



Compendium of ICAN Policies

ICAN Policies

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I. Board Governance

ICAN Board Calendar

Regular Board Activity	Approximate 2007 Time Period
ICAN year begins	January 1
Evaluation of Staff by the CEO	January
Evaluate the Board and the CEO (by referencing their progress towards last year's goals)	January-February
Approve the current year's budget (based on resources needed to reach new strategic goals)	January-February
Develop fundraising plan	January-February ; review in May-July by the Chairman, the CEO, and the Development and Strategic Planning committee chairmen
Begin recruiting Board of Governors members and recruit for Search Engine preview parties	April-July
Conduct strategic planning to reflect and augment organizational vision and goals	May-June-July (start planning in time to procure funds in accordance with strategic planning prior to the beginning of next fiscal year)
Establish the Board's and the CEO's goals for next year (as guided by strategic planning)	May-August
Review and update Board policies and personnel policies	May-August project led by the Chairman and the CEO
Implement fundraising and special events plan to meet budgetary goals	September-December

ICAN Development Plan 2008

**PLEASE TELL US WHAT YOU PERSONALLY WILL DO,
CASH AND/OR IN-KIND TO HELP**

It is an axiom of the nonprofit development community that one cannot represent an organization in any fundraising solicitation without first having personally made a board leadership gift.

Total Fundraising Goal

\$5 million

I. Corporate Fundraising

The Development Committee is to identify potential corporations for support and select prospects for personal cultivation; working with Development Chairman and Development Co-Chairmen, the Committee will submit specific proposals for sponsorship and/or philanthropic support.

II. Individual Fundraising

- A) Identify names of potential donors submitted by Board of Trustees, Board of Governors, and Advisory Council.
- B) Schedule meetings with current donors, prospects, and “skip” or lapsed donors.

III. Special Events

Angela Pacheco, Tournament Chairman, and Carey Gregory, Special Events Chairman, have established teams for *Christopher’s Challenge Cadillac Invitational* and the *Movie Series* for 2008, respectively.

Carey Gregory, and Dr. Ron Jacobowitz, and Janet Sandino (of Steinway of Phoenix) are assisting ICAN in concepting the *2008 Salon Concert Series* to cultivate new ICAN donors and solicit current ICAN donors, selecting private homes or other venues. *Search Engine Preview Parties* chaired by Josefine and David Perry and Marlene and Gene Shapiro and *Parlor meetings*, serving as mini-events, will also be used to augment fundraising.

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IV. Planned Giving and Endowment Initiatives

- A) Create Planned Giving Task Force comprised of trusts and estates attorneys, bankers, brokerage house senior executives, financial planners, and investment planning experts.
- B) Participate in the “Write a Will” Program of the Leave a Legacy Program – select a trusts and estates attorney who would be willing to present on behalf of ICAN.
- C) Develop materials to encourage bequests and other instruments for the ICAN-Search™ website.
- D) Create an Endowment Campaign Plan – select campaign members including volunteers and staff.
- E) Create specific naming opportunities for donors.
- F) Solicit members of ICAN Boards and Councils and volunteers before opening campaign to the public.

Special Thanks for inspiring this handout: Anne White, CFRE

ICAN Board Commitment Statement

Name: _____

Date: _____

This update informs you of what the organization has deposited in ICAN accounts in relationship to your Board membership.

ICAN Board and Advisory Council Financial Obligation

\$_____	Annual Campaign Contribution
\$_____	Golf Invitational Sponsorship
\$_____	Theatre Event Sponsorship
\$_____	Other Event Sponsorship
\$_____	Silent Auction Donations
\$_____	In-Kind Contributions

As we approach our year-end, we have logged the following specific amounts pertaining to your seat on the Board/National Board/Advisory Council/Event Committee:

Annual Campaign Contribution	\$_____
Special Events	\$_____
In-Kind	\$_____
Total to Date	\$_____

If you have any questions, please contact:

Carol Ginsberg, Chairman of Individual Fund Development, at 602-956-3397.

ICAN Statement of Values and Code of Ethics

Statement of Values

- ✦ Commitment to mission
- ✦ Commitment to the spirit, not only the letter, of the law
- ✦ Respect for the worth and dignity of individuals
- ✦ Respect for pluralism and diversity
- ✦ Transparency, integrity, and honesty
- ✦ Responsible stewardship of resources
- ✦ Relentless commitment to excellence

Code of Ethics

Public trust in our overall reputation and value are the bedrock of our legitimacy.

I. Personal and Professional Integrity

All staff, Board members, and volunteers of the organization act with honesty, integrity, and transparency in all their dealings as representatives of the organization. The organization promotes a working environment that values collegiality, respect, fairness, and integrity. The organization does not tolerate turf wars, micromanaging of its valued staff, or political battles that undermine the ICAN social fabric.

II. Mission

ICAN supports a clearly stated mission and purpose, approved by the Board of Trustees. All of ICAN's Programs support that mission, and all who work for or on behalf of the organization understand that and are loyal to that mission and purpose. The mission is responsive to the constituency and communities served by the organization and of the value to society at large in fighting a reinvigorated War on Cancer.

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III. Governance

The organization has an active governing body that is responsible for setting the strategic direction of the organization and for overseeing financial integrity as well as policy development. The governing Board:

- ✦ Ensures that Board members or trustees have the requisite skills and experience to carry out their duties and that all members understand and fulfill their governance duties acting for the benefit of the organization and its public purpose;
- ✦ Has a Conflict of Interest Policy that ensures that any conflicts of interest (or the appearance thereof) are avoided or appropriately managed through disclosure, recusal, or other means;
- ✦ Is responsible for the review of the performance of the CEO and ensures that the compensation of the CEO is commensurate with ICAN's compensation philosophy;
- ✦ Ensures that its Board members or trustees have the requisite skills and experience to carry out their duties and that all members understand and fulfill their governance duties acting for the benefit of the organization and its public purpose;
- ✦ Ensures that the organization conducts all transactions and dealings with integrity and honesty;
- ✦ Ensures that the organization promotes working relationships with Board members, staff, volunteers, and program beneficiaries that are based on mutual respect, fairness, and transparency;
- ✦ Ensures that the organization is fair and inclusive in its hiring and promotion policies and practices for all Board, staff, and volunteer positions;
- ✦ Ensures that the policies of the organization are in writing, clearly articulated, and officially adopted;
- ✦ Ensures that the resources of the organization are responsibly and prudently managed; and
- ✦ Ensures that the organization has the capacity and resources to carry out its Program Services effectively.

IV. Legal Compliance

The organization is knowledgeable of and complies with all laws and regulations.

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V. Stewardship

- ✦ The organization and its subsidiaries or auxiliaries manages its funds responsibly and prudently.
 - ✦ The organization spends a reasonable percentage of its annual budget on programs in pursuance of its mission.
 - ✦ All financial reports are factually accurate and complete in all material matters.
 - ✦ The organization spends an adequate amount on administrative expenses to ensure effective accounting systems, internal controls, competent staff, and other expenditures critical to professional management.
 - ✦ The organization ensures that all spending practices and policies are fair, reasonable for its size and complexity, as well as appropriate to fulfill the organizational mission.
-

VI. Openness and Disclosure

The organization provides comprehensive and timely information to the public, the media, and all stakeholders and is responsive in a timely manner to reasonable requests for information. All information about the organization fully and honestly reflects the policies and practices of the organization. All solicitation materials accurately represent the organization's policies and practices and reflects the dignity of Program beneficiaries. All financial, organizational, and project reports are complete and accurate in all material respects.

VII. Program Effectiveness

The organization is committed to enhancing its Program Services and its organizational effectiveness. The organization is responsive to industry changes and is responsive to the needs of its many constituencies and target markets.

ICAN Board Commitment to Best Practices and Board Governance Checklist

- ✓ 1. Ensure that ICAN's mission and vision represent a commitment to and a guide for both fiscally responsible and ethically sound business practices.
- ✓ 2. Align ICAN's strategic plan with ICAN's mission and core values.
- ✓ 3. Establish benchmarks to evaluate ICAN Board leadership and senior staff progress toward achieving the organization's strategic plan.
- ✓ 4. Evaluate leadership performance of both Board and staff on an annual basis.
- ✓ 5. Educate the Board of Trustees and other ICAN boards and councils as to the specific accounting principles used in tax-exempt organizations to comply with Form 990 requirements.
- ✓ 6. Ensure that the Board is provided with ongoing information to understand the financial status of the organization.
- ✓ 7. Continue to use a third-party independent bookkeeper and CPA firm to compile all financial reports given to the Board, which reports form the basis for the organization's official filings with the Arizona Corporation Commission, the Arizona Secretary of State, the Internal Revenue Service, the Arizona Department of Revenue, and the Arizona Department of Economic Security.
- ✓ 8. Ensure that ICAN members of the Board of Trustees are devoid of any actual or potential conflicts of interest, that each Board member strictly adheres to the ICAN Conflicts of Interest Policy, and that if a Director/Trustee is deemed to have a conflict of interest, that said Director/Trustee remove himself or herself from any meeting that concerns the conflicted Board member.
- ✓ 9. Ensure that Board members and all staff members are prohibited from using the assets of the organization for personal gain, further prohibit Board members or staff from receiving direct or indirect loans or credits from the organization, and further ensure that excess benefit transactions, as defined by Section 4958 of the Internal Revenue Code, are strictly forbidden.
- ✓ 10. Ensure that Board members act in the best interests of ICAN and respect the confidentiality requirements for Board membership.

ICAN's Board Governance Checklist is adapted from the Chubb Group of Insurance Companies' checklist which in turn is based on principles applicable to for-profit companies under the Sarbanes-Oxley Act.

ICAN Board Governance Benchmarks

ICAN's Checklist for an Assessment of Legal Activities as a U.S. Nonprofit Organization

Rating	Indicator	Met	Needs Work	Not Applicable
E	1. All relevant filings to the Secretary of State are current. These filings include: Charitable Registration and Renewals; Trade Name Registration and Renewals; Articles of Incorporation with all amendments; Change of Corporate Name; and Change of Corporate Address.	<input checked="" type="checkbox"/>		
E	2. The organization is registered with and has filed its Annual Report with the Corporation Commission.	<input checked="" type="checkbox"/>		
E	3. The organization has filed the IRS Form 1023 for 501(c)(3) status and has received a letter of determination. Since ICAN's Form 1023 was filed after 7/15/87, it is made available for public inspection.	<input checked="" type="checkbox"/>		
E	4. IRS Form 990 has been filed, and copies of the 990 are available to the public.	<input checked="" type="checkbox"/>		
E	5. Federal and state payroll tax withholding payments are current.	<input checked="" type="checkbox"/>		
E	6. Quarterly and annual payroll report filings are current.	<input checked="" type="checkbox"/>		
E	7. The organization has filed with the Arizona Department of Economic Security and complies with all filing requirements of the Arizona Unemployment Fund.	<input checked="" type="checkbox"/>		
E	8. If the organization has qualified employee health and welfare and retirement benefit plans, they meet with all the federal laws, including: COBRA; initial IRS registration; plan documents; annual filings of the 5500; with copies available to employees.			<input checked="" type="checkbox"/>
E	9. Organization acknowledges and discloses to its Board and audit team any lawsuits or pending legislation which may have a significant impact on the organization's finances and/or operating effectiveness.	<input checked="" type="checkbox"/>		
E	10. When the Board of Trustees makes decisions, a quorum is present and minutes are maintained.	<input checked="" type="checkbox"/>		
E	11. When the organization participates in grassroots or direct lobbying, it has complied with all filings and government regulations.	<input checked="" type="checkbox"/>		

Indicators ratings: E=essential; R=recommended; A=additional to strengthen organizational activities

Source and Inspiration: Carter McNamara, MBA, Ph.D., adapted by ICAN.

Major Responsibilities of ICAN Board of Trustees and Governance Charter

1. Determine the Organization's Mission and Purpose
2. Strive for Fluency in Conveying the Mission and Accomplishments of ICAN
3. Understand the Role of the CEO, and Assess the CEO's Performance
4. Ensure Effective Organizational Strategic Planning without Micro-Managing
5. Adopt an Annual Budget, and Adequate Funding Resources, both Cash and In-Kind
6. Determine the Vision of the Organization's Programs and Services
7. Responsibly Enhance the Organization's Public Image by Exemplary Personal and Professional Conduct
8. Encourage Self-Assessment
9. Adhere to Board Good Governance Standards, Emphasizing Transparency and Disclosure.
10. Provide a Collegial and Positive Working Environment for ICAN's Staff

Some of the points above are adapted or inspired by BoardSource's booklet "Ten Basic Responsibilities of Nonprofit Boards"

ICAN Trustee Guidelines

The ICAN Board of Trustees ensures that the organization's Programs, projects, and activities reflect and embody its mission and core values. The Board adopts an annual budget, is responsible for fundraising to meet the requirements of the annual budget, and oversees the CEO. The Board plans, sets priorities, and guides decisionmaking to achieve its vision of being America's premier cancer patient advocacy organization.

In addition, the Board of Trustees links ICAN to its constituencies, including donors, organizations, patrons of healthcare charities, and the community at large.

To this end, the Trustees commit to:

Become Knowledgeable about ICAN

- ✦ Demonstrate knowledge of ICAN and its goals.
- ✦ Join the ICAN family of patrons and attend the organization's events.

