified by the EVP. Co-chairs will serve a term of 2 years. One Co-chair will be elected each year so that there will be a senior and a junior co-chair with overlapping terms. In order to be eligible to serve as co-chair the member must have served on the AAB for at least one year. A co-chair may serve no more than two terms. Co- chairs may be invited to attend meetings of the Board of Governors of the WGA.

Appendix 12 - Operational procedures

A12 AAB nomination procedure

Guiding principle

The WGA shall actively encourage nominations to the AAB. Each nomination shall be submitted by the nominator who shall follow the process set forth below.

Procedure for nomination to the AAB

1. Provide the name and position of the nominator
   - 1.1. Provide the name and position of the nominee with confirmation that he/she is within 10 years of having completed his/her training
   - 1.2. Provide a brief but high-impact description (100 words) of the nominee's skills or accomplishments in one or more of the WGA's priorities
     - 1.2.1. Education
     - 1.2.2. Public awareness and recognition of glaucoma
     - 1.2.3. Impact in developing countries
     - 1.2.4. Technology
     - 1.2.5. Organization, leadership, advocacy
     - 1.2.6. Encouraging career path as a clinician scientist
2. Submit the nomination to the Associate EVP in writing
3. The current members of the AAB shall vote on whether to accept the applicant as a member
4. Upon a favorable vote by the current members of the AAB, the WGA President shall formally appoint the nominee to be a member of the AAB

Appendix 13 - Planning documents

A13 Schedule of meetings and key dates

Q1 - 2021	Q2 - 2021	Q3 - 2021	Q4 - 2021
January	**April**	**July**	**October**
1. Executive Committee meeting	1. Update Executive Committee via email	1. Update Executive Committee via email	1. Executive Committee meeting
February	**May**	**August**	**November**
1. Update Executive Committee via email	1. Executive Committee meeting 2. IPE meeting	1. Executive Committee meeting	1. Executive Committee meeting 2. Board of Governors meeting 3. IPE meeting
March	**June**	**September**	**December**
1. Executive Committee meeting 2. Board of Governors meeting	1. Executive Committee meeting at WGC-2021 2. Board of Governors meeting at WGC-2021	1. Update Executive Committee via email	1. Update Executive Committee via email

Appendix 14 - Planning documents

A14 Register of strategic alliances

1. Congress booth exchange & other promotion arrangements with the following related associations:
    1.1. European Glaucoma Society
    1.2. Asia-Pacific Glaucoma Society

2. Congress exchange promotion arrangements with the following related associations:
    1.1. American Society for Cataract Refractive Surgery
    1.2. International Society for Glaucoma Surgery

3. WGA sessions organized during congresses of the following related associations:
    1.1. International Council of Ophthalmology
    1.2. European Glaucoma Society
    1.3. Asia Pacific Academy of Ophthalmology
    1.4. Asia Pacific Glaucoma Society

4. Journal advertising exchange deals with the following associations/journals:
    1.1. Association for Research in Vision and Ophthalmology
    1.2. European Association for Vision and Eye Research
    1.3. European Society for Cataract & Refractive Surgeons
    1.4. TIMES Ophthalmology
    1.5. Touch Ophthalmology
    1.6. Wolters Kluwer

5. Fellowship program with International Council of Ophthalmology

Appendix 15 - Planning documents

A15 Executive Office annual work plan

Guiding principle

The key role of the Executive Office annual work plan is to plan activities aimed to achieve the operational objectives at a more detailed level. The annual work plan should be compiled by the WGA Staff and approved by the Executive Committee no later than November of the preceding year.
The annual work plan is a compilation of planning sheets. There is one planning sheet per WGA strategic objective and it contains:

1. the SMART goals that will be the focus of the year
2. the expected outputs.
3. the list of planned activities to be carried out towards the achievement of the expected output.
4. the timeframe for undertaking the planned activities.
5. the inputs to be provided for each activity and planned budget.

Template

This template is to be completed for each of the relevant strategic objectives.

<table>
<tr><td colspan="7">Objective
Please enter the relevant WGA strategic objective</td><td>Owner
Please select EVP, Associate EVP or EGM</td></tr>
<tr><td colspan="8">Goals
Please enter the SMART goal(s) required to accomplish the strategic objective</td></tr>
<tr><td rowspan="2">Expected Outputs</td><td rowspan="2">Annual target/deliverables</td><td rowspan="2">Planned activities</td><td colspan="4">Timeframe</td><td rowspan="2">Planned inputs/budget</td></tr>
<tr><td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td></tr>
<tr><td>1</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>2</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>3 etc.</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
</table>

Appendix 16 - Planning documents

A16 Research Collaboration

Guiding principle

The WGA does not fund or conduct glaucoma research but recognizes that research is crucial for the advancement of our understanding and care of glaucoma. From time to time the WGA may receive requests to assist investigators with their research projects or goals. When such a request is received, the following process will apply.

Process

Requests to the WGA for research assistance will be directed to the WGA President and the EVP. If the President and the EVP both agree the request is consistent with the goals of the WGA, it will be forwarded to the Executive Committee for approval. Upon approval by the Executive Committee the Board of Governors will be notified of the decision.

The following shall be considered when evaluating a research assistance request.

1. The WGA does not fund research
2. The research should be consistent with WGA goals
3. The research proposal should be reviewed and have scientific merit
4. The rationale for involving the WGA should be clearly stated
5. Is the research independent of real or perceived commercial involvement?
6. Is the principal investigator a member of a WGA member organization?
7. Is the request endorsed by a WGA member organization?
8. WGA assistance should be acknowledged in any scientific publications

Appendix 17 - Constitutional documents

A17 List of statutory documents

Guiding principle

The following documents are considered statutory documents and central to the establishment of the WGA. These shall be stored in a secure location on the WGA website and shall, in principle, be accessed on a needs-only basis. Such access shall be granted by the EVP. Members of the Executive Committee and the Board of Governors may access the documents at any time but may not distribute them without prior consent.

1. WGA Statutes
2. WGA Regulations
3. Bank, fixed assets, investments, general ledgers and other financial statements
4. Service contracts with members of the Executive Office
5. Service contracts with strategic partners (industry and suppliers)
6. Annual audit reports
7. WGA brand, trademark and copyright registrations