



In Food & Agriculture, We Set the Standard

AOAC INTERNATIONAL

SECTION OPERATIONS GUIDELINES

The *Section Operations Guidelines* electronic manual is designed to assist Sections of AOAC INTERNATIONAL in planning, organizing and improving their operation.

Good communication among Sections and AOAC Headquarters is vital to the overall effectiveness of the AOAC Sections Program. Section Presidents are the liaisons who channel information among their Section constituents, and it is important that the Sections maintain effective communication through the President.

The new Section presidents should conduct a planning meeting early in the year, using this manual as a guide to set goals and objectives. All officers, members-at-large, planning committee members and all other committee chairs should attend the planning meeting.

For additional information, assistance or suggestions regarding the *Section Operations Guidelines* contact:

AOAC INTERNATIONAL

www.aoac.org

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Online Resources:

- **List of AOAC Sections** (<https://www.aoac.org/membership/sections/>)
- **AOAC INTERNATIONAL Bylaws** (<https://www.aoac.org/resources/aoac-bylaws/>)
Article XII: Purpose, Membership, Dissolution of Section
- **Policy on Use of Name and Logo** (<https://www.aoac.org/resources/use-of-aoac-name-and-logo/>)
- **AOAC Antitrust Policy** (<https://www.aoac.org/resources/anti-trust-policy/>)
- **Volunteer Conflict of Interest Policy** (https://www.aoac.org/wp-content/uploads/2019/10/AOACVolunteer_Conflict_of_Interest.pdf)

I. POLICY ON CHARTERING A NEW AOAC SECTION

The AOAC INTERNATIONAL Board of Directors will consider granting an AOAC INTERNATIONAL Section charter to an organized group, hereafter referred to as the "organization," when the following conditions have been met:

- A. There must be a minimum of **50** current AOAC INTERNATIONAL members in the geographic area being considered for a new Section. Designated representatives of an AOAC Organizational Member may be included in the total number of 50 current memberships.
- B. A minimum of 20 of those 50 listed above must sign a **“Petition to Charter an AOAC Section”**, thereby pledging their support to the operation and management of the Section.
- C. Ensure Section registration as a non-profit organization (or equivalent) in alignment with local requirements.
- D. An **“Application to Charter an AOAC Section”** must be submitted to AOAC Headquarters and shall include:
 - a. the desired name of the Section;
 - b. the geographic area to be covered; demographically, a country/region can only be included in one AOAC Section
 - c. list of the names, mailing addresses, telephone numbers, fax numbers and e-mail addresses of the four officers designated to lead the Section initially (President, President-elect, Treasurer and Secretary); and
 - d. a draft set of Bylaws that will govern the Section’s operations. The Bylaws must be in alignment with the Bylaws of AOAC INTERNATIONAL. (See Model Bylaws for AOAC Sections)
- E. Once completed, the **“Petition to Charter an AOAC Section”** and **“Application to Charter”** should be sent to the AOAC Section Programs Manager at AOACI headquarters. The AOAC Committee on Sections will review this material on Sections to determine that the petitioning group meets the minimum criteria and demonstrates that the proposed Section is in fact viable.
- F. If it agrees in the affirmative, the Committee on Sections would then forward a recommendation to the AOAC Board of Directors for action.
- G. When the Board of Directors has approved the charter of the new Section, the Manager of Section Programs will contact the members of the Executive Committee of the Section to inform them of the Board decision and then shall make arrangements for the formal presentation of a charter at the next Annual Meeting of the Association.
- H. The Section must have at least one meeting in the twelve-month period following its formal chartering and report the results of that meeting back to AOACI headquarters for review.

II. POLICY FOR MERGING SECTIONS

The AOAC INTERNATIONAL Board of Directors will consider granting a request to merge AOAC Sections when the following conditions have been met:

- A. Two Sections mutually agree to join together to form one Section.
- B. A Section requests to expand their geographic boundaries to include an area that is currently part of an inactive Section.

Procedure:

Sections that mutually agree to merge:

- Written documentation must be forwarded to the Manager of Section Programs. The document should include details regarding the merger, updated bylaws, and signatures of the current Section Presidents.
- After the written request is received, the Manager of Section Programs will forward the request to the Committee on Sections, then to the Board of Directors for final approval.
- The Manager of Section Programs will contact the officers of the Section Executive Committees to inform them of any Board of Directors decisions.

Merger of an active Section and an inactive Section:

- Written documentation must be forwarded to the Manager of Section Programs. The document should include details regarding the merger, updated bylaws and signatures of the active Section’s Executive Committee officers.
- After the written request is received, the Manager of Section Programs will forward the request to the Committee on Sections, then to the Board of Directors for final approval.
- The Manager of Section Programs will contact the officers of the Section Executive Committee to inform them of any Board of Directors decisions.