Actively Participate in Board Activities

- ✦ Regularly attend Board meetings, including retreats
- ✦ Notify the Board Secretary of unavoidable absences
- ✦ Serve on at least one Board committee
- ✦ Participate in and take responsibility for Board decisionmaking
- ✦ Identify and recommend prospective Trustees and members of the Board of Governors and/or Advisory Council
- ✦ Act in the best interests of ICAN and avoid discussions or votes that may be a conflict of interest or which might suggest the appearance of impropriety

Exercise Fiduciary Responsibility

- ✦ Adopt an annual budget
- ✦ Receive and review reports of the financial condition of the organization

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Represent ICAN in the Community

- ✦ Interpret the organization's work to the community
 - ✦ Introduce ICAN to the Trustee's circles of influence
-

Participate in Fundraising and Development Activities

- ✦ Contribute to ICAN's financial support
- ✦ Make a personally significant leadership contribution to the ICAN Annual Fund
- ✦ Identify and obtain contributions from individuals, corporations, and/or family foundations
- ✦ Attend ICAN's fundraising events and host Ball or other event tables
- ✦ Share the names of prospective donors for fundraising purposes
- ✦ Identify funding sources, identify in-kind contributors, and identify auction donors, in coordination with the Development Committee Co-Chairmen
- ✦ Contact potential donors regarding opportunities for financial support for ICAN

ICAN Board and Staff Responsibilities by Activity

Activity	Responsibility
Planning	
Direct the process of strategic planning	Joint
Provide input for long range goals	Joint
Approve long range goals	Board
Formulate annual objectives	Joint
Approve annual objectives	Board
Prepare performance reports on achievement of goals and objectives	CEO
Monitor achievement of goals and objectives	Joint
Programming and Management	
Assess stakeholder (target market) needs	CEO and Staff
Train volunteer leaders	Joint
Maintain qualitative edge of Patient Advocacy Programs	CEO and Staff
Maintain donor records	Staff
Prepare preliminary budget	CEO and Staff
Finalize and amend or approve budget	Board
See that expenditures are within budget during the year	CEO and Staff
Solicit contributions in fundraising campaigns	Board
Organize fundraising campaigns	Joint
Approve expenditures outside authorized budget	Board
Personnel	
Assess the performance of the CEO	Board
Direct the work of the staff	CEO and/or Office Manager
Hire and discharge staff member	CEO and/or Office Manager
Decision to add staff as necessary	CEO request to Board

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ICAN Board and Staff Responsibilities by Activity

Activity	Responsibility
Marketing, Outreach, Community Relations and Communications	
Interpret organization to community	CEO, Chairman, and designated spokesmen from the Board, or spokesman from the ICAN Speaker's Bureau
Media and advertising placement	Joint
Provide organization linkage with other organizations	CEO, Marketing Chairman, and Website Chairman
Board Committees	
Appoint committee members	Joint
Call Committee Chair to urge him/her into action	Board
Promote attendance at Board/Committee meetings	Joint
Recruit new members of the Board of Governors	Joint
Plan agenda for Board meetings	Joint
Take minutes at Board meetings	Joint
Plan and propose committee organization	Joint
Prepare exhibits, material and proposals for Board and Committees	CEO
Sign legal documents	Joint
Follow-up to ensure implementation of Board and Committee decisions	Joint
Settle or reconcile any disagreements between Committees	Joint

Adapted from www.managementhelp.org; author is unknown.

ICAN Committees

The Board will annually determine the composition of the following Committees to work with ICAN Boards and Councils:

Strategic Planning
Budget
Board Governance, Compliance, and Oversight
Compensation
Personnel
Health Information Technology Initiatives
Development
Marketing Communications
Board and Council Development
Annual Campaign
Golf Invitational–Arizona
Golf Invitational–California
Golf Invitational–Additional States
Tennis Tournament
Jewels of the Sea Ball
Theatre Party
ICAN Tango!
Salon Concerts
Chef Series

◀ *The CEO is a member of each of these Board committees.*

ICAN Board of Trustees Committee Tasks

Committee Meetings

Purpose: Draft recommendations for Board action and execute tasks assigned by the Board. Translate strategic direction into action plans that staff will implement.

Composition: Board of Trustees and/or Board of Governors/Board of Advisors members and/or Leadership Council and Advisory Council members; former Board or Council members; outside experts, and/or organizational members.

Frequency: Determined by scope and purpose of task.

Accountability: Committees work for the Board.

Structure: Determined by the Board Chairman, CEO, and Committee Chair.

Reporting: Reporting is informational and submitted to the Board.

Standing Committees

(in addition to Budget, Board Governance, Special Events, and Marketing)

1. Strategic Planning Committee. There shall be an Strategic Planning Committee composed of not less than three (3) nor more than seven (7) members of the Board of Trustees and Officers of the organization. The CEO serves as an ex-officio member.

2. Development Committee. There shall be a Development Committee of the Board of Trustees consisting of at least three (3) members. The Development Committee shall be responsible for providing support, guidance, and policy direction for the organization's fundraising activities and may create subcommittees to address specific issues related to fundraising activities as well as promotional activities (e.g. major gifts, legacy and planned giving, special events, etc.).

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Ad Hoc Committees and Project Task Forces

(1) Identified as ongoing committees necessary to the success of ICAN. Committee charters include the following:

- ✦ **Volunteers**
- ✦ **Outreach**
- ✦ **Technology**
- ✦ **Facilities/Operations**

Better Practice Governance Checklist for ICAN Boards and Councils

Effective Governance Feature	Sample Performance Indicators
Roles, functions, and powers – organizational structures	
<p>Board members are confident that they understand and execute the Board’s functions, powers, and compliance responsibilities as specified by:</p> <ul style="list-style-type: none"> ♦ the organization’s enabling legislation ♦ relevant State and Federal law ♦ common law duties and standards 	<p>A corporate compliance program has been implemented to ensure compliance with all federal and state law, policy, and regulations.</p> <p>Boards, executives, and staff with statutory responsibilities have them specified in their annual work plans.</p> <p>An executive is assigned responsibility for ensuring compliance with statutory and other responsibilities.</p>
<p>The roles and responsibilities of the Board, its committees, the President and CEO, and other senior management, are clearly differentiated, documented, and understood.</p>	<p>The CEO’s role is defined.</p> <p>It is clear which matters are reserved for Board decisionmaking, and which are delegated to the CEO and staff.</p> <p>The CEO’s and other executives’ responsibilities are clearly specified in relevant contracts, performance plans, and other Board documents.</p> <p>The Board Secretary’s functions are well documented.</p> <p>Terms of reference exist for all Board committees, and committees required by legislation (or federal or state policy) are in place.</p> <p>There are installation procedures for new Board members.</p>

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Effective Governance Feature	Sample Performance Indicators
Roles, functions, and powers – organizational structures	
<p>The Board’s powers, functions, and responsibilities are delegated appropriately to committees and staff, and the Board is confident that such delegation promotes organizational efficiency and ensures appropriate control and accountability.</p>	<p>Delegable duties are regularly reviewed and updated as necessary.</p> <p>Operations which are delegated are examined by internal audit and compliance programs.</p>
Board Operations	
<p>The Board’s meeting, operations, and systems are of a high standard.</p>	<p>Meeting and operations are compliant with enabling guidelines approved by the Board.</p> <p>Board procedures exist for addressing urgent matters outside scheduled meetings through both e-mail and cyber-meetings.</p> <p>Board meeting agendas and decisions are communicated.</p>
<p>The Board has documented personnel behavior standards (code of conduct/practice), with appropriate policies and processes.</p>	<p>Policies applicable for Board members and committee members exist for:</p> <ul style="list-style-type: none"> ✦ Conflict of Interest ✦ Gifts and Gratuities ✦ Traveling and Personnel expenses ✦ Hospitality ✦ Use of organization resources
<p>Effective Board/committee processes are in place for the review of the CEO.</p>	<p>Board governance complies with Federal policy.</p> <p>A Compensation Committee operates in accordance with IRS guidelines.</p>

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Effective Governance Feature	Sample Performance Indicators
Board Operations	
<p>The Board develops its own annual objectives (as distinct from the organization's business plan), and reviews its performance.</p>	<p>The Board objectively evaluates its own performance, seeking feedback from the CEO.</p> <p>Board committee performance is reviewed, and the development needs of Board members are addressed.</p>
<p>The Board is confident that it receives the information it needs to undertake effective decisionmaking and action.</p>	<p>All Board members:</p> <ul style="list-style-type: none"> + Regularly participate in meetings and decisionmaking + Feel able to both raise matters of broad policy and receive outcomes of high quality as well as ask management specific questions <p>The Board accesses independent advice (legal and CPA) when necessary.</p>
Board Governance Functions	
<p>The Board has both approved and well-understood procedures in place for policy development, implementation, and review as well as for business planning and reporting.</p>	<p>Board systems are documented, communicated, and complied with.</p>

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Effective Governance Feature	Sample Performance Indicators
Board Governance Functions	
<p>The Board leads the organization by example in matters related to transparency, openness, probity, and the mandatory public sector/ethical principles for Board members and employees to:</p> <ul style="list-style-type: none"> • Act impartially • Act with integrity including avoiding real or apparent conflicts of interest • Accept accountability for results • Provide responsive service 	<p>Organization staff members are regularly reminded by the CEO about key <i>Independent Sector</i> principles.</p>
<p>The Board is confident in its, and the organization's, corporate, strategic, and annual business planning.</p>	<p>The Board determines and communicates its vision and strategic approach for the organization in a corporate plan.</p> <p>The Board considers and approves (or amends) management-proposed annual business plans derived from the corporate plan.</p> <p>Both business plan progress and performance are monitored regularly.</p>
<p>The Board has considered and approved key organization management policies, ensuring that they are consistent with federal and state laws and regulations.</p>	<p>Within the last 12 months, the Board has reviewed and disseminated major organization policies, plans, and programs in the following key areas:</p> <ul style="list-style-type: none"> • Finance and budget management • Human resource management, employee relations, and staff development • Information and communications technology (including knowledge management)

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Effective Governance Feature	Sample Performance Indicators
Board Governance Functions	
<p>The annual organization budget is prepared by management, and approved (or amended or rejected) and monitored by the Board.</p>	<p>Major budget revisions are approved by the Board, or where appropriate, delegated to the Budget Committee.</p>
<p>External reporting requirements are clearly understood.</p>	<p>Quarterly (and annual) output performance reporting is consistent.</p> <p>Accounting systems support external reporting needs.</p>
<p>Internal performance reports from Board committees' are regularly considered by the Board.</p>	<p>Reports are prepared on a range of organizational activities.</p> <p>Reports are tailored to the Board's needs and specifications in terms of content and timing.</p> <p>Reports are accompanied by management analysis and recommendations.</p>
<p>The organization's internal audit systems and internal financial controls are supportive of matters of accountability and internal controls affecting the organization.</p>	<p>Terms of reference and duties regarding internal controls and financial responsibilities are well documented.</p>

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Effective Governance Feature	Sample Performance Indicators
Board Governance Functions	
<p>The Board ensures that the organization maintains an appropriate public profile and works to improve public relations.</p>	<p>The Board oversees corporate communications (including marketing and public relations) programs, or delegates this function to the Chairman of the Board, a Board committee chairman, or the CEO.</p> <p>Information about the Board’s membership, functions, agendas, and decisions is publicly available.</p> <p>Public comment to the media is coordinated through the Board Chairman, the CEO, or a spokesman designated by the Chairman and the CEO.</p> <p>Board members participate in the organization’s special events.</p> <p>Board members cooperatively and actively promote the organization and seek sponsors and donors.</p>
<p>The Board is open to input and feedback from its donors.</p>	<p>Donors feel confident that they can be very candid with the Chairman of the Board, the President and CEO, or any Board Committee Chairman about any matter affecting the organization.</p>

Source: Art Portfolio Board Better Practice Governance Checklist (guide only), United Kingdom

ICAN Board and Council Chairmen's Policy Encouraging Enhanced Board Interaction and Committee Interaction through E-Mail and Gotomeeting.com Meetings

Since 1999, in large part thanks to the enduring influence of the organization's CPA, Carolyn S. Sechler, a nationally-recognized technology expert who is our Honorary Trustee and Treasurer Emerita, the organization has supplemented its Board meetings with increasing numbers of e-mail votes and e-mail interaction.

In light of the advent of the Remission Coach[®] project, Board committee chairs are now able to partake in Gotomeeting.com meetings, generously sponsored by two of our Trustees.

Because of the geographic distance (exceeding a 2 hour drive time) separating members of our Boards and Councils, our Board and Council Chairmen are of the unanimous opinion that, between regularly scheduled Board or Council meetings, additional e-mail votes, e-mail meetings, and Gotomeeting.com meetings be instituted for maximum efficiency for all of the organization's Boards and Councils where possible.

Sherry Weinstein
Chairman of the Board
on behalf of ICAN's Boards and Councils

II. Gift Policies

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ICAN Gift Acceptance Policy: General Principles

I. Introduction

The purpose of the International Cancer Advocacy Network (ICAN), an Arizona nonprofit corporation as well as tax-exempt 501(c)(3) and 501(h) charitable organization under the Internal Revenue Code, is to enhance and accelerate the anticancer drug pipeline through aggressive Cancer Patient Advocacy Programs and Clinical Trials Advocacy Programs, public education, legislation at both federal and state levels, and patient empowerment tools such as its revolutionary “ICAN-Search™” engine.

I-A. Purpose

The purpose of the Gift Acceptance Policy is to ensure that the best interests of both the donor and ICAN are served. In reference to gift acceptance procedures, it is our goal to encourage funding without encumbering the organization with gifts which may prove to generate more cost than benefit.

I-B. Ethical Standards

ICAN endorses and subscribes to the code of ethics of the Association for Fundraising Professionals and model standards of practice of the National Committee of Planned Giving and Committee on Gift Annuities.

ICAN planned giving prospects are given a full range of available and approved gift opportunities based on individual needs and wishes.

Our planned giving leadership and advisors as well as our staff and volunteers are available to lend planned giving assistance in a timely fashion, subject to the advice and scrutiny of the prospect’s legal and financial counsel.

ICAN does not market specifically-named financial products, but rather supports the general nature and benefit of such product types.

ICAN utilizes volunteers for marketing and program assistance, but does not initiate the promotion of professional services to prospective donors.

ICAN will manage trusts and will serve as trustee or executor upon approval of the CEO and/or the General Counsel or her designee. To avoid unauthorized practice of law, ICAN representatives shall not prepare wills or living trust documents for donors, but may suggest working toward finalizing the charitable gift or bequest for ultimate approval by a donor’s attorney.

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ICAN volunteers and staff involved in the solicitation of planned gifts shall sign the ICAN conflict of interest statement. All marketing and promotional materials for major and planned gifts shall be reviewed, prior to their use, by the chairmen of the Marketing and Development committees, and in some cases, by the General Counsel.

I-C. Payment of Fees

In general, ICAN will pay no fee to any person as consideration for directing a gift to the organization. Expenses such as real estate appraisals, attorneys fees, trustee fees, and other fees associated with the gifting process should reviewed and analyzed by ICAN and sound business practices applied. The organization's CEO, accounting team, and corporate counsel shall be responsible for timely filing of all Internal Revenue Service reports.

I-D. Gift Restrictions

It is the policy of ICAN to encourage gifts for the general purpose of furthering its mission. ICAN may accept gifts restricted for certain programs of the organization, or for specific purposes not associated with a particular program.

II. Outright Gifts

ICAN gratefully accepts gifts of cash (including checks and credit card transactions), securities (both publicly traded and closely-held securities), real estate, personal property, life insurance, and retirement plans subject to the other provisions of this policy.