III. SECTION OFFICERS AND COMMITTEE MANAGEMENT

Recommended Officer Positions:

President/Chair, President-Elect/Chair-Elect, Secretary, Treasurer, Members-at-Large

Recommended Standing Committees:

Executive Committee, Nominating Committee, Finance Committee, Bylaws Committee, Program Committee

A. Officer Position Descriptions and Guidelines
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The following lists the usual responsibilities of the officers and Members-at-Large and may be changed to fit the needs of the Section but should agree with the Section's Bylaws.

PRESIDENT/CHAIR

The President is an elected official who is the chief executive officer of the Section. He/she is immediately responsible for the overall welfare of the Section and its various activities. The duties are largely managerial; he/she ascertains that programs, meetings, and other activities are properly planned, and sees to it that the officers and committees carry out their functions and should be familiar with the bylaws of the Section and the bylaws of the Association and conduct office procedures within this framework.

To be eligible for the office of President, an individual **must be** a current member of the Association. Candidates should be fully cognizant of the President's responsibilities before accepting nomination to the office of President.

RESPONSIBILITIES:

- 1) Ensure Section registration as a non-profit organization (or equivalent) in alignment with local requirements. NOTE: It is the responsibility of the Section, and not AOAC INTERNATIONAL, to meet local legal or jurisdictional requirements. However, AOACI may assist sections in meeting local obligations when appropriate.
- 2) The business and affairs of the Section between meetings of the Executive Committee and in accordance with its policies.
- 3) Preside at all meetings of the Section and Executive Committee.
- 4) Schedule a minimum of one Executive Committee meeting during the year.
- 5) Authorize mail balloting by the Executive Committee as needed.
- 6) With the approval of the Executive Committee, appoint all committees, designate the chairman of each and fill any vacancies occurring therein in accordance with the provision of the bylaws. The President shall appoint the following for lengths of terms as designated by the Executive Committee: a Nominating Committee; a Finance Committee; and any other committees established by the Executive Committee.
- 7) The President may appoint such other permanent or ad hoc committees or task forces as

deemed necessary. Approval of the Executive Committee is required for all appointments.

- 8) Perform such other duties as usually pertain to the office and are assigned by the Bylaws or the Executive Committee.
- 9) While in office, keep and update the Section Operation Guidelines; and when leaving office pass Guidelines on to the successor.
- 10) Perform such other duties as are assigned by the Section Bylaws or Executive Committee.
- 11) Select a member of the Section who is an AOAC INTERNATIONAL member that is familiar with its workings to serve as a member of the Association's Committee on Membership and the Association's Committee on Sections.
- 12) Responsible for providing AOACI with required reports and requested information within established deadlines.

PRESIDENT-ELECT/CHAIR-ELECT

The President/Chair-elect is an elected official whose primary responsibility is to serve as the Program Committee Chair and should be familiar with the Bylaws of the Section and the Bylaws of the Association. The President/Chair-elect performs the duties of the President/Chair in his/her absence.

To be eligible for the office of President-elect, an individual **must be** a current member of the Association. Candidates should be fully cognizant of not only the President-elect's but also the President's responsibilities before accepting nomination for the office.

RESPONSIBILITIES:

- 1) Serve as primary program planner for the annual and other Section meetings.
- 2) Perform such other duties as delegated by the President.
- 3) Perform the duties of President in the President's absence and in so doing shall have all the powers of and be subject to all restrictions upon the President.
- 4) Well in advance of any meeting, present arrangements for that meeting for Executive Committee approval.
- 5) Succeed immediately to the office of President in the event of the President's resignation, or death.
- 6) Succeed automatically to the office of the President at the expiration of the President's term of office.
- 7) Provide information on all meeting programs to the Secretary and to those responsible for Section publicity.
- 8) If applicable, provide meeting site with a copy of the Certificate of Insurance.
- 9) Perform such other duties as assigned by the Section Bylaws or Executive Committee.

- 10) Assist the Association with programming and organization of Annual Meeting when it is held within the geographical boundaries of the Section.

SECRETARY

The Secretary is an elected officer who is responsible for keeping the records of the Section and is the official liaison between the Section and the AOAC headquarters in all-administrative matters and should be familiar with the Bylaws of the Section and the Bylaws of the Association.

To be eligible for the office of Secretary, an individual **must be** a current member of the Association. Candidates should be fully cognizant of the Secretary's duties and responsibilities before accepting nomination for the office.

RESPONSIBILITIES:

- 1) Keep a record of the proceedings of the Section.
- 2) Record the minutes of the meetings of the Executive Committee and distribute to Executive Committee members and to AOACI headquarters.
- 3) Maintain a current and accurate membership roster and mailing list of the Section. The Section's mailing list will need to be updated and purged regularly. Before an update and purge, the Secretary should send a copy of the list to each member of the Executive Committee so they can update (add and subtract) information for their areas. Copies of the updated list must be sent to the Association to the attention of the Manager, Sections at AOACI for headquarters' records and use.
- 4) Prepare ballots for election of officers, members-at-large or for proposed amendment to the Bylaws; mail said ballots only to members of the Section.
- 5) Within 15 days of the election, vote or change, notify the AOAC INTERNATIONAL Manager, Sections of the results of the election of officers and of any questions put before the membership for vote, or of any other changes in the Executive Committee. Also, notify AOAC INTERNATIONAL of the correct address, phone number, and, when possible, fax numbers and e-mail addresses of the Executive Committee.
- 6) Whenever the Section's Bylaws are revised, send a copy of the complete revised Bylaws to the Manager, Sections. Proposed changes requiring Board of Directors approval also go to the Manager, Sections who will transmit them to the Board. Note that some Bylaws revisions may be made solely by vote of the Section's membership, others--spelled out in Article XII Section IV of the Section Bylaws--require Board of Directors approval, and still others are made by the Board of Directors as blanket changes affecting all Sections' Bylaws.
- 7) Display both Section (if applicable) and Association membership applications and brochures at each Section meeting.
- 8) Serve as official liaison between the Section and the Association.
 - a) Send 3 copies of all mailings to the Manager, Sections at AOACI for filing and archiving.

- 6) Provide to the AOAC INTERNATIONAL Manager, Sections a copy of the Consolidated Sections Annual Financial Report in accordance with the format found in these Guidelines in Appendix C. Financial statements must include copies of the last monthly bank statement corresponding to the end of month annual report.
- 7) Submit periodic financial reports to the Executive Committee, as the members of that Committee deem necessary for their information.
- 8) Assist Section's Finance Committee, as necessary.
- 9) Pass all existing records on to successor at completion of term. Treasurer's records should be maintained for a minimum of ten years.
- 10) Obtain a fidelity bond if required by the Section.
- 11) Seek advice from AOAC INTERNATIONAL concerning duties and procedures.
- 12) Perform such other duties as are assigned by the Section Bylaws or Executive Committee.

MEMBERS-AT-LARGE

A Member-at-Large is an elected official who is responsible for representing the Section members on the Executive Committee of the Section. They should be familiar with the Section's Bylaws and the Association's Bylaws.

Members-at-Large **must be** current members of the Association and should preferably be representative of the area the Section serves. Candidates should be fully aware of the duties of Member-at-Large before accepting nomination for office.

RESPONSIBILITIES:

- 1) The responsibility of a Member-at-Large is to attend all Executive Committee meetings of the Section and to represent the Section Membership by participating in the decision-making process of the Executive Committee.
- 2) Members-at-Large should represent the needs of area they serve.
- 3) Members-at-Large perform other duties as assigned by the Section Bylaws or Executive Committee.

- b) Within 30 days of annual business meeting, send the following to the Manager, Sections: Executive Committee meeting minutes, list and term of new officers and Members-at-Large, meeting attendee list, Section follow-up report on meeting to include number of attendees, topics covered, days held, location, etc.
 - c) Some liability insurance may be available from AOACI for US Section meetings, contact the AOAC INTERNATIONAL Manager, Sections for more information.
 - d) Provide Manager, Sections with current membership roster, meeting attendee list and mailing list.
- 9) Assist the Executive Committee with mailings and related items for meetings.
 - 10) Pass proceedings and other Section records on to successor.
 - 11) Perform such other duties as assigned by the Section Bylaws or Executive Committee.

TREASURER

The Treasurer serves as an elected official responsible for the operational and administrative control of all funds and material assets of the Section. This individual is required to be familiar with basic accounting and management control standards as well as the Section and Association Bylaws.

Activities of Sections may be funded through membership fees, grants, sponsorships, annual meeting/workshop registration fees.

To be eligible for the office of Treasurer, an individual **must be** a current member of the Association. Candidates should be fully cognizant of the Treasurer's duties and responsibilities before accepting nomination for the office.

RESPONSIBILITIES:

- 1) The Treasurer shall act as the chief financial officer of the Section and do so in accordance with the AOACI financial guidelines set forth by the Association.
- 2) Obtain and maintain required banking services. Ensure that banking resolutions and signature cards are maintained and updated as required. Provide copies of all banking resolutions to the Association. Implement and maintain adequate internal controls to ensure the proper use and disposition of Section resources.
- 3) Collect all funds due the Section, including member dues, registration fees, etc., and pay all legal obligations of the Section; and maintain adequate and sufficient documentation of these transactions.
- 4) Perform all necessary record-keeping functions pursuant to the above responsibilities, including bank statement reconciliation and financial reporting for the Section.
- 5) Provide the Secretary with dues payment information that officer needs to keep membership rolls up to date.

B. Committee Descriptions and Guidelines

Standing committees may be formed as needed by the Section to carry out its purpose and objectives. In addition, the Executive Committee shall have the power to form, expand, or terminate any ad hoc committees or task forces needed to ensure successful and orderly function of the Section.