Generally, it is the policy of ICAN to convert non-cash gifts to cash as soon as possible. Likewise, in the case of a non-cash gift resulting from a bequest, whenever possible the personal representative would be asked to sell the property and remit the proceeds to ICAN.

II-A. Authorization to Accept Gifts

Any volunteer or staff working on behalf of ICAN may not accept gifts of cash without following ICAN's Internal Controls policies. Gifts of marketable securities shall be referred to the CEO and/or Board Chairman or relevant committee chairman.

Authorization to accept gifts of personal property, life insurance, and securities that are not readily marketable shall come from the CEO and/or General Counsel in consultation with the Board Chairman and relevant committee Chairman. A Gift Acceptance Task Force, which may be comprised of those asked to serve by virtue of their expertise, may be called upon to assist in determining the advisability of accepting a specific gift. Guidelines for determining the acceptability of certain gifts are outlined in the following section.

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II-B. Procedures for Accepting Gifts of Real Estate

ICAN gratefully accepts gifts of real estate, but these gifts must be approved by the Strategic Planning Committee and the Development Committee. Each gift transaction must be examined on its individual merits. Issues including clear title, third party interests, environmental concerns, and saleability must be thoroughly reviewed prior to acceptance. No pre-arranged sales may be made.

Moreover, because of the nature of commercial property, no gift of commercial real estate shall be accepted without environmental scrutiny; minimally, a certified Phase One environmental audit that meets the standards of the American Society for Testing and Materials must be performed. Any and all indications of concern must be exhaustively investigated, and sound business practices applied. If the state in which the land is located requires environmental disclosures or surveys on residential property prior to transfer, an environmental review shall also be conducted on the residential property.

A gift of real estate normally involves the following steps:

The potential gift is referred to the CEO and/or General Counsel who will serve as the facilitators for the transaction.

The CEO and General Counsel, in consultation with the donor, will complete a Real Estate Questionnaire, which provides an analysis of the transaction. The CEO and General Counsel will report to the Strategic Planning Committee. The analysis shall include the following information:

- ✦ Ownership
- ✦ Location
- ✦ Description – legal description and narrative which includes zoning information, property tax evaluation, and rate
- ✦ Financial evaluation and title information (A current qualified appraisal and title report, generally paid for by the donor is required. The title report should list all encumbrances.)
- ✦ Hazardous waste checklist completed and a site inspection if necessary. (The donor generally assumes the costs.)
- ✦ Disposition or terms of the transaction.

A Gift Acceptance Task Force may be convened to review the transaction and make recommendations to the CEO and General Counsel, or full Board of Trustees if necessary. The decision to convene the task force shall be based upon any perceived questions of liability or other deleterious factors, which could result if the property were accepted.

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After determining the initial acceptability of the property, ICAN should encourage the donor to obtain an independent qualified appraisal. Such qualified appraisal will be necessary for tax purposes. ICAN staff, lay leaders, and volunteers may consult with the CEO and/or General Counsel for guidance on appraisal requirements.

The donor should have his or her attorney prepare a warranty deed to the International Cancer Advocacy Network. The donor may request ICAN's General Counsel or corporate counsel to prepare the deed.

When the property is transferred, the donor shall pay the portion of the real estate taxes prorated to the date of the gift as well as any other expenses normally charged to a seller.

If the appraised value of the property is \$5,000 or less, the donor will be required to file Form 8283 with the Internal Revenue Service. If the appraised value is greater than \$5,000 for a gift of property (\$10,000 for closely held stock), then part B of Form 8283 must be completed. ICAN's accounting team and/or CEO will have the responsibility for filing Form 8282, when required, with the Internal Revenue Service, and for providing a copy to both the donor upon the sale of the property as well as a copy to the CEO and General Counsel.

II-C. Procedure for Accepting Gifts of Valuable Personal Property, Non-Publicly Traded Securities, Other Gifts that are not Cash, Marketable Securities, or Life Insurance

This refers to the acceptance of valuable personal property and intangible property. These items include, but are not limited to art work, antiques, artifacts, collections, and jewelry.

The potential gift shall be referred to the CEO and/or General Counsel who will serve as facilitator(s) of the transaction. The CEO/General Counsel will assess the appropriateness of the gift and make a recommendation to the Board Chairman. The CEO/General Counsel will also obtain proof of ownership and consent of all parties in writing, when appropriate.

ICAN shall not accept a gift of personal property unless the following conditions are met:

Custody of the property must not represent an undue burden to ICAN and must not require any expenditures by ICAN such as insurance or maintenance fees, unless the CEO, General Counsel, and/or the ICAN Gift Acceptance Task Force has given approval.

The property can reasonably be expected to be readily sold.

No perishable property or property requiring special facilities (i.e. time-share plan) or security will be accepted without prior approval of the CEO and General Counsel.

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When a gift of personal property is received, a receipt shall be issued containing a full description of the gift. The CEO and General Counsel will be responsible for sending a proper receipt to the donor with a copy to the accounting team that states that the gift was received but does not state the value. The value of the gift must be determined by the donor or by an appraisal secured by the donor from an appraiser who is qualified as an expert in the field. The donor will be required to obtain a “qualified” appraisal and file Form 8283, Part B, with the Internal Revenue Service for certain gifts valued at \$5,000 or more. The CEO will be responsible for filing form 8282, when required, with the Internal Revenue Service and providing a copy to the donor upon the sale of the tangible personal property, providing a copy to the CEO and General Counsel. The CEO and General Counsel may consult with ICAN corporate counsel for guidance on appraisal requirements.

Section 170 of the Internal Revenue Code, regarding tax deductions for gifts of personal property is complex. Any questions concerning tax considerations of the disposition of gifted personal property shall be referred to the CEO and General Counsel who may consult with the ICAN Gift Acceptance Task Force or corporate counsel. Volunteers and staff shall refrain from discussing with donors any questions concerning the tax implications of a gift of personal property. Donors should be encouraged to consult with their tax advisor and legal counsel.

II-D. Procedures for Accepting Gifts of Life Insurance

ICAN encourages gifts of life insurance. All inquiries concerning the gifting of life insurance shall be referred to the CEO. The CEO and General Counsel shall review each case and make recommendations to the Board Chairman concerning the acceptability of the gift.

The donor may give life insurance to ICAN by making the organization the irrevocable owner and beneficiary of the policy. Where ownership is transferred by the gift, unrestricted policy rights are required. This includes unrestricted rights regarding premium payment options or policy surrender.

ICAN may be named a revocable beneficiary of a policy retained in the possession of the policyholder. The beneficiary designation may be primary, secondary, final, or as a joint beneficiary.

Special consideration shall be given to the “insurable interest” rules of the State of Arizona and the effect these laws may have on the gifting of life insurance and the tax consequences to the donor.

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While life insurance can be an excellent gift to the organization, ICAN must exercise caution in its relationship with any insurance company, insurance product, or agent. Also, in no event shall lists of donors or volunteers be furnished to anyone for the purpose of marketing life insurance or any other insurance policy.

II-E. Procedures for Accepting Gifts of Securities

Gifts of securities shall be referred to the CEO and General Counsel. ICAN may accept publicly traded securities. The ICAN website offers information on transfer of stock through our brokerage accounts.

Authorization to accept securities, which are not readily marketable, shall come from the CEO and/or General Counsel and/or the Board Chairman, if necessary. These include closely-held stock, limited partnership interests, joint ventures, and other forms of securities which may not fall into one of the aforementioned categories. The CEO and General Counsel shall review any such gift and make recommendations. Issues of due diligence, marketability, and third party interests must be addressed when considering the acceptability of the gift. If the gift involves a family limited partnership, or charitable limited partnership, consideration should be given to consultation with legal counsel. The donor will need to obtain a qualified appraisal. *(see section herein regarding Gift Acceptance Policy on Gifts of Tangible Personal Property and Non-Cash Gifts.)*

Securities, once accepted, may be electronically transferred in accordance with procedures established by ICAN. Alternatively, the certificates evidencing the securities may be mailed directly to ICAN at the following address:

International Cancer Advocacy Network (ICAN)
Development Committee
27 West Morten Avenue
Phoenix, AZ 85021-7246

Special care needs to be taken in timing of delivery, mailing, and transferring securities to protect tax advantages that a donor or holder may gain by making a gift of securities to ICAN. Consultation with legal counsel or the Development Committee should be considered in case of any questions. The donor should be advised that, generally, it is the policy of the organization to sell gifted securities as soon as possible.

The CEO and General Counsel should coordinate the method of transfer of securities to ICAN. It is desirable for the donor to provide a letter of transmittal describing the purpose of the gift and terms.

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II-F. Procedures for Accepting Distributions from Retirement Accounts

The Pension Protection Act of 2006 contains a charitable giving incentives package – one of which is tax-free distributions from IRAs for Charitable Purposes. The provision provides an exclusion from gross income for certain distributions of up to \$100,000 from a traditional retirement account (IRA) or a Roth IRA, which would otherwise be included in income for people 70.5 years of age or older. The provision is effective for two years through 2007. The CEO and General Counsel will be the contact persons for all inquiries on distributions from retirement accounts.

II-G. Procedures for Accepting In-Kind Gifts

Non-cash gifts, which are for the benefit ICAN Programs, may be accepted. If there is any question as to the appropriateness of the gift, a consultation should be held with the CEO and other Board members. A donor may be provided with an acknowledgment, which lists the items being donated, but no monetary value, as the value is set by the donor alone, and not ICAN. A record of the donation is to be entered into the ICAN database system.

III. Deferred Gifts

III-A. Bequests

The most common deferred gifting arrangement is for an individual to include ICAN in his or her will. Generally, the procedure for accepting bequests is that all documentation, checks, and other information regarding estates in which the donor has already died, shall be kept in the Development Office with information sent to the Finance Office. The Development Office will follow all estates in probate and maintain contact with the appropriate attorney or personal representative.

In working with an individual who wants to remember ICAN in his or her will, the donor or the donor’s attorney may be given the following bequest language:

“I give, devise and bequeath to The International Cancer Advocacy Network, a 501(c)(3) tax-exempt organization (EIN- 86-0818253), for its general purpose, all (or state a fraction or percentage) of the rest, residue and remainder of my estate, both real and personal.”

OR

“I give, devise and bequeath to The International Cancer Advocacy Network, a 501(c)(3) tax-exempt organization (EIN- 86-0818253), the sum of \$_____ to be used for the general purposes of the organization.”

A donor shall be encouraged to use language directing their bequest to the general purposes of the organization.

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ICAN staff and volunteers should be careful in working with an individual in the drafting of a will to avoid any conflict of interest. Specifically, the ICAN representative should:

- ✦ Decline to act as a witness for the donor (it might invalidate the bequest).
- ✦ Decline to be named as a personal representative of the donor.

ICAN staff shall not prepare a donor's will. ICAN volunteers, acting in their ICAN volunteer capacity, shall not prepare a donor's will.

There may be certain circumstances (usually regarding a major gift to ICAN) in which ICAN would accept the role of personal representative (or successor trustee in a trust). In these instances, the donor must be informed that ICAN will generally seek the services of a fiduciary organization in fulfilling its responsibilities as personal representative.

III-B. Revocable "Living Trusts"

A revocable trust or "Living Trust" is another means for a donor to distribute property after death and to remember ICAN with a gift. The same guidelines as stated above in the section on bequests regarding recommended language and conflicts of interest must be observed by the representative of the organization who is working with a donor.

III-C. Charitable Gift Annuities

A charitable gift annuity is a contract between a donor and ICAN, which will be the issuer or obligor in the gift annuity contract by which the donor makes a gift to the organization in exchange for ICAN's promise to pay an annually fixed dollar amount for the donor or another person's lifetime. A gift annuity may be either immediate or deferred (i.e., payments beginning now or payments beginning at a specified date or ascertainable event in the future).

The minimum contribution amount is \$10,000 for each annuity contract (each annuity must stand on its own, no additional contributions are possible).

Generally, the gift may be cash or readily marketable securities. In compliance with the state requirements, real estate gifts cannot be accepted for gift annuities issued for donors whose legal residence is within the states of New Jersey or New York. All gifts of real estate must be approved by the CEO and General Counsel.

The life income arrangement of a charitable gift annuity is for one or two lives, the younger of which should be no less than 55 years of age for current annuities. Deferred annuities may be accepted for donors of any age.

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Annuity rates available generally will be based upon the current rates recommended by the American Council on Gift Annuities unless that rate would result in the gift portion of the annuity being valued under 10% of the amount transferred to the annuity. Lower rates are encouraged. ICAN reserves the right to negotiate rates on a case by case basis. Higher rates are subject to the approval of the Board Chairman, CEO, and General Counsel.

Prospective donors must be provided with a Disclosure Statement which is required by the Philanthropy Protection Act of 1995. A signed application and Disclosure Statement must be submitted and reviewed by the CEO and General Counsel before a gift annuity can be issued.

In accordance with standards, all marketing and promotional materials for charitable gift annuities must be reviewed by the CEO and General Counsel prior to their use or publication.

Board members, staff, and volunteers shall only use forms approved by ICAN when securing a charitable gift annuity.

For gift annuities funded with securities, all transfers of securities shall be directed to a specific ICAN brokerage account. All mailed and delivered securities certificates shall be sent to ICAN, c/o the CEO, for transfer to the ICAN brokerage account.

III-D. Charitable Trusts

A charitable remainder trust is a trust (annuity trust or unitrust) providing for payments to one or more individuals for a fixed or ascertainable period of time, with the remainder passing to one or more charitable organizations. A charitable lead trust is the reverse of a charitable remainder trust. The lead trust is a gift arrangement in which the donor transfers the income-producing assets such as stocks and bonds or income-producing property, to a trust for a specified term of years or for the life or lives of individuals. During the term of the trust, the annuity amount or unitrust amount is paid to ICAN and at the end of the term, the trust principal returns to the donor or to the donor's heirs.

Guidelines for charitable trusts are as follows:

- ✦ Generally, it is not the practice of ICAN to act as a trustee for a charitable trust. Donors should be encouraged to arrange trusteeship with a commercial, charitable, or individual fiduciary.
- ✦ In those special instances in which ICAN may consider accepting the role of trustee, the donor must be informed that ICAN will seek the services of a fiduciary organization to manage the trust.

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In accepting the role of trustee, ICAN shall observe the following:

- ✦ Generally, if other charitable organizations are named as remaindermen of a charitable remainder trust or as part beneficiary of a charitable lead trust, the remainder interest of the trust must be at least 51%.
- ✦ Each trust shall be separately invested and shall be responsible for its own expenses. The assets shall not be comingled with other funds of ICAN or with other trust funds.
- ✦ The trust will be irrevocable, and ICAN's interests will be irrevocable.
- ✦ The CEO, working with the General Counsel, shall be responsible for complying with or overseeing compliance with trust reporting requirements and trust tax filing requirements.

III-E. Life Estate Agreements

The property transferred must be the primary residence of the donor and be subject to review in accordance with the real estate portion of this Gift Acceptance Policy.

Guidelines for Life Estate Agreements:

- ✦ The donor's retained life interest may be for one lifetime or two, such as for a husband and wife.
- ✦ The younger of the individuals should be at least 55 years of age.
- ✦ The donor will remain liable for taxes and maintenance of the property pursuant to a Maintenance, Insurance, and Taxes Agreement.
- ✦ If the donor(s) have living heirs, a Family Consent and Disclosure Agreement should be used.

IV. Conclusion

Copies of this Gift Acceptance Policy shall be distributed to all Board Members and to all appropriate staff of the International Cancer Advocacy Network.

Sherry Weinstein
Chairman of the Board

Marcia K. Horn
President and CEO

Adapted with permission from Anne White, CFRE

ICAN Resolution Establishing a Quasi-Endowment Fund

Whereas, the International Cancer Advocacy Network (ICAN) wishes to provide funds in perpetuity for the organization; and

Whereas, ICAN may well receive a generous donation or may receive a bequest from a donor, therefore

Resolved, that \$_____ from such gift or bequest become the principal of the ICAN Operations Fund; and

Resolved, that this principal shall be invested as described in the *ICAN Investment Policy* and the interest earned be accrued in the Fund until the principal reaches a certain amount to be set forth in the accompanying memoranda; and

Resolved, that ICAN may add additional resources to this Fund; and

Resolved, that after the principal in the ICAN Operations Fund reaches a certain amount, interest earned from investments will be withdrawn annually and will be used for ICAN operations; and

Resolved, that the ICAN Operations Fund be established no later than December 31, 2007.

Sherry Weinstein
Chairman of the Board

Marcia K. Horn
President and CEO

ICAN Board of Directors Resolution Authorizing Establishment of an Endowment

ICAN Endowment Fund

Whereas, the Board of Trustees of the International Cancer Advocacy Network (ICAN) (the “Organization”) desires to encourage donations to support the continued and long term viability of ICAN’s programs and activities into the future;

Whereas, several donors have been identified who desire to make donations to the Organization for the purposes of establishing an endowment to be managed and operated as a restricted fund; and

Whereas, the Board of Trustees finds it to be in the best interests of ICAN to establish an endowment fund for these purposes;

Now, therefore, be it hereby resolved that the Board of Trustees ratifies and approves the establishment of a separate fund to serve as an endowment fund to support the Organization, subject to the following terms and conditions:

- 1. Name.** The fund shall be entitled “The Endowment Fund of the International Cancer Advocacy Network” but may be referred to by the shorter name of “ICAN Endowment Fund.”
- 2. Restricted Purposes.** The fund shall be used solely for the purposes of expenditures for ICAN.
- 3. When Expenditures May Begin.** Until the fund has grown to \$100,000, no portion of the fund may be expended apart from covering reasonable and customary financial institution fees where the fund is held. Once the fund has reached the value of \$100,000, expenditures may begin according to the following terms and conditions.

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4. Terms and Conditions of Expenditures.

- a. *General Intent.* In making this resolution, it is the goal of Board of Trustees to provide for a reasonable and consistent level of expendable funds to be made available for the purposes established herein. At the same time it is committed to providing for the long-term growth of this fund, at least at a level commensurate with inflation. With this in mind, this fund shall be managed as a true endowment employing the restriction that the principal shall not be invaded; however, distributions from the fund shall be made utilizing a total return policy that incorporates a designated percentage of the corpus that will be available for expenditure annually.
- b. *Annual Limit on Expenditures.* Expendable funds shall be determined on the basis of a total return principle and will not be dependent upon income generated through interest or dividends. The funds available for distribution during any one year shall be limited to five percent (5%) of the market value of the corpus, which value is determined by computing a three year rolling average, with measures taken at the end of each of the preceding twelve quarters. The market values for this purpose will be taken net of any reasonable and customary fees for the management of the fund.
- c. *Method for Approving Expenditures.* Requests for the expenditure of funds shall first be submitted to and reviewed by the Endowment Committee. Upon their consideration and approval of an expenditure, the Endowment Committee shall submit the request to the Budget Committee. Upon the consideration and approval of the request by the Budget Committee, the Budget Committee shall submit the request to the Board of Trustees. The request shall then be approved or denied by the Board of Trustees. Recurring expenditures for fund auditing shall not require prior Budget Committee and Board approval.
- d. *Fund Expenses.* The Board of Trustees, after review and approval of the Budget Committee, following review and approval of the Endowment Committee, may, from time to time, use the fund to cover general expenses incident to the management and administration of the fund. Such expenditures may include, but are not limited to, reasonable and customary bank and financial institution fees as well as fees attributable to professional counseling on investments and/or legal matters as are in the best interests of the fund.

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- e. *Unexpended Funds.* Any unexpended funds from those available for distribution in a given year will remain in the capital base of the fund, unless otherwise designated by action of the Endowment Committee, with the approval of the Budget Committee and the Board of Trustees.
 - f. *No Borrowing.* No portion of the fund shall be borrowed, including any temporary usage for any need of the organization.
 - g. *No Use for Annual Operating Expenses of Organization.* No portion of the fund shall be used to defray annual operating expenses of the organization .
5. **Separate Account.** The Treasurer of the organization is hereby authorized and directed to establish a separate account for this endowment fund, restricted as specified in this Resolution.

International Cancer Advocacy Network (ICAN)

Original Resolution on file and signed by:

Sherry Weinstein
Chairman of the Board

Marcia K. Horn
President and CEO

ICAN Investment Policy

I. Introduction

The purpose of The ICAN Investment Policy is to establish guidelines for the prudent investment of the ICAN's assets. In the process of identifying the investment strategies to be used, these guidelines provide stability in the management of the investment portfolio. The Policy furthermore provides parameters for the portfolio by providing guidelines for selecting appropriate investments and classes of assets. It is recognized that from time to time the Board of Trustees' attitudes, expectations, and objectives may change. Therefore, this Policy is intended to be used as a guideline rather than a rigid statement of policy from which there can be no deviation.

II. Investment Philosophy

The Board's investment philosophy is to exercise ordinary business care and prudence in its investment of organization assets considering the long and short-term needs of the organization in carrying out its charitable purposes, its present and anticipated financial requirements, expected total return on its investments, price level trends, and general economic conditions. The Board recognizes that the uncertainty of future events, volatility of investment assets, and the potential loss in purchasing power are present to some degree with all types of investments. While high levels of risk are to be avoided, the assumption of a moderate level of risk is warranted and encouraged in order to allow the opportunity to achieve satisfactory results consistent with the objectives and investment philosophy of the organization.

Modern Portfolio Theory will form the basis of the investment philosophy. Correlation of asset classes will be applied to reduce risk when possible and remain consistent with the portfolio's investment goal. Future variations may occur as new asset classes become available or as the investment advisor makes moderate adjustments.

III. Investment Objectives.

A. General Objectives.

Assets of ICAN shall be invested in a manner consistent with the exercise of ordinary care and prudence under the facts and circumstances and state and federal law.

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1. Assets of the organization should be invested in a manner consistent with the fiduciary standards and prudent investment standards as set forth in the Third Restatement of the Law: Trusts (Prudent Investor Rule) (1992), which directed that a prudent man, acting in a similar capacity familiar with such matters, would use an investment of like character with like aims and with due consideration given to the tax-exempt status of the organization.
 - a. All transactions must be undertaken for the sole interest of the organization's portfolio.
 - b. The assets must be invested with the safeguards to which a prudent person would adhere.
 - c. Investments shall be diversified so as to minimize the risk of large losses unless under the circumstances it is clearly prudent not to do so.

2. Broad objectives of the organization include:
 - a. Preservation of capital with the potential for capital growth that is moderate risk.
 - b. Over all time periods, achieving the highest possible return commensurate with the level of risk assumed.
 - c. Achieving the highest rates of return feasible within the risk parameters established by policy.

B. Investment Goals.

The organization seeks to achieve as much income as possible, consistent with preservation of capital while considering the potential for capital appreciation. In recognition of this investment goal, the organization desires a portfolio of investments having moderate relative volatility, i.e., having a relative volatility as compared to a benchmark index, e.g., the S&P 500, of less than 1.0.

C. Risk Measures.

1. Risk measures will be incorporated in the form of standard deviation and initial acceptable levels will be limited by comparison with the standard deviation inherent in the S&P 500 Index and Shearson Lehman Government Bond Index on a blended level of 60/40 respectively.
2. Time Horizon - For the portfolio, evaluation and performance measures will be set to a 6 to 10 year period that is necessary to encompass at least one full market cycle.

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IV. Financial Guidelines.

The Board of Trustees believes that the organization's assets should be managed in a manner which reflects the following statements:

A. Asset Allocation.

1. Equities may be represented in the portfolio up to a maximum of 80% of the organization's market value with a minimum of 40%. Under normal conditions the target equity exposure should be 60%.
2. Fixed income securities (including preferred stocks and convertible bonds) shall have a minimum exposure of 20% and shall not exceed a maximum exposure of 60% of the organization's market value. Under normal conditions, the target fixed income exposure shall not exceed a maximum exposure of 40%.
3. Cash equivalents (including all senior debt securities with under one year to maturity) may comprise up to 20% of the organization's market value.

B. Fixed Income Investments.

1. Guidelines

- a. Fixed income assets selected for the organization's portfolio must have a readily ascertainable market value and must be readily marketable.
- b. Bond and corporate debt obligation maturities may not exceed 30 years.
- c. Adequate diversification across the individual holdings should be maintained. The investment manager may not:
 - (i) Invest more than 15% of the assets taken at cost in any one industry or group of related industries.
 - (ii) Invest more than 5% of the assets taken at cost in any one company.
 - (iii) Invest more than 5% of the assets taken at cost in any one issue. (U.S. Government guaranteed issues and its agencies are excluded from these limitations).

2. Restrictions

- a. **U.S. Government Obligations**, including fully-guaranteed Federal Agencies.
- b. **Commercial Paper**.
 - (1) Must be rated within the two highest classifications, by two rating services.
 - (2) Must mature within 270 days or less from issue.

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- c. **U.S. Government-sponsored Agency Obligations** (not fully guaranteed).
 - (1) No restrictions.
- d. **Corporate Debt Obligations.**
 - (1) The majority must be rated, at time of purchase, ____ or better by Moody's or ____ or better by S&P 500.
- e. **Cash Equivalents.**
 - (1) It is desirable that the Board use interest bearing money market funds, FDIC insured certificates of deposit, U.S. Treasury Bills and other cash equivalent securities with a maturity of one year or less and a credit rating of ____ or better by S&P. A commitment to any federally insured institution shall not exceed \$_____.
- f. Individual Collateralized Mortgage Obligations (CMO's) may not be purchased.
- g. Individual derivatives may not be purchased.

D. Equity Investments - Common Stocks.

The following guidelines on common stock investments shall apply.

1. Individual issue or individual common stock purchases shall:
 - a. Have paid dividends in at least 3 of the past 5 consecutive years during which period net earnings shall have exceeded dividends paid. 90% of all equities held are to meet this criteria.
 - b. Be registered on a national securities exchange (excluding common stocks of insurance, banks or trust companies).
 - c. Not exceed more than 5% of the outstanding common stock of any one company.
 - d. Not exceed more than 5% of the organization's assets in any one corporation valued at cost.

2. Restrictions - Common Stock Investments.

The organization is not authorized to invest in the following classes of securities, nor will it allow the employment of any of the following market techniques without the Board's written directive:

- a. Purchase tax-exempt securities.

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- b. Purchase individual issues of unregistered or restricted stock.
- c. Deal in individual issues or direct naked options. Covered option writing is permitted as are options utilized in a hedging program designed to protect portfolio values.
- d. Deal in direct or individual issues in commodities (including gold and silver), commodity futures, oil, gas, or other mineral exploration or development programs.
- e. Purchase on margin or with borrowed funds or sell short.
- f. Purchase private placement debt.
- g. Direct purchase of real estate.
- h. Mortgage, pledge, hypothecate or in any manner transfer, as security for indebtedness, any securities owed or held by the organization.
- i. Purchase conditional sales contracts or lease-backs.

V. Administrative and Review Procedures.

A. Review of Policies.

All investment policies and investment management guidelines shall be reviewed semi annually by the Board of Trustees, or whenever circumstances change to the extent that the policies are ineffective or inappropriate, so as to:

1. Comply with all legal and tax regulations
2. Comply with the by laws and guiding policies of ICAN
3. Establish reasonable investment objectives
4. Develop investment policy guidelines which are consistent with the investment objectives
5. Select a qualified investment manager
6. Communicate these guidelines and objectives to the investment manager
7. Promote and evaluate performance results

B. Review of Investment Performance.

The review of investment results will focus on adherence to investment policies and guidelines.

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ICAN Reinvestment and Investment Income Distribution Policy

The Board of Trustees of the International Cancer Advocacy Network (“ICAN”/“the corporation”/“the Organization”) considers a reinvestment and distribution program critical to sound fiscal management. The Board hereby authorizes a reinvestment and distribution program for the purpose of securing corpus growth and maintenance while distributing investment income to meet organizational needs, to fulfill donor restrictions, and to supplement income from other types of revenue.

The reinvestment and distribution program will be administered to ensure:

1. The continuous process of investing all fund balances and monies available for investment purposes.
2. The maintenance of an annual cash flow (included in the organizational budget) that will assist proper planning and decisionmaking regarding amount, duration and type of investments as well as documentable need for other sources of funding.
3. The reinvestment of at least two percent (2%) to principal, thereby ensuring corpus growth and resulting increase in annual income.
4. The inclusion of the remainder of the investment income as a budget item to facilitate distribution of funds in accordance with donor restrictions and organizational needs.
5. That all reinvestment and distribution be in compliance with the Internal Revenue Code.
6. That income from endowments be distributed in a timely manner.

The Board will evaluate the percentage of reinvestment on an annual basis and will approve the amount of funding available for distribution within the Organization.

The Board authorizes the CEO to manage all activities associated with the distribution of funds within the Organization after the reinvestment criteria have been met and in accordance with restrictions placed on donated funds. The CEO and/or Secretary of the corporation is/are further authorized to execute in the Organization’s name any and all documents relating to distribution of funds in a timely manner and to confer with donors regarding distribution decisions when necessary.