Examples of committees, other than those outlined below, Sections may find useful include Membership, Scholarship, Newsletter, Strategic Planning, Education and Public Relations Committees.

EXECUTIVE COMMITTEE

The Executive Committee is a required standing committee of each Section and all members of the Executive Committee must be current AOAC members.

The Executive Committee/membership should consist of a balanced representation of government, industry, academia, technology providers, contract research organizations.

MISSION: To conduct the business of the Section.

RESPONSIBILITIES:

- (1) To meet regularly as specified in the Section Bylaws.
- (2) Conduct meetings in a business-like manner with official minutes recorded by the Secretary.
- (3) Regularly receive and act upon reports of the various functioning offices and committees of the Section for approval.
- (4) The Executive Committee shall fill any vacancy occurring among its officers or membership.
- (5) Be responsible and accountable for fiscal decisions including: approval of the budget, setting of dues and meeting fees, selection of official repositories, short and long-term investments.
- (6) The Executive Committee has responsibility for planning the annual meeting of the Section, establishing policy, and other activities necessary to meet the objectives of the Section and the Association.
- (7) The Executive Committee has the power to form, expand, or terminate ad hoc committees or task forces as is necessary for the orderly function of the Section.

COMPOSITION:

The Executive Committee is comprised of the Section officers, the immediate Past President, and Members-at-Large. The President of the Section is the chair of the Executive Committee. Terms of office shall be as stipulated by the Section's Bylaws.

NOMINATING COMMITTEE

The Nominating Committee is a recommended standing committee of each Section.

MISSION: To recommend a slate of Section members as potential nominees for elected offices.

RESPONSIBILITIES:

- (1) To select qualified candidates for President-Elect, Secretary, Treasurer and Member-at-Large positions.
- (2) To seek recommendations for candidates from the members of the Section
- (3) To ensure that the slate proposed will meet the requirements specified in the Section Bylaws and is representative of the area the Section serves
- (4) To ensure that candidates are informed as to the qualifications and responsibilities of the positions for which they are nominated, are willing to serve, and receive copies of the Bylaws of the Association and the Section.

COMPOSITION:

The membership of the Nominating Committee will consist of the Past President, President-elect, and two additional members of the Section appointed by the Executive Committee.

FINANCE COMMITTEE

The Finance Committee is a recommended standing committee of each Section.

MISSION: To ensure adequate management control of the Section’s financial resources and to provide management oversight of the Section’s financial budgeting.

RESPONSIBILITIES:

- (1) Ensure that adequate management controls are in place to protect the Section’s resources from fraud, waste and abuse.
- (2) Develop, prepare and present to the Section’s Executive Committee an annual operating budget that takes into account all sources of income, total operating expenses, and Section investment accounts.
- (3) Provide to the Section’s Executive Committee as required, but no less than bi-annually, a review of the financial activities of the Section to date.
- (4) Suggest modifications of the approved annual operating budget as required to meet unexpected requirements.

COMPOSITION:

The membership of the Finance Committee shall consist of members of the Section and the Section Treasurer, who may also be the Chair of the Finance Committee.

BYLAWS COMMITTEE

The Bylaws Committee is a recommended standing committee of each Section.

MISSION: To maintain and interpret the Section Bylaws.

RESPONSIBILITIES:

- (1) At least annually, review the Section Bylaws and recommend updating as needed.
- (2) The committee chair should serve as the Section parliamentarian and, in this capacity, should attend all Section business meetings.
- (3) Whenever by-law changes are:
 - a) Proposed by the Section; the Committee should review the wording of change, check for conflict with the Association's Bylaws, and inform the Executive Committee of any conflict.
 - b) Enacted by AOAC INTERNATIONAL Board of Directors; the Committee should update the Section's Bylaws, and inform the Executive Committee of any Bylaws conflict that may have been caused by the change.
 - c) The Committee should update the Section's Bylaws and forward a copy to the Section Secretary to be sent to Manager, Sections.
- (4) Make Section Bylaws available to the Section membership on request.

COMPOSITION:

The membership of the Bylaws Committee shall be Section members.

PROGRAM COMMITTEE

The Program Committee is a recommended standing committee of each Section.

MISSION: To implement the meeting plans.

RESPONSIBILITIES:

Not all the responsibilities listed below are applicable to the Section's meetings. For example, not all Sections hold exhibits, offer social programs, meals, recreational events, spouse tours, or technical tours for attendees.

- (1) Meeting promotion/publicity/registration
- (2) Technical program
- (3) Site, facilities, audio-visual equipment
- (4) Exhibits
- (5) Social program, meals, recreational events, spouse and technically oriented tours

COMPOSITION:

Any interested individual may serve. Ideally, the Committee would include one or more persons responsible for each of the applicable responsibilities listed above.