Progress reports of distribution will be made to the Board on a quarterly basis.

Original Policy on File, Signed and Dated July 31, 2007 by:

Sherry Weinstein
Chairman, Board of Directors

Marcia K. Horn
President and CEO

III. Overarching Program Services and Donor Management Policies

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ICAN Medical Information Policy and Medical Disclaimer

I. ICAN Cancer Patient Advocacy Programs and Clinical Trials Advocacy Programs

ICAN, through its officers, directors, trustees, council members, volunteers and employees, does not dispense medical advice. All information conveyed to or transmitted to a patient or his or her family or friends (authorized in advance by the patient) is for the recipient's general edification and is not intended to be a substitute for consultation and/or treatment on the part of a licensed physician such as a general practitioner, internist, surgical oncologist, medical oncologist, radiation oncologist, radiologist, interventional radiologist, or other specialist. The purpose of the information provided by ICAN via any method, including telephone, e-mail, fax, or set forth on, or linked to ICAN's website, is to support and augment the relationship that exists between patients and their physicians and should not be used for either self-diagnosis or deciding upon a treatment plan without specifically consulting your medical team.

II. Physicians Advisory Council

The goals of the ICAN Physicians Advisory Council (PAC) are lobbying and legislation, physician education, and public education – through increased interaction amongst physicians practicing in the various oncology specialties. The PAC also assists ICAN on issues such as pain management and compassionate release of experimental drugs. Members of the ICAN PAC do not directly treat ICAN patients nor do they provide advice over the phone or through e-mail to either ICAN patients or visitors to the ICAN website. The purpose of the information conveyed to or transmitted to a patient, or set forth on ICAN's website, should not be used to self-diagnose or to independently plan treatment, but to support and augment the relationship that exists - and the information that is discussed - between patients and their medical teams.

III. ICAN Physician Referrals

From time to time, ICAN may provide, pursuant to a *specific* patient request, the names of physicians with whom a patient may wish to consult for a second opinion. It is the obligation of the patient who has requested a physician referral from ICAN to ultimately determine which physician he/she would be interested in retaining for diagnostic or treatment purposes. ICAN receives no compensation from having made any referral to any physician who may be relevant to that patient's particular situation.

IV. ICAN's Websites: www.askican.org and www.icangetanswers.org

All information on ICAN websites are of a general nature and is furnished for the reader's knowledge and edification. Such information is not to be understood as medical or other health advice pertaining to anyone's specific health and medical condition.

All ICAN patients and website users are urged to retain a medical oncology team throughout the course of any cancer patient's treatment.

Notice of Privacy Practices for Prospective and Current ICAN Patients

Protecting Your Personal Information is of Overarching Importance to Our Organization

I. Specific ICAN Patient Privacy Practices pursuant to HIPAA.

At ICAN, your privacy as a cancer patient is of the utmost importance to us, and protecting your personal information is a responsibility we take very seriously. ICAN will not share any information we receive from you with any third party without your express written permission.

All ICAN operations and ICAN Cancer Patient Advocacy Programs are in strict compliance with The Health Insurance Portability and Accountability Act of 1996 (HIPAA); the HIPAA Security Rules; the Gramm, Leach, Bliley Safeguard Rule; and the Fair and Accurate Credit Transaction Act.

Please do not mail or fax ANY information that contains Social Security Numbers or Dates of Birth without thoroughly blacking out such confidential information first.

We zealously protect our patients' privacy at ICAN.

ICAN observes the strictest patient privacy guidelines and does not dispense medical advice. We do, however, dispense patient advocacy and empowerment services in the form of creative, detailed information as well as outline additional treatment options which patients subsequently share with their medical teams in order to make crucial decisions – at key turning points – in their battle for life.

Once ICAN receives confidential medical reports, such as biopsy or surgical pathology reports, laboratory tests, imaging reports, surgical notes, physician correspondence, or other medical records, we routinely destroy such documents (by shredding such reports) when our patient advocacy research has been finalized for a particular case. We retain no records that would contain your personal identifying information such as your date of birth, Social Security number, or insurance coverage. Moreover, in receiving such materials, we routinely request that our patients - and their family members or friends who are transmitting materials on their behalf - blacken out all personal identifying information prior to sending any documentation to the ICAN offices. This helps ensure that the patient's privacy is protected to the fullest.

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It has been our long-standing policy that ICAN staff members (or members of ICAN Physicians Advisory Council or Scientific Advisory Council who work with ICAN staff) will not disclose in any manner to any third party, including officers, other directors of the organization, or staff not directly involved in Program Services, either patient names, patient information, or the status of any ICAN patient's treatment.

Some of our patients desire using their name in signing testimonials about ICAN Program Services, but to the extent that they disclose their name, city of residence, or type of cancer or the services they received from ICAN is a matter of individual choice. No information pertinent to their case shall ever be disclosed to any third party by their ICAN Program Services staff member liaison.

II. General Privacy Rules Applicable to All ICAN Patients Pursuant to HIPAA.

The Health Insurance Portability & Accountability Act of 1996 (HIPAA) requires all health care records and other individually identifiable health information (protected health information) used or disclosed to us in any form, whether electronically, on paper, or orally, be kept confidential. This federal law gives you, the patient, significant rights in order to understand and control how your health information is used. HIPAA provides penalties for covered entities that misuse personal health information. While ICAN is not a healthcare organization, and we do not treat patients or dispense medical advice, we feel that it is important for you to understand not only how physicians and other healthcare professionals you may encounter during the course of treatment are required to maintain the privacy of your health information but also how those providers may use and disclose your health information.

Without specific written authorization, healthcare providers are permitted to use and disclose your health care records for the purposes of *treatment, payment, and healthcare operations*.

- ✦ *Treatment* means providing, coordinating, or managing health care and related services by one or more healthcare providers. Examples of treatment would include surgeries, follow-up care, and administering chemotherapy and other medications, etc.
- ✦ *Payment* means such activities as obtaining reimbursement for services, confirming coverage, billing, or collection activities, and utilization review. An example of this would be billing your medical health plan for your medical services.

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- ♦ *Healthcare operations* include the business aspects of running a medical practice, such as conducting quality assessment and improvement activities, auditing functions, cost-management analysis, and customer service. An example would include a periodic assessment of the medical practice's documentation protocols, etc.

In addition, your confidential information may be used to remind you of an appointment (by phone or mail) or provide you with information about treatment options or other health-related services including release of information to friends and family members that are directly involved in your care who assist in taking care of you. Providers will use and disclose your protected health information when required to do so by federal, state; or local law. They may disclose your protected health information to public health authorities that are authorized by law to collect information; to a health oversight agency for activities authorized by law included but not limited to responding to a court or administrative order, if you are involved in a lawsuit or similar proceeding, responding to a discovery request, subpoena; or other lawful process by another party involved in the dispute, *but only* if they have made an effort to inform you of the request or to obtain an order protecting the information the party has requested.

Providers will release your protected health information if requested by a law enforcement official for any circumstance required by law. Providers may release your protected health information to a medical examiner or coroner to identify a deceased individual or to identify the cause of death. If necessary, they also may release information in order for funeral directors to perform their jobs. They may release protected health information to organizations that handle organ, eye, or tissue procurement or transplantation, including organ donation banks, as necessary, to facilitate organ or tissue donation and transplantation if you are an organ donor. They may use and disclose your protected health information when necessary to reduce or prevent a serious threat to your health and safety or the health and safety of another individual or the public. Under these circumstances, they will only make disclosures to a person or organization able to help prevent the threat.

Providers may disclose your protected health information if you are a member of the U.S. armed forces (including veterans) and if required by the appropriate authorities. Providers may disclose your protected health information to federal officials for intelligence and national security activities authorized by law. Providers may disclose protected health information to federal officials in order to protect the President, other officials or foreign heads of state, or to conduct investigations. Providers may disclose protected health information to correctional institutions or law enforcement officials if you are an inmate or under the custody of law enforcement official. Disclosure for these purposes would be necessary:

continued on next page

(a) for the institution to provide health care services to you, (b) for the safety and security of the institution, and/or (c) to protect your health and safety or the health and safety of other individuals or the public. Providers may release your protected health information for workers' compensation and similar programs.

Any other uses and disclosures will be made only with your written authorization. You may revoke such authorization in writing, and providers are required to honor and abide by that written request, except to the extent that they have already taken actions relying on your authorization.

You have certain rights in regards to your protected health information, which you can exercise by presenting a written request to your provider's Privacy Officer, which include:

- ✦ The right to request restrictions on certain uses and disclosures of protected health information, including those related to disclosures to family members, other relatives, close personal friends, or any other person identified by you. Providers are, however, not required to agree to a requested restriction. If they do agree to a restriction, they must abide by it unless you agree in writing to remove it.
- ✦ The right to request to receive confidential communications of protected health information from your provider by alternative means or at alternative locations.
- ✦ The right to access, inspect, and copy your protected health information.
- ✦ The right to request an amendment to your protected health information.
- ✦ The right to receive an accounting of disclosures of protected health information outside of treatment, payment and health care operations.
- ✦ The right to obtain a paper copy of such notice from your Provider upon request.

Providers are required by law to maintain the privacy of your protected health information and to provide you with notice of their legal duties and privacy practices with respect to protected health information.

You have the right to file a formal, written complaint with your Provider, or with the Department of Health & Human Services, Office of Civil Rights, in the event you feel your privacy rights have been violated. Your Provider may not retaliate against you for filing a complaint.

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For more information about ICAN's Privacy Practices, please contact:

Marcia K. Horn
President and CEO
International Cancer Advocacy Network
Program Services
27 West Morten Avenue
Phoenix, AZ 85021-7246
marcia@askican.org or ProgramServices@askican.org
602-861-9642

For more information about HIPAA, please contact:

The U.S. Department of Health & Human Services
Office of Civil Rights
200 Independence Avenue, S.W.
Washington, D.C. 20201
877-696-6775 (toll-free)

*Special thanks to Signature Specialists at <http://www.signaturespecialists.com>
and Genworth Life Insurance Company*

ICAN Donor and Database Privacy Policy

ICAN donors are our lifeblood. We will never betray your trust. We have an enduring pledge to all donors not to reveal your personal contact information which might cause you to be subjected to unsolicited offers from third parties, whether other nonprofits or unwanted retailers.

This Privacy Policy sets forth how the International Cancer Advocacy Network (ICAN) uses and protects any information that you give ICAN when you use our website, make a donation, or provide us with information in any form. Please also refer to our *ICAN Notice of Privacy for Prospective and Current Patients* for more information regarding patient privacy.

ICAN is committed to ensuring that your privacy is protected. Should we ask you to provide certain information by which you can be identified when using our website, or when communicating with us by telephone, fax, e-mail, or in person, then you can be assured that it will only be used in accordance with this Privacy Policy.

Note: We will not sell, lease, or share, in any manner, your personal information to or with third parties unless we have your express permission or are required to disclose such information by law. We will not list your name on our website or in special event or Annual Report materials without your express consent.

I. What we collect

We may collect the following information:

- name and job title
- contact information including e-mail address, phone numbers, and fax numbers
- demographic information such as zip code, preferences, and interests
- other information relevant to donor surveys

II. What we do with the information we gather

We require this information to understand your needs and to provide you with a better service, and in particular for the following reasons:

- Internal recordkeeping.

continued on next page

- We may use the information to improve our special events, our newsletter, our website, or our Program Services.
 - We may periodically send promotional e-mail to you about events, changes, or other information which we think you may find interesting using the email address which you have provided.
 - From time to time, we may also use your information to contact you. We may contact you by e-mail, phone, fax, or mail.
 - We may use the information to customize the website according to your interests.
-

III. Security

We are committed to ensuring that your information is and remains secure. In order to prevent unauthorized access or disclosure, we have put in place appropriate physical, electronic, and managerial procedures to safeguard and secure the information we collect online and house in our headquarters and satellite offices.

Our website may contain links to enable you to easily visit other websites of interest. However, once you have accessed these links to leave our website, you should note that we do not have any control over that other website. Therefore, we cannot be responsible for the protection and privacy of any information which you provide while visiting such sites, and such sites are not governed by this Privacy Policy. You should exercise caution and review carefully any privacy statement pertaining to the website in question.

IV. Privacy Policy of ICAN's Website Payment Processor

A website donor's personal information will not be shared with anyone other than 1) ICAN's CEO or Development staff directly involved in the donations area; and 2) ICAN's third party payment processor in order to securely process any web-based donor transaction.

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V. Controlling your personal information

You may choose to restrict the collection or use of your personal information in the following ways:

- when you are asked to fill in a form on the website, look for the box that you can click to indicate that you do not want the information to be used by anyone for direct marketing purposes
- if you have previously agreed to using your personal information for direct marketing purposes, you may change your mind at any time by writing to or e-mailing ICAN at contact@askican.org

VI. Photographs from ICAN Special Events

ICAN may use photographs of its donors and attendees on its website or in the organization's special event programs or Annual Report. The organization takes the position that if the donor/attendee publicly posed for a photograph at an ICAN event, that donor/attendee impliedly consents to the use of that photo on the organization's website or in ICAN promotional materials.

VII. Correcting your personal information

If you believe that any information we are retaining in our database is incorrect or incomplete, please write to us at:

ICAN Database Corrections

27 West Morten Avenue

Phoenix, AZ 85021-7246

or call us at 602-861-9642, or e-mail us as soon as possible at contact@askican.org

We will promptly correct any information found to be incomplete or inaccurate.

Special thanks to: Business Link at <http://www.businesslink.gov.uk>

IV. Internal Audit Compliance; Form 990 Compliance with IRC Section 4958; Policies against Private Inurement and Excess Benefit Transactions; and Internal Controls Procedures

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Audit Statement from the ICAN Board Chairman

July 18, 2007

Since its inception, ICAN (formerly IFADD) has used an independent third party bookkeeping service, Buy the Hour Bookkeeping, as well as independent Certified Public Accountants who prepare the organization's annual Form 990 and Financial Statement. Moreover, for the last 6 years, our bank statements have been internally audited by our General Counsel, Eve A. Parks, Esq., who is a former Commissioner of the Superior Court of Maricopa County.

Prior to her tragic death in 2006, our special events and auction revenues were also overseen (transferring full reconciliations to our Accounting Team) by Lydia Hawkins, the owner of the Scottsdale business *Oriental Cargo*, who was trained in forensic accounting with previous bank management experience.

With strict internal financial controls in place since 1997, our staff and volunteers who deal with special event revenues deposits are of the highest integrity, and most have financial backgrounds or backgrounds involving positions of great trust.

In keeping with the spirit of the Sarbanes-Oxley Act and the work of the *Independent Sector* which has inspired greater transparency and disclosure throughout the nonprofit community (and which suggested the very reforms which IFADD/ICAN had already adopted years earlier), ICAN's formal audit year will begin in January, 2008 when the organization adopts an accrual accounting system and revises the date of its fiscal year.

Sherry Weinstein
Chairman of the Board

ICAN Board Resolution re: Compliance with 2008 Form 990 Revisions

At a special meeting of the Board of Directors on August 20-23, held electronically pursuant to the Board's August 18, 1998 resolution authorizing the conduct of Board business via e-mail voting, the following resolution was proposed and approved by the Board:

Resolved:

Whereas ICAN at all times complies with the Internal Revenue Service ("the Service") instructions, guidelines, regulations, and explications for purposes of filing its Form 990; and

Whereas the Service has recently released its revisions to the Form 990, effective for the 2008 calendar year;

Whereas the CEO has reported that these 990 Revisions do not add in any material fashion to the internal records, or internal controls or policies, that staff as well as the organization's independent bookkeeping service and its independent accounting team consistently maintain for the organization;

That the Board, based upon the CEO's recommendation, is in full support of implementing in advance the Service's requirements for Form 990 2008 as early as the 2007 calendar year and for purposes of the 2007 Form 990 as well.

Signed by:

Sherry Weinstein
Chairman, Board of Directors

Marcia K. Horn
President and CEO

ICAN Conflicts of Interest Policy

I. Purpose

The International Cancer Advocacy Network (herein after as ICAN) is a nonprofit, tax-exempt 501(c)(3) organization. Maintenance of its tax-exempt status is important both for its continued financial stability and for its ongoing public support. Therefore, the IRS as well as state regulatory and tax officials view the operations of ICAN as a public trust which is subject to scrutiny by and accountable to such governmental authorities as well as to the public.

Consequently, there exists amongst ICAN and its Board, officers, and management employees and the public a fiduciary duty, which carries with it a broad and unbending duty of loyalty and fidelity. The Board, officers, and management employees have the responsibility of administering the affairs of ICAN honestly and prudently, and of exercising their best care, skill, and judgment for the sole benefit of ICAN. Those persons shall exercise the utmost good faith in all transactions involved in their duties, and they shall not use their positions with ICAN or knowledge gained therefrom for their personal benefit. The interests of the organization must be the first priority in all decisions and actions.

II. Persons Concerned

This policy is directed not only to officers, directors, and trustees, but also to all employees who can influence the actions of ICAN. For example, this would include all who make purchasing decisions, all persons who might be described as "management personnel," and anyone who has proprietary information concerning ICAN.

III. Areas in Which Conflicts May Arise

Conflicts of interest may arise in the relations of officers, directors, trustees, and management employees with any of the following third parties:

1. Persons and firms supplying goods and services to ICAN.
2. Persons and firms from whom ICAN leases property and equipment.
3. Persons and firms with whom ICAN is dealing or planning to deal in connection with a special event or a gift, purchase, or sale of either real estate, securities, or other property.
4. Other patient advocacy organizations.
5. Donors and others supporting ICAN.
6. Agencies, organizations, and associations which affect the operations of ICAN.
7. Family members, friends, and other employees.

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IV. Nature of Conflicting Interest

A conflicting interest may be defined as an interest, direct or indirect, with any persons or firms mentioned in Section 3. Such an interest might arise through:

1. Owning stock or holding debt or other proprietary interests in any third party entity dealing with ICAN.
2. Holding office, serving on the board, participating in management, or being otherwise employed (or formerly employed) with any third party dealing with ICAN.
3. Receiving remuneration for services with respect to individual transactions involving ICAN.
4. Using ICAN's time, personnel, equipment, supplies, or goodwill for other than ICAN-approved activities, programs, and purposes.
5. Receiving personal gifts or loans from third parties dealing with or competing with ICAN. Receipt of any gift is disapproved except gifts of a value less than \$50, which could not be refused without discourtesy. No personal gift of money should ever be accepted.

V. Interpretation of This Statement of Policy

The areas of conflicting interest listed in Section 3, and the relationships in those areas which may give rise to conflict, as listed in Section 4, are not exhaustive. Conflicts might arise in other areas or through other relationships. It is assumed that the officers, directors, trustees, and management employees will recognize such areas and relation by analogy. The fact that one of the interests described in Section 4 exists does not necessarily mean that a conflict exists, or that the conflict, if it exists, is material enough to be of practical importance, or if material, that upon full disclosure of all relevant facts and circumstances it is necessarily adverse to the interests of ICAN. However, it is the policy of the Board that the existence of any of the interests described in Section 4 shall be disclosed before any transaction is consummated. It shall be the continuing responsibility of the Board, and its officers, directors, trustees, and management employees to scrutinize their transactions and outside business interests and relationships for potential conflicts and to immediately make such disclosures.

continued on next page

VI. Disclosure Policy and Procedure

Transactions with parties with whom a conflicting interest exists may be undertaken only if all of the following are observed:

1. The conflicting interest is fully disclosed;
2. The person with the conflict of interest is excluded from the discussion and approval of such transaction;
3. A competitive bid or comparable valuation exists; and
4. The Board (or a duly constituted committee thereof) has determined that the transaction is in the best interest of the organization. Disclosure in the organization should be made to the CEO (or if the CEO is the one with the conflict, then to the Board Chairman), who shall bring the matter to the attention of the Board or a duly constituted committee thereof. Disclosure involving Directors should be made to the Board chairman, (or if she or he is the one with the conflict, then to the Board Vice Chairman) who shall bring these matters to the Board or a duly constituted committee thereof. The Board or a duly constituted committee thereof shall determine whether a conflict exists and in the case of an existing conflict, whether the contemplated transaction may be authorized as just, fair, and reasonable to ICAN. The decision of the Board or a duly constituted committee thereof on these matters will rest in their sole discretion, and their concern must be the welfare of ICAN and the advancement of its purpose.

ICAN Conflict of Interest Disclosure Statement

Preliminary note:

In order to be more comprehensive, this statement of disclosure/questionnaire also requires you to provide information with respect to certain parties that are related to you. These persons are termed “affiliated persons” and include the following:

- a. your spouse, domestic partner, child, mother, father, brother, or sister;
- b. any corporation or organization of which you are a board member, an officer, a partner, participate in management or are employed by, or are, directly or indirectly, a debt holder or the beneficial owner of any class of equity securities; and
- c. any trust or other estate in which you have a substantial beneficial interest or as to which you serve as a trustee or in a similar capacity.

1. Disclosure of (a), (b), or (c) above

(Please print, and use additional pages if necessary)

- 2. Capacity**
- Board of Directors
 - Board of Trustees
 - Executive Committee
 - Officer
 - Committee Member
 - Staff (position): _____

3. Have you or any of your affiliated persons provided services or property to ICAN in the past year?

YES NO

If yes, please describe the nature of the services or property and if an affiliated person is involved, the identity of the affiliated person, and your relationship with that person:

continued on next page

4. Have you or any of your affiliated persons purchased services or property from ICAN in the past year?

YES NO

If yes, please describe the purchased services or property and if an affiliated person is involved, the identity of the affiliated person, and your relationship with that person:

5. Please indicate whether you or any of your affiliated persons had any direct or indirect interest in any business transaction(s) in the past year to which ICAN was or is a party?

YES NO

If yes, describe the transaction(s) and if an affiliated person is involved, the identity of the affiliated person, and your relationship with that person:

6. Were you or any of your affiliated persons indebted to pay money to ICAN at any time in the past year?

YES NO

If yes, please describe the indebtedness and if an affiliated person is involved, the identity of the affiliated person, and your relationship with that person:

continued on next page

7. In the past year, did you or any of your affiliated persons receive, or become entitled to receive, directly or indirectly, any personal benefits from ICAN or as a result of your relationship with ICAN, that in the aggregate could be valued in excess of \$1,000, that were not or will not be compensation directly related to your duties at ICAN?

YES NO

If yes, please describe the benefit(s) and if an affiliated person is involved, the identity of the affiliated person, and your relationship with that person:

8. Are you or any of your affiliated persons a party to or have an interest in any pending legal proceedings involving ICAN?

YES NO

If yes, please describe the proceeding(s) and if an affiliated person is involved, the identity of the affiliated person, and your relationship with that person:

9. Are you aware of any other events, transactions, arrangements, or other situations that have occurred or may occur in the future that you believe should be examined by ICAN's Board or a duly constituted committee thereof in accordance with the terms and intent of ICAN's Conflict of Interest Policy?

YES NO

If yes, please describe the situation(s) and if an affiliated person is involved, the identity of the affiliated person, and your relationship with that person:

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I HERBY CONFIRM that I have read and understand ICAN's Conflict of Interest Policy and that my responses to the above questions are complete and correct to the best of my information and belief. I agree that if I become aware of any information that might indicate that this disclosure is inaccurate or that I have not complied with this policy, I will notify the Board Chairman as well as the CEO immediately.

Signature

Date

Sherry Weinstein, Chairman of the Board

Date

Marcia K. Horn, President and CEO

Date

ICAN Document Retention Policy

I. Purpose

In accordance with the Sarbanes-Oxley Act, which makes it a crime to alter, cover up, falsify, or destroy any document with the intent of impeding or obstructing any official proceeding, this policy provides for the systematic retention and destruction of documents received or created by ICAN in connection with the transaction of organization business. This Policy covers all records and documents, regardless of physical form and contains guidelines for how long certain documents should be kept as well as how records should be destroyed. The Policy is designed to ensure compliance with federal and state laws and regulations, to eliminate accidental or innocent destruction of records, and to facilitate ICAN's operations by promoting efficiency and freeing up valuable storage space.

II. Document Retention

ICAN observes and complies with the document retention procedures outlined below.

III. ICAN Records

Corporate Records

Annual Reports to Corporation Commission/Secretary of State	Permanent
Articles of Incorporation	Permanent
Board Meeting Minutes	Permanent
Board Policies/Resolutions	Permanent
Bylaws	Permanent
Construction Documents	Permanent
Fixed Asset Records	Permanent
IRS Application for Tax-Exempt Status (Form 1023)	Permanent
IRS Determination Letter	Permanent
Contracts (after expiration)	7 years
Correspondence (general)	2 years

Accounting and Tax Records

Financial Statements	Permanent
Depreciation Schedules	Permanent
IRS 990 Tax Returns	Permanent
IRS 1099 Forms	4 years
Invoices, Receipts, and General Ledgers	4 years

continued on next page

Bank Records

Bank Statements and Reconciliation	4 years
Electronic Fund Transfer Documents	4 years

Payroll and Employment Tax Records

Payroll Reports through Payroll Service	Permanent
State Unemployment Tax Records	Permanent
Earnings Records	7 years
Garnishment Records	7 years
Payroll Tax returns	7 years
W-2 Forms	7 years

Employee Records

Employment and Termination Agreements	Permanent
Retirement and Pension Plan Documents	Permanent
Records Relating to Promotion, Demotion, or Discharge	7 years after termination
Accident Reports and Worker's Compensation Records	7 years
I-9 Forms	7 years after termination

Legal, Insurance and Safety Records

Insurance Policies	Permanent
Real Estate Documents	Permanent
Stock and Bond Records	Permanent
Trademark Registrations	Permanent
Copyright Registrations	Permanent
Website Registrations	Permanent
General Contracts	3 years after termination

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IV. Electronic Documents and Records

Electronic documents will be retained as if they were paper documents. Therefore, any electronic files, including records of donations made online, that fall into one of the document types on the foregoing list will be maintained for the appropriate amount of time. If a user has sufficient reason to keep an e-mail message, the message should be printed in hard copy and kept in the appropriate file or moved to an “archived” computer file folder.

V. Emergency Planning

ICAN's records will be stored in a safe, secure, and accessible manner. Documents that are essential to keeping ICAN operating during an emergency will be duplicated or backed up.

VI. Document Destruction

ICAN's CEO, General Counsel, and Secretary-Treasurer are responsible for the ongoing process of identifying ICAN records, which have met the required retention period and for overseeing their destruction. Destruction of patient-related, financial, and personnel-related documents will be accomplished by shredding.

VII. Compliance

Failure on the part of employees to follow this Policy can result in possible civil and criminal sanctions against ICAN and its employees as well as possible disciplinary action against responsible individuals. ICAN's CEO will periodically review these procedures with the General Counsel and additional corporate counsel and/or the organization's certified public accountants in order to ensure that ICAN is in compliance with new or revised regulations.

*Adapted from the document retention requirements published by the
National Council of Nonprofit Associations, 2004; and the
Potomac Valley Audubon Society Document Retention and Destruction Policy, January 3, 2007.*

Chairman's Statement on Section 4958 IRC Policy

The ICAN Board of Directors, and all of ICAN Boards and Councils, have been in compliance with the Internal Revenue Code's Section 4958 since the inception of the organization in 1997.

Long before the Service mandated justification of executive compensation, and as heightened scrutiny of excess benefit transactions, we as a board, beginning at our meeting in January, 2001, led by past chairman Jewell M. Lewis, Ph.D., embarked on and produced an analysis of executive compensation titled "Salary of the President and CEO 2000-2001" which analysis has guided us in successive years as well.

All of our accounting internal controls and Board policies prohibit excess benefit transactions pursuant to I.R.C. Section 4958.

Sherry Weinstein
Chairman of the Board
July 26, 2007

Chairman's Statement Summarizing the Compensation Analysis for the Chief Executive Officer's Salary Review

The rigorous analysis, review, and record-keeping pertinent to the approval of any compensation package for the President and CEO (inaugurated at a full board meeting in January, 2001 under my predecessor Jewell M. Lewis, Ph.D. which produced a document titled "Salary of the President and CEO") involves the Compensation Committee basing its judgment on nonprofit survey data, comparable or relevant Form 990s from other healthcare or cancer-related tax-exempt organizations, as well as the current literature regarding nonprofit executive compensation and tax-exempt organizations.

The voting members of the Compensation Committee, all of whom are members of the ICAN Executive Committee, are all disinterested individuals who do not have any conflicts of interest as to the compensation arrangement.

In reviewing salary of the CEO, we more than do our homework. Many of our Board members are in daily contact with the CEO, as are several of our Council chairmen. The Board members with whom the CEO is in daily contact are continually apprised of the many effusive compliments that the organization receives from patients and non-patients alike about our Program Services.