C. Officer and Committee(s) Report Form

SECTION EXECUTIVE COMMITTEE

SECTION: DATE:

TERM: PREPARED BY:

PRESIDENT:

PRESIDENT- ELECT:

Member ID Number:

Member ID Number:

Name:

Name:

Company:

Company:

Job Title:

Job Title:

Mailing Address ___ Home ___ Business

Mailing Address ___ Home ___ Business

Business Phone:

Business Phone:

Fax:

Fax:

Email:

Email:

SECRETARY:

TREASURER:

Member ID Number:

Member ID Number:

Name:

Name:

Company:

Company:

Job Title

Job Title

Mailing Address ___ Home ___ Business

Mailing Address ___ Home ___ Business

Business Phone:

Business Phone:

Fax:

Fax:

Email:

Email:

EXECUTIVE COMMITTEE MEMBER:

Member ID Number: _____
Name: _____
Company: _____
Job Title: _____
Mailing Address ___ Home ___ Business

Business Phone: _____
Fax: _____
Email: _____

EXECUTIVE COMMITTEE MEMBER:

Member ID Number: _____
Name: _____
Company: _____
Job Title: _____
Mailing Address ___ Home ___ Business

Business Phone: _____
Fax: _____
Email: _____

EXECUTIVE COMMITTEE MEMBER:

Member ID Number: _____
Name: _____
Company: _____
Job Title: _____
Mailing Address ___ Home ___ Business

Business Phone: _____
Fax: _____

Email: _____

EXECUTIVE COMMITTEE MEMBER:

Member ID Number: _____
Name: _____
Company: _____
Job Title: _____
Mailing Address ___ Home ___ Business

Business Phone: _____
Fax: _____
Email: _____

EXECUTIVE COMMITTEE MEMBER:

Member ID Number: _____
Name: _____
Company: _____
Job Title: _____
Mailing Address ___ Home ___ Business

Business Phone: _____
Fax: _____
Email: _____

EXECUTIVE COMMITTEE MEMBER:

Member ID Number: _____
Name: _____
Company: _____
Job Title: _____
Mailing Address ___ Home ___ Business

Business Phone: _____
Fax: _____

Email: _____

PROGRAM COMMITTEE CHAIR:

Member ID Number: _____
Name: _____
Company: _____
Job Title _____
Mailing Address ___ Home ___ Business

Business Phone: _____
Fax: _____
Email: _____

BYLAWS COMMITTEE CHAIR:

Member ID Number: _____
Name: _____
Company: _____
Job Title: _____
Mailing Address ___ Home ___ Business

Business Phone: _____
Fax: _____
Email: _____

EDUCATION COMMITTEE CHAIR:

Member ID Number: _____
Name: _____
Company: _____

Job Title _____
Mailing Address ___ Home ___ Business

Business Phone: _____
Fax: _____
Email: _____

FINANCE COMMITTEE CHAIR:

Member ID Number: _____
Name: _____
Company: _____
Job Title _____
Mailing Address ___ Home ___ Business

Business Phone: _____
Fax: _____
Email: _____

MEMBERSHIP COMMITTEE CHAIR:

Member ID Number: _____
Name: _____
Company: _____
Job Title: _____
Mailing Address ___ Home ___ Business

Business Phone: _____
Fax: _____
Email: _____

PUBLIC RELATIONS COMMITTEE CHAIR:

Member ID Number: _____
Name: _____
Company: _____

Job Title _____
Mailing Address ___ Home ___ Business

Business Phone: _____
Fax: _____
Email: _____

III. SECTION ADMINISTRATION AND MANAGEMENT

A. Meeting Development and Marketing

AOAC has created a *Meeting Development and Marketing Guide* to serve as a resource for organizing and coordinating AOAC Section Meetings. It provides detailed information including important functions needed to plan and coordinate a Section meeting. This guide was designed to assist Sections operating at different levels. The basic details will aid those Sections with less experience in meeting planning, and those with more experience will be able to utilize the portions appropriate for them.

Planning is the key to organizing a successful Section meeting. Organizing an effective meeting will help Sections in several ways. Acceptance by local industry, educational institutions, city authorities, and the community at large is of great importance to local Sections.

Spreading the word about Section meetings and maximizing participation takes planning, creativity and resourcefulness. Each time one of these groups reads about, sees, or hears of your activities, they gain a stronger, clearer impression of the services AOAC INTERNATIONAL Sections provide.

Key sections of the *Meeting Development and Marketing Guide* include:

1) Planning a Section Meeting

- (a) **Goals and Objectives** – Determining meeting goals and objectives will provide the basis for determining program content and should serve as the guiding principle for each element of a Section Meeting.
- (b) **Program Development** – Once the goals and objectives have been established the program format and topics can be developed. In planning the program schedule, many factors must be taken into consideration.
 - **Educational Format** – This should include a variety of delivery mechanisms.
 - **Program Committee** – Working with the Program Committee is a key component in developing a successful meeting program. The Program Committee is a highly-recommended standing committee for each Section.
 - **Speaker Coordination** – Coordinating the activities of speakers is another key component in successful program development.
- (c) **Budgeting** – Good financial management sets up a framework that monitors all elements of a meeting. Establishing financial goals should be completed before any other planning begins.
- (d) **Site Selection** – This is a critical factor in the success or failure of a Section meeting. Needs of the event must first be identified and matched to those sites that can handle the requirements.
- (e) **Exhibitors** – Having exhibits at your meeting can be a good way to generate additional revenue as well as interest by attendees.

- (f) **Registration Procedures** – Registration is the first impression that attendees will have of the Section Meeting. A carefully planned registration process that is quick and easy as possible for attendees to utilize will be greatly appreciated by the attendees.
- (g) **Meeting Evaluation** – Should be incorporated into overall Section meeting management strategy. Evaluation allows Sections to determine whether the goals and objectives of your meeting have been met and can be a valuable tool for planning future meetings.

2) Promoting a Section Meeting

- (a) **Promotion and Marketing** – Once a meeting is organized and planned, promotion becomes a key factor in the Section meeting’s outcome. Promotion is the aspect of marketing that deals with achieving meeting objectives, such as generating program awareness within the market or reaching certain attendance goals.
- (b) **Printed Promotional Materials** – Two direct mail promotional strategies include **brochure** creation and design and **press release** development. To maximize publicity for Section meetings and attract meeting attendees, both should be prepared and distributed at least six months prior to the meeting date.
- (c) **Mailing Lists** – Contacts on Section lists may include past meeting attendees, Section members (if applicable), AOAC members and other potential meeting prospects. The prospects include government, industry, academic scientists, technology providers, and contract research organizations.
- (d) **Web site** – On-line communications are often the most effective medium for promoting all types of products and services.
- (e) **Telephone Contact** – Another popular marketing strategy to encourage Section meeting attendance is making personal telephone contacts to qualified candidates.

3) Other Highlights of the Meeting Development and Marketing Guide include:

- (a) AOAC Speaker Request Information, Speaker Request Form, Pre-Visit Report, and the Available Speaker List
- (b) Sample (2-page Tri-fold) Brochure Template
- (c) Meeting and Marketing Timeline and Checklist

B. Fundraising Guidelines for Sections

The following guidelines apply to soliciting sponsorships from industry for Section meetings.

- 1) The goal is to obtain sponsors for specific meeting events and/or general support of the meeting.

- 2) All solicited firms should be invited to sponsor one or more events. Solicitation should be restricted to firms operating within the geographical boundaries of the Section (unless Section Executive Committee member gives prior approval where potential sponsor is located) and should be through an appropriate local representative.
- 3) Activities for which sponsorships may be solicited include symposia, poster sessions, abstract book printing, reception, refreshments and other events which are open to all registrants.
- 4) Activities for which sponsorships should not be solicited include any event for which meeting attendance is restricted.
- 5) Sections should publicly acknowledge all sponsorships by name of the sponsor. Sponsors should receive thank you notes.
 - (a) Signs at the event should acknowledge sponsors for refreshments, reception, abstract book, and poster sessions.
 - (b) Sponsors for scientific symposia should be acknowledged at the meeting by signs in public places excluding the symposia rooms in the following format:
 - Name of Symposium (A)
 - Name of Sponsor (s)
 - Name of Symposium (B)
 - Name of Sponsor(s)
 - (c) Sections can acknowledge sponsors at the front of the preliminary and final program on a single list in the following format:
 - Name of Event (A)
 - Name of sponsor (s)
 - (d) On the same or nearby page, as in (b) should appear the following: "None of the funds from any corporate sponsor are used to pay expenses of US Federal Employees participating in this meeting."
- 6) Sections should take care that no employee of a government or non-government organization will solicit sponsorships contrary to their employers' policies regarding such solicitation. AOAC is aware that US and Canadian Federal, and some state and provincial, government employees must not participate in such solicitation.
- 7) The Section may commit some funds needed for symposia speaker support before sponsorships are obtained. Employees of sponsors may be invited to be some of the speakers in symposia on the same basis as employees of non-sponsors. The symposia Chairmen select speakers for specific subjects at their discretion.
- 8) Sections should use only Section funds for funding expenses of US Federal employees who are symposium chairmen or invited symposia speakers. Criteria for deciding which US Federal employees receive expense reimbursement are in the above paragraph. AOAC cautions US Federal employees and other persons offered expense reimbursement to follow procedures of their employers in accepting and reporting reimbursement.

- 9) Any scientist employed by any organization (sponsoring or non-sponsoring) is welcome to participate in the poster sessions and other scientific activities up to limits of space and registration deadlines. AOAC commits to these scientific activities regardless of sponsorship.