Our compensation review procedures take into account the governing analysis of Section 4958 of the Internal Revenue Code and focus not only on the requirements of that Section [and satisfying the concerns and prohibitions of Treas. Reg. § 53.4958-4(b)(1)(ii)] but also rely on the following ICAN-specific Compensation Committee analysis and metrics:

1. comparable CEO positions in similarly-situated nonprofit organizations with "comparable" being defined as a nonprofit executive in another organization demonstrating the depth and breadth of responsibility that our CEO has in light of the intensity and complexity of our wide-ranging Program Services and diverse management and development responsibilities;
2. comparable nonprofit executive compensation data adjusted for ICAN's geographic area, industry, and size;
3. comparable positions in similarly-situated organizations in the nonprofit arena which expect a "24/7" CEO position on behalf of our Program Services and the unending personal sacrifice entailed therein;
4. effectiveness in overseeing all Program Services;

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5. effectiveness in overseeing operations and overseeing financial integrity in partnership with Board, staff and volunteers;
6. effectiveness in partnering with members of the organization's many boards and councils;
7. effectiveness in supervising volunteers and donors who become involved in our special events;
8. effectiveness in fostering an ongoing positive relationship amongst the organization and its patients, press, suppliers, and donors;
9. effectiveness in supervising staff and developing staff members to take on new and challenging roles;
10. overseeing and, in fact serving consistently as our lead fundraiser and special events manager, in partnership with the Development Committee;
11. effectiveness in producing the results that we consistently expect for this high-impact position including the massive amounts of work required in core and Named Program Services areas;
12. consideration of the unique education, experience, and expertise of the CEO and how the Board would have to replace the CEO, in the event of her disability or death, by having to hire numerous senior executives for Program Services, Management/General, Fundraising, and Lobbying;
13. consideration of the personal financial sacrifice in the early years of the organization (e.g., the CEO's 1997 salary was \$26,937);
14. consideration of the CEO's ongoing major leadership gifts, both cash and in-kind, through donated office space, supplies, and unreimbursed expenses for the last ten years; and
15. consideration of the fact that the CEO, since year-end 2002, has eschewed any merit increases, to which she would have been entitled (including eschewing even cost-of-living increases) so as to be able to hire additional employees and engage independent contractors for the organization.

Sherry Weinstein,
Chairman of the Board
July 26, 2007

*Additional Source beyond IRS Guidelines: Brian H. Vogel, Charles W. Quaid, Ph.D.,
Dollars and Sense: The Nonprofit Board's Guide to Determining Chief Executive Compensation
(Board Source, 2005)*

Comparing ICAN Organizational Efficiencies and Salaries

Fundraising Efficiency = [(amount raised) – (amount spent)] divided by [amount spent]

i.e., Impact from Fundraising and Management Salaries or Total Fundraising plus total Management/General Salaries and Expenses as a fraction of amount spent to achieve Net Event Revenues or Total Revenues

Org. A spends \$294,700 in Fundraising and Management/General salaries to raise \$300,296 in Net Event Revenues:

$$[300,296 - 294,700]/294,700 = 0.19$$

ICAN spends \$25,500 in Fundraising and Management/General salaries to raise \$219,815 in Net Event Revenues:

$$[219,815 - 25,500]/25,500 = 7.60$$

Net Event Revenues/Salaries

Question 1:

How much more efficient in raising Net Event Revenues is ICAN versus Org. A?

Answer:

7.6/0.19 = 400, i.e., according to this measure of efficiency, ICAN is 400 times as efficient as Org. A.

Total Event Revenues Fundraising and Management/General Salaries

Question 2:

How much more efficient in raising Total Event Revenues is ICAN versus Org. A?

Org. A spends \$294,700 in Fundraising and Management/General salaries to raise \$362,621 in TOTAL EVENT REVENUES:

$$[362,621 - 294,700]/294,700 = 0.23$$

ICAN spends \$25,500 in Fundraising and Management/General salaries to raise \$537,931 in TOTAL EVENT REVENUES:

$$[537,931 - 25,500]/25,500 = 20.1$$

Answer:

7.6/.019 = 20.1/0.23 = 87, i.e., ICAN is 87 times as efficient as Org. A.

continued on next page

Total Revenues/Salaries

Question 3:

How much more efficient in raising Total Revenues is ICAN versus Org. A in terms of total Salaries (Fundraising and M/G)?

Same as Question One, but change Org. A total raised to \$511,000

$$[511,000 - 294,700]/294,700 = .734$$

Same as Question One, but change ICAN total raised to \$494,000

$$[494,000 - 25,500]/25,500 = 18.37$$

Answer:

18.37 / .734 = 25, i.e., ICAN is 25 times as efficient as Org. A in terms of fundraising and M/G Salaries devoted to raising Total Revenues.

Total Revenues/Combined F/R and M/G

Question 4:

How much more efficient in raising Total Revenues are ICAN's Combined Operations (salaries and Management/General Expenses) versus Org. A's Combined Operations?

Org. A spends \$490,203 – a combined total of \$268,000 (Total Management/General) and \$222,203 (Total Fundraising) – to raise \$511,000.

ICAN spends \$80,000 – a combined total of \$63,000 (Management/General Salaries and Expenses) and \$17,000 (Fundraising Salaries and Expenses) – to raise a total of \$494,000.

Org. A spent $(268,000 + 222,203) = 490,203$, so Org. A's efficiency is $[511,000 - 490,203]/490,203 = .042$

ICAN spent $(63,000 + 17,000) = 80,000$, so ICAN's efficiency is $[494,000 - 80,000]/80,000 = 5.175$

Answer:

5.175 / .042 = 123, i.e., ICAN is 123 times as efficient as Org. A.

Travel & Employee Reimbursement of Expenses Policy

Introductory Board Statement

Since the organization's inception over ten years ago, no employee or independent contractor of IFADD/ICAN has incurred travel expenses. The Board, however, in its adoption of Best Practices policies and procedures, herewith delineates the following Policy in the event that authorized travel on behalf of the organization takes place.

This Policy does not supersede any preexisting mileage reimbursement arrangements governing current clerical employees.

I. Purpose

This document ensures that employee travel is consistent with the mission of the International Cancer Advocacy Network (ICAN). It also ensures fair and equitable treatment of employees by defining procedures for authorized business travel and guidelines for expense reimbursement.

II. Overview

Employee travel should be booked via the lowest cost alternative, consistent with good business practices. Neither luxury nor substandard modes of transportation and accommodations should be used.

Employee travel, and the expenses associated with it, will be authorized only in those circumstances which are clearly consistent with the mission of ICAN. The CEO will ensure that all employee travel meets this objective and that reimbursement is made only for actual, reasonable business expenses in connection with authorized travel as defined in this Policy. In order to maintain control over expenditures, any expense submitted which does not comply with the guidelines of this Policy will not be reimbursed, unless accompanied by a valid exception by management. Expense reports must be submitted in a timely manner.

All travel must be requested using the official ICAN "Travel Authorization Form" (hereafter referred to as a TAF), signed by the CEO or General Counsel. Subsequent to approval, travel arrangements, including airfare, rental car, lodging, and planning of meetings, can be coordinated through the CEO or the General Counsel. ICAN will use a travel management firm to facilitate travel arrangements. The designated travel agency will provide travel management reports. All reservations will be made through the ICAN-authorized travel agency.

III. Implementation & Responsibility

ICAN Senior Staff Member's Responsibility:

1. Senior staff should know and fully understand current travel policy and inform their staff of ICAN policy and procedures.
2. Determine if travel is really necessary to achieve the goal of the trip.
3. Approve travel expenses in accordance with this Policy.

ICAN Employee's Responsibility:

4. Notify support staff or designated travel agent as early as possible of necessary travel arrangements. If you notify the support staff or travel agent of your travel plans seven (7) days or more in advance, your trip will, in most cases cost considerably less.
5. If travel is requested less than 7 days prior to departure, a low-fare airline such as Southwest or US Airways must be used.
6. Work around contact's schedule when requesting travel arrangements.
7. Incur only expenses that are consistent with business needs, and exercise care in determining appropriate expenditures.
8. Use the ICAN-authorized travel agency and vendors with which ICAN has negotiated discount programs.
9. Submit expense reports as outlined in the expense section on this Policy, on a timely basis (within 7 days of your return).

IV. Travel Authorization & Approval

Upon determination that a trip is necessary, a TAF must be filled out and signed by the CEO or the General Counsel. This form can then be faxed or e-mailed to the designated travel agency to make reservations. The travel agency will not have authorization to issue airline tickets unless a signed TAF is received.

V. Air Travel

1. Air travel will be via the most direct and economical means, accommodating the comfort, needs, and preferences of the employee. The travel agency will advise the lowest fare and routing.
2. You must notify designated travel agent as early as possible of necessary travel arrangements.

continued on next page

3. Use of "Non-Refundable" airfares is recommended. These fares are usually considerably less expensive than refundable unrestricted fares. In most cases, if the travel must change or the trip is canceled all together, the funds can be used as a credit toward future travel, less a service charge imposed by the airline.
 4. No more than two (2) ICAN employees will be allowed to fly on the same flight. No exceptions.
 5. Business class travel is not permitted. All employees will fly at the least expensive economy rate, including international flights as well as domestic flights. Employees may upgrade using personal "frequent flyer" miles or miles donated by a Board member or sponsor of the trip.
 6. Employees may retain all benefits from frequent flyer club memberships. All dues for such clubs must be paid by employee.
-

VI. Auto Rental

1. For trips that exceed 350 miles round trip, employees are encouraged to evaluate the cost effectiveness of using a rental car compared to the potential reimbursement for miles driven in a personal car. Car rental is reimbursed at actual cost. Employees should seek economy rates for car rentals whenever possible and only pay for compact, economy, or mid-sized vehicles unless a larger vehicle is justified by a larger travel group. Receipts must be provided for reimbursement.
2. When a rental car is necessary, the car rental company name attached to this Policy as Addendum "A" should be utilized. The car rental agency has negotiated special lower rates for ICAN.
3. The car rental company will include the collision damage waiver and the personal liability insurance in the price of the daily rental to all ICAN employees. Should a situation arise that you rent a car other than from our designated car rental company, then you must take out the collision damage waiver.

or:

ICAN insurance package covers employees while traveling. Therefore, the employee shall decline the optional insurance coverage. In the event of an accident while traveling, you must notify ICAN's CEO or General Counsel immediately.

4. Wherever possible, an ICAN employee must refill the rented vehicle's gasoline prior to returning the rental car for drop off. Gas charges at the rental locations average considerably more than independent filling stations.

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VII. Personal Auto Reimbursement

1. Employees are only authorized to use his/her automobile if they have both a valid driver's license and current comprehensive auto insurance, including liability. If not, the employee is not authorized to travel for ICAN.
 2. Reimbursement issues are between each employee (based on job description) and the CEO.
 3. The employee assumes the responsibility for all parking and traffic fines.
-

VIII. Lodging

1. All ICAN-authorized accommodations must be in accordance with industry-accepted business travel standards with reference to comfort, convenience, and cost.
 2. Lodging reservations must be placed through the ICAN-designated travel agency.
 3. The employee is responsible for confirming that the rate being charged is also the rate listed on the travel itinerary. Any discrepancies should be reported immediately to the travel agency.
 4. All hotel reservations will be guaranteed to your personal credit card or ICAN corporate card. It is the employee's responsibility to cancel hotel reservations within the hotel cancellation policy time frame. This can be done by contacting the travel agency or the hotel directly. You must obtain a cancellation number when canceling a hotel reservation. ICAN will not reimburse hotel "no-show" fees, unless approved by the CEO.
-

VIII. Meals and Entertainment

1. Actual, reasonable, and necessary costs for meals will be reimbursed. The meal reimbursement may include a gratuity of up to 20% percent of the bill, before sales tax. Receipts are required for any meal in excess of \$8.00.
2. Entertainment expenses are reimbursable only with prior approval of the CEO or General Counsel, and must meet the following conditions:
 - a. The employee's specific assignment requires the entertainment of ICAN's contacts or potential contacts, or others as appropriate.
 - b. The entertainment expense is fully receipted (original receipts required).
 - c. Expenses are authorized by the CEO or General Counsel.

continued on next page

- d. The persons entertained, the place and the purpose of the entertainment must be clearly specified.
- e. Gratuities should normally be in the range of 15% to 20% of the cost of the services provided.
- f. Non-reimbursable expenses include, but are not limited to: alcoholic beverages, airline club dues, rental car club membership fees, airline audio/visual rental, in-room movies, fines for traffic violations, insurance on life or personal property while traveling, purchase of clothing and/or other personal items, expenses for family, child, pet, home, and property care while on an ICAN business trip.

X. Expense Reporting

The following conditions apply when submitting expense reports:

1. Actual and reasonable expenses are reimbursed in accordance with the provisions of this Policy.
2. Employee must submit expense reports within seven (7) days of incurring the expenses, or upon returning to the office, whichever is sooner. Failure to submit expense reports within ten (10) days will disqualify the employee from receiving reimbursement for expenses incurred while traveling on ICAN business.
3. Include the following items in, or attached to, the expense report when submitting it for payment:
 - a. Copy of TAF signed by the CEO or the General Counsel.
 - b. Original or carbon copies of receipts for meal, lodging, air, or auto transportation, tolls, gasoline, and any other business expense over \$8.00.
 - c. Explanation of any deviation from policy, unauthorized vendors, lodging or transportation, and/or charges submitted "in lieu of" normal expenses.
 - d. Check made payable to ICAN, if repayment of travel advance is due.

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4. International Travel Expenses

- a. Please complete expense reports in U.S. currency, during the week after returning to the office. It is best to convert foreign money to U.S. currency at the airport when departing a foreign airport.
- b. When preparing expense reports, convert foreign expenditures to U.S. Dollars as follows:
 - ✦ Use the foreign exchange rate printed on the bank exchange receipts for cash expenditures. Attach exchange receipts to the expense report.
 - ✦ Average the exchange rates when U.S. Dollars are changed to foreign currency more than once in the same country.
- c. Credit card charges will show actual exchange rates on the monthly bill. Upon receiving the bill for a foreign trip, please add up the foreign charges in U.S. Dollars and compare this to the amount submitted on your expense report. Submit a new expense report, with credit card billing documents attached, showing the total difference as either “due employee” or “due ICAN.”
- d. Employees will be reimbursed for expenses on regular pay days. In order for this to occur, the employee must have submitted expense report to the ICAN Accounting Department at least seven (7) working days prior to the next regular pay day.