C. Financial Records and Reporting

Requirements for Maintaining Non-Profit Tax Status of Section

- 1) AOAC INTERNATIONAL is a recognized IRS 501(c)3 Non-profit Organization. Each Section is afforded the opportunity to share in that recognition by being an approved organization under the U.S. Internal Revenue Service (IRS) guidelines for Group Exemptions. There are standards of record-keeping and certain requirements that must be met and maintained over the years for a Section to maintain its continuing non-profit status under the AOAC INTERNATIONAL Group Exemption. Loss of non-profit status could have serious consequences for a Section.
- 2) Each United States regional Section will obtain, with the help of the AOAC INTERNATIONAL, a U.S. Federal Employer Identification Number (EIN). This number is required for obtaining approval of exempt status under the AOAC INTERNATIONAL Group Exemption, as well as for conducting all banking affairs in the United States.
- 3) Each Section must submit, within thirty days of the end of its fiscal year, to AOAC INTERNATIONAL Manager, Sections, an annual financial report using the AOAC Financial Report Form. It is the responsibility of the Section Treasurer to assure that these reports are complete, accurate, and timely
- 4) Each U.S. Section that maintains recognition as a Tax Exempt Non-profit entity under the AOAC INTERNATIONAL group exemption must comply with all reporting requirements of the IRS and other federal and state agencies that have regulatory status in this area. **Beginning in 2008 small tax-exempt organizations that were not previously required to file returns may be required to submit an annual electronic notice, Form 990-N, *Electronic Notice (e-Postcard) for Tax-Exempt Organizations not Required to File Form 990 or 990-EZ.*** AOAC Staff will contact treasurers annually with a reminder to fill out this form upon receipt and offer additional assistance with filling out the form if necessary.
- 5) For those U.S. Sections with gross income exceeding \$50,000, the IRS Form 990 must be filed. Having financial statements prepared, reviewed and compiled by an independent Certified Public Accountant (CPA) will be required for any Section meeting this benchmark. Statements reviewed and compiled by CPA will be submitted to AOAC INTERNATIONAL office no later than April 1 for preparation of required Form 990. AOAC staff should be notified of this impending condition as early as possible in the fiscal year.

Recommendations for Handling Section Financial Business

- 1) Banking and Investment Accounts and Services:
 - a) The Treasurer shall ensure implementation of adequate internal controls to protect Section financial resources against fraud, waste and abuse. The Treasurer shall also maintain the necessary banking and investment accounts needed to conduct Section business and update resolutions and signature cards as required and at the direction of the Section Executive Committee, shall establish and maintain accounts as required.

2) Financial and Administrative Duties:

The Treasurer, serving as the Section's Chief Financial Officer, is responsible for:

- a) Administrative management of the Section's financial records and accounts.
- b) Collection and recording of all accounts receivable as well as payment and recording of all accounts payable.
- c) Preparation and submission of an annual financial report to AOAC INTERNATIONAL.

SECTION FINANCIAL REPORT

SECTION:

DATE:

AOACI's Bylaws require each Section Treasurer to report finances annually. Due to strengthening of Internal Revenue Service regulations, it is important that financial reports be submitted promptly and accurately. AOAC policy requires a report on financial status be submitted within 30 days after the Section meeting. If no meeting was held during the year, the report should be prepared and sent to AOACI no later than February 15 of the following year.

Depository for bank funds:

Custodian for securities:

All checks on Section funds are signed by _____

and countersigned by _____

The following are comments on any charges affecting the financial condition of the Section during the year.

I hereby certify that the attached report correctly sets forth the position of the Section as of _____ (date)

Respectfully submitted,

Treasurer

NOTE: Copies of the bank statements should be attached to this report.

Return to: AOAC INTERNATIONAL
Attention: May Rose Jones, Director of Membership and Sections
2275 Research Boulevard, Suite 300
Rockville, Maryland, 20850-3250 USA

Fax: +1-301-924-7089
E-mail: mjones@aoac.org

Financial Report for period beginning _____, ending _____.

SECTION FINANCIAL REPORT

SECTION: _____

DATE: _____

	Annual Budget (Optional)	Total Dollars Spent or Received		
INCOME:				
General Office				
Membership Dues (if applicable)				
Registration Fees				
Meeting Facility				
Food and Beverage				
Training Courses				
Exhibits				
Sponsorships				
Special Functions				
Interest and Dividends				
Other:				
TOTAL INCOME				
EXPENSES:				
General Office Supplies				
Meeting Facility				
Speaker				
Food and Beverage				
Training Courses				
Exhibits				
Equipment				
Special Functions				
Printing & Promotion				
Other:				
TOTAL EXPENSES				
NET (Profit or Loss)				
BALANCE STATEMENT OF ASSETS				
Total Receipts and Disbursements From	Checking Account	Savings Account	Cost of Investments	Current Value of Investments
Beginning Balance				
NET (from above)				
Ending Balance				
		TOTAL ASSETS:		

D. Communications and Public Relations

Creating communications and generating public relations materials should be an important activity of every AOAC Section. Your Section activities including: prominent speakers/presenters, visits by AOAC representatives, scholarship awards, election of Section officers, etc. merit public attention. Every opportunity for communicating your message needs to be explored. When potential Section participants read about, see, or hear about your Section activities, they will gain a stronger, clearer impression of the services AOAC Sections provide.

Things to consider when creating your communications include:

Use of Name and Logo – The AOAC INTERNATIONAL Board of Directors approves and encourages reference to the Association by name, either as AOAC INTERNATIONAL or as AOAC; or reference to our registered trademark, AOAC[®], in appropriate settings to describe our programs, products and services. When referring to the Section name the appropriate wording is (Section Name) of AOAC INTERNATIONAL”. For example: Central Section of AOAC INTERNATIONAL.

The logo of AOAC is a registered trade and service mark and shall not be reproduced or used by any person or organization other than the Association, its elected and appointed officers, sections, or committees, without the prior written permission of the Association. An electronic copy of the logo is available upon request from the Manager, Sections.

When referring to AOAC in your communications and public relations materials use the following paragraph:

“AOAC INTERNATIONAL brings together government, industry and academia to establish standard methods of analysis to ensure the safety and integrity of foods and other products that impact public health around the world.”

Public relations functions include:

- Drafting press releases highlighting information of Section activities (meetings, speakers, educational programs, special events, etc.) to local newspapers and local trade publications.
- Provide information for publication in *Inside Laboratory Management* magazine. You are encouraged to send in photos and write-ups of your Section’s activities.
- Maintain a supply of Section meeting photographs to use for promoting activities of the Section.

Additional information regarding press releases and Section meeting promotion is available in the Section *Meeting Development and Marketing Guide*. To receive a copy contact Program Manager, Association Activities at +1-301-924-7077 x114 or by e-mail at mjones@aoac.org.

E. Membership Development and Retention

Attracting new members and keeping current members – both AOAC and Section (if applicable) is vital function for the continued success of a Section. More members mean more technical skills and knowledge to share in the networking environment. Access to new developments and technologies will increase as the member pool increases. Both the Section and the members will benefit in an information-sharing network of professionals.

Members will...

- Gain personal satisfaction by assisting their associates.
- Expand their network of professional and personal contacts.

Sections will...

- Have a larger pool of volunteers to operate the Section.
- Increase their topic options for Section meetings.
- Expand their technical base for Section operations.

1. Membership Development

(a) Developing and Maintaining a Prospect List

Building and maintaining a prospect list is a continual process of the membership development program. Sources for obtaining prospective members include:

- **AOAC Database** – AOAC will provide Sections with contacts from the database. Contact the Sections Manager to discuss the list options.
- **Section Meeting Attendees** – Attendees that are not members are excellent prospects for membership. They have already expressed an interest in the activities of the Section and may only need to be asked to join.
- **Referrals** – May be solicited from AOAC membership, Section membership (if applicable) at meetings, by telephone, or by sending a letter to members asking them to provide leads. Asking for referrals is useful when geared to members in organizations currently represented by only one or two members.
- **Industry Directories and Trade Show Lists** – Include professionals and colleagues with similar technical skills and knowledge.
- **Former Members** – These may be good prospects and should be included in the prospect list.

Once a prospect list is developed, it is necessary to use the list in a well-planned membership promotion effort. To maintain the quality of the list it is essential to weed-out prospects who have not responded over time.

(b) Section Participation

Encourage Section members to actively recruit their colleagues. E-mail each member a letter urging him/her to bring in new members and include membership applications in the mailing. Actively promote membership at all Section meetings. Have application forms, brochures and other information on display and readily available. Create signs encouraging non-members to join and direct them to representatives who can provide them with details on how to join. Section meeting program should include an AOAC informational and recruitment presentation to be given by an AOAC representative.

(c) Membership Committee

This is a recommended standing committee of AOAC. The focus of the committee should be on coordinating the use of the entire membership and all activities of the Section for membership development.

Depending upon the size of the Section, the committee should consist of a Chair and at least three committee members. Every member of the Section Executive Committee should also be available to help the Membership Committee.

The committee responsibilities should include:

- Attracting new members;
- Retaining existing members; and
- Welcoming/contacting new members.

(d) New Members

Fulfilling new member expectations can impact whether they become an active or passive member. New members should be made to feel welcome in the Section from the beginning.

A welcoming letter addressed to the new member, signed by the Section Chair, needs to be sent to new members. Upcoming events and activities should be included in the letter. Invite the new member to the next Section meeting and introduce them to the officers and other members. This approach will also work for turning prospective members into new members.

Making the new member feel they are part of the Section is key and involving them in Section activities will encourage them to renew after the first year of membership. Active members are future Section leaders.

2. Membership Retention

Keeping new members after the first year of membership can be more difficult than getting them to join initially. There are no guarantees that once a member joins they will continue their membership for several years.

The programs and activities of the Section and AOAC will be instrumental in maintaining a continued partnership with the membership. Keeping