Sherry Weinstein
Chairman of the Board

Marcia K. Horn
President and CEO

Sample ICAN Internal Controls Documentation

*Inspired by the 2005 “Internal Controls in Arizona” seminar lectures of
Deborah S. Adkins, Deborah S. Adkins, P.A.
and Eugene F. Ferraro, Business Controls, Inc.*

ICAN Internal Controls Policy and Finance Committee Documentation Requirements

Are all ICAN disbursements, except those from petty cash, made by pre-numbered checks?	✔ Yes.
Are voided checks preserved and filed after appropriate mutilation?	✔ Yes.
Does ICAN have a written prohibition against drawing checks payable to Cash?	✔ Yes.
Is there a written prohibition against signing checks in advance?	✔ Yes.
Is a cash disbursement voucher prepared for each invoice or request for reimbursement that details the date of check, check number, payee, amount of check, description of expense account (and restricted fund) to be charged, authorization signature, and accompanying receipts?	✔ Yes.
Are all ICAN expenditures approved in advance by authorized persons?	✔ Yes.
Are signed ICAN checks mailed promptly?	✔ Yes.
Does the check signer review the cash disbursement voucher for the proper approved authorization and supporting documentation of expenses? <i>We have disbursed cash only for modest petty cash reimbursements. ICAN's entire petty cash is typically under \$300 per year, mostly for emergency office supplies.</i>	✔ Yes.
Are invoices marked "Paid" with the date and amount of the check?	✔ Yes.
Are requests for reimbursement and other invoices checked for mathematical accuracy and reasonableness before approval?	✔ Yes.
Is a cash disbursement journal prepared monthly that details the date of the check, check number, payee, amount of check, and columnar description of expense account (and restricted fund) to be charged? <i>Our Office Manager is former Commissioner of the Superior Court, and she personally oversees our Petty Cash Disbursements Journal which is, again, very modest.</i>	✔ Yes.
Is check-signing authority vested in persons at appropriately high levels in the organization? <i>Checks can only be signed by the CEO, or the Board Chairman, and all expense categories are pre-approved by the Budget Committee of the Board, dating back to approvals for recurring expenses since 1999.</i>	✔ Yes.

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ICAN Internal Controls Policy and Finance Committee Documentation Requirements

Are the number of authorized signatures limited to the minimum practical number?	<input checked="" type="checkbox"/> Yes.
Do larger checks require two signatures?	<input checked="" type="checkbox"/> Yes.
Are bank statements and canceled checks received and reconciled by a person independent of the authorization and check signing function?	<input checked="" type="checkbox"/> Yes.
Are unpaid invoices maintained in an unpaid invoice file?	
<i>ICAN pays invoices immediately, and credit card balances owed are paid on the date due.</i>	<input checked="" type="checkbox"/> Yes.
Is a list of unpaid invoices regularly prepared and periodically reviewed?	<input checked="" type="checkbox"/> Yes.
<i>There is no need, as we do not have unpaid invoices.</i>	
Are invoices from unfamiliar or unusual vendors reviewed and approved for payment by authorized personnel who are independent of the invoice processing function?	<input checked="" type="checkbox"/> Yes.
<i>In over ten years, we have never had an unfamiliar or unusual vendor; all non-recurring expenses are pre-approved by various committee chairmen.</i>	
Are payments promptly recorded in the accounts payable register to avoid double payment?	<input checked="" type="checkbox"/> Yes.
If purchase orders are used, are all purchase transactions used with pre-numbered purchase orders?	<input checked="" type="checkbox"/> Yes.
<i>Purchase Orders are not used because of our size and the overwhelming number of recurring and non-discretionary expenses involved in operating ICAN.</i>	
Are advance payments to vendors and/or employees recorded as receivables and controlled in a manner which assures that they will be offset against invoices or expense vouchers?	<input checked="" type="checkbox"/> Yes.
Are employees required to submit expense reports for all travel-related expenses on a timely basis?	<input checked="" type="checkbox"/> Yes.
<i>No travel has occurred in the entire history of ICAN, but we have a Travel and Employee Reimbursement Policy in place nonetheless.</i>	

*Some of the points above are adapted or inspired by
Powered by SITEWORK, "Alliance for Nonprofit Management."*

ICAN Internal Audit Compliance Form

The attached expense/revenue comports with the following ICAN Policies:

Revenues

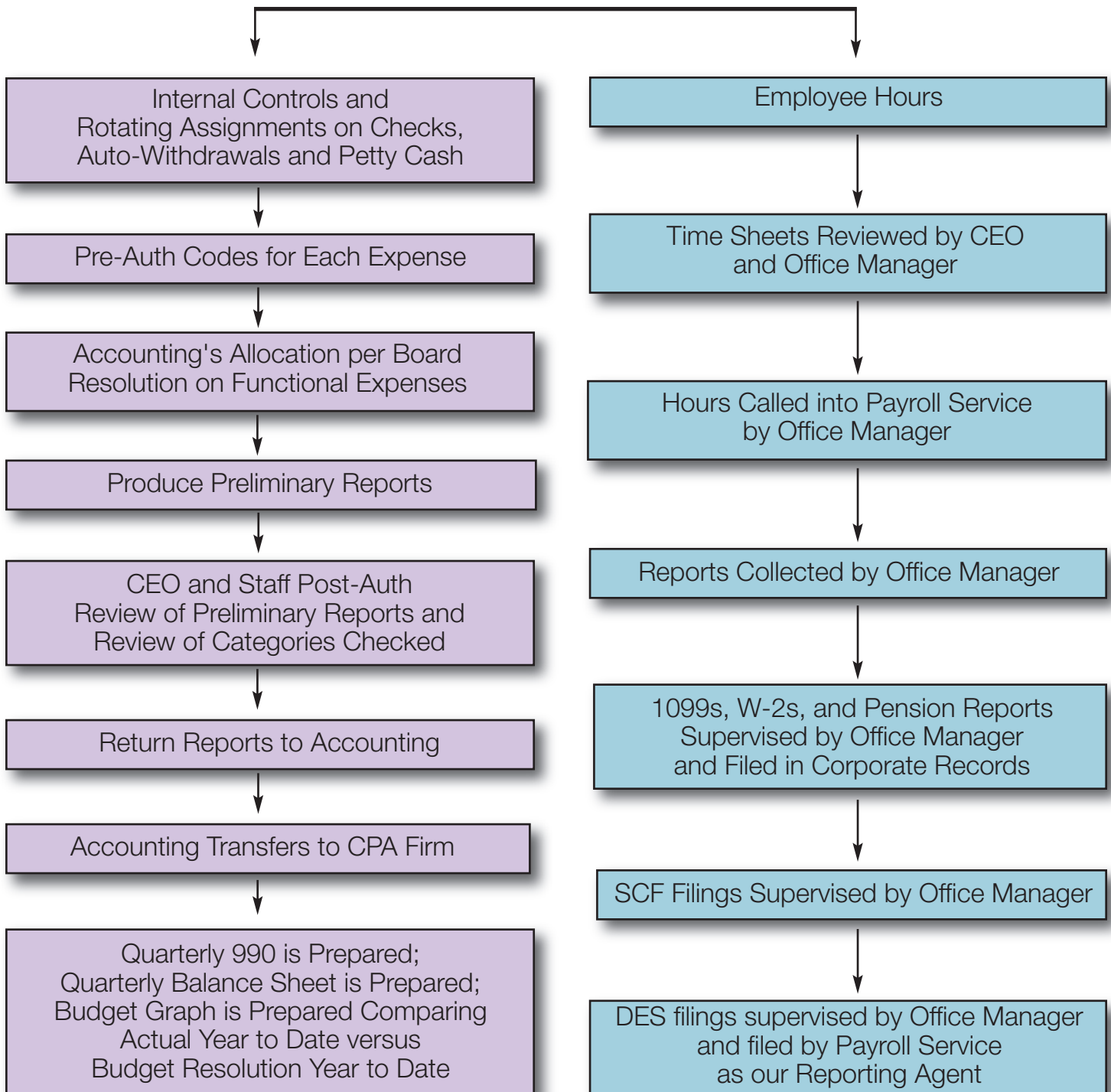
- ICAN Gift Acceptance Policy
- ICAN Donor Privacy Policy
- ICAN Endowment Resolution
- ICAN Investment Policy
- ICAN Reinvestment and Investment Income Distribution Policy

Expenses

- ICAN Board Governance and Best Practices Benchmarks
- ICAN Internal Controls Policy and Finance Committee Documentation Requirements
- Internal and Form 990 Compliance with IRC Section 4958 and Policies against Private Inurement
- ICAN Board Resolution on Section 4958 IRC Policy
- ICAN Board Resolution re: Compliance with 2008 Form 990 Revisions and Audit Policy Overview
- ICAN Conflicts of Interest Policy
- ICAN Document Retention Policy
- ICAN Compensation Committee Policy
- ICAN Travel and Employee Expense Reimbursement Policy
- ICAN Internal Controls and Accounting Flow Chart
- ICAN Check Request and Authorizaton
- ICAN 501(h) status and disclosure regulations
- ICAN Policy against Excess Benefit Transactions/Section 4958 Analysis
- ICAN Lobbying Guidelines pursuant to Section 501(h) of the Internal Revenue Code
- ICAN Unrelated Business Income Policy
- ICAN Joint Costs/Mixed Purpose Expenditures Policy
- ICAN Executive Committee Pre-Approval Policy

Senior Staff/Board Review: _____	Date: _____
General Counsel Review: _____	Date: _____
CEO Review: _____	Date: _____

ICAN Internal Controls and Accounting Flow Chart



Check Request



Check Payable to: _____

Paid by Check/CC: _____

Cancer Patient Advocacy Programs
Clinical Trials Advocacy Programs

Memo: _____

Amount: _____ Dual Allocation? Yes _____ No _____

Event Codes: ① Movie Previews ② Cadillac Invitational Golf Tournament ③ Jewels of the Sea Ball ④ Salon Concerts ⑤ Fundraising Parties/Parlour Meetings	Program Services Codes: ⑥ Cancer Patient Advocacy Programs ⑦ Clinical Trials Advocacy Programs ⑧ Public Education/Drugs in Pipeline ⑨ Analysis/Drug Bottlenecks ⑩ ICAN-Search™
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Category	Program Services	Code	Fundraising	Code	Management/General	Code	Lobbying	Code	Approval Code
Accounting Fees	\$		\$		\$		\$		
Legal Fees	\$		\$		\$		\$		
Supplies	\$		\$		\$		\$		
Telecommunications	\$		\$		\$		\$		
Postage, Shipping, Deliveries	\$		\$		\$		\$		
Occupancy, Rent, Relocations	\$		\$		\$		\$		
Shelving and Storage; five suites	\$		\$		\$		\$		
Equipment Rental and Repair	\$		\$		\$		\$		
Warranties and Maintenance	\$		\$		\$		\$		
Design, Printing, and Publications	\$		\$		\$		\$		
Travel	\$		\$		\$		\$		
Boards and Councils, Committees, Meetings, Briefings and Conferences	\$		\$		\$		\$		
Insurance Policies	\$		\$		\$		\$		
Marketing	\$		\$		\$		\$		
Bank Fees	\$		\$		\$		\$		
Licenses and Fees	\$		\$		\$		\$		
Dues	\$		\$		\$		\$		
Books and Subscriptions	\$		\$		\$		\$		
Staff Reimbursements	\$		\$		\$		\$		
Clerical Staff Mileage	\$		\$		\$		\$		
Volunteer Reimbursements	\$		\$		\$		\$		
Outside Clerical	\$		\$		\$		\$		
Payroll Taxes	\$		\$		\$		\$		
Payroll Services	\$		\$		\$		\$		

Form 990 Joint Expenses/Internal Audit/Financial Controls Checklist

I. 990 Joint Expense Declaration

Functional Allocation of this Expense if a Join Expense:

- Multiple Categories percentage allocation _____ %
- Program Services _____ %
- Management/General _____ %
- Fundraising _____ %
- Lobbying _____ %

II. Internal Audit Approval Codes

Approval Code History per Executive Committee categories

- A-1 specifically authorized by current Budget
- A-2 recurring expense per previous Approved Expenses/Personnel Committee (first authorized in 1997-1999)
- A-3 specifically authorized per January 18, 2000 Budget
- A-4 authorized by December 18, 2002 Executive Committee meeting
- B-1 specifically authorized by the Board Chairman
- B-2 specifically authorized by the Executive Committee
- B-3 specifically authorized by the Executive Committee re compensation package
- B-4 per specific Trustee or Officer
- B-5 underwritten by a specific Trustee or former Trustee
- B-6 per specific Advisory Council member or Officer
- C-1 ordinary and necessary expense to mount the *Jewels of the Sea Ball*
- C-2 ordinary and necessary expense to mount the upcoming *Christopher's Challenge Cadillac Invitational Golf Tournament*
- C-3 ordinary and necessary expense to mount a Salon Concert or other special event
- C-4 necessary expense in order to implement a certain grant requirement: _____
- D-1 approved expense via a specific Named Patient Program or Fund Sponsor
- D-2 necessary expense per donor intent/underwriting
- E-1 approved expense from Petty Cash Fund
- F-1 Financial Controls observed
- G-1 Reimbursement to employee (who advanced the funds) of expense as noted
- G-2 Reimbursement to employee as noted: _____

Pre-Authorization, Approval, and Audit Codes Per Expense



I. Nature of the Expense

Functional Allocation per 2007 Board Resolution YES NO

If No, what category: _____

Established Category YES NO If No, Delineate New Category: _____

II. Expense Approval

Established Functional Expense with Pre-Auth Code YES NO

If No, Check applicable categories:

- Board Budget Pre-Approval _____
- Strategic Planning Committee Pre-Approval _____
- Event Management Committee Pre-Approval _____
- Board Chairman Pre-Approval _____
- CEO Approval _____
- Office Manager Approval _____
- Compliance Officer Approval _____

III. Audit Benchmarks

Internal Controls YES NO

Petty Cash YES NO INAPPLICABLE

DP Involvement YES NO INAPPLICABLE

If Yes, Who: _____

If Yes, Copy for 990 File

Section 4958 Issue YES NO INAPPLICABLE

If Yes, Explanation: _____

If Yes, Copy for 990 File

990 Disclosure Issue YES NO INAPPLICABLE

If Yes, Explanation: _____

If Yes, Copy for 990 File

1099 Trigger YES NO INAPPLICABLE

If Yes, New 1099? Requisite Information:
Herein _____

To be Supplied _____

If Yes, Copy for HR File

IV. Within Budget Authority

Within Budget Resolution YES NO

If No, explanation: _____

Staff Signature _____ Office Manager or CEO Signature _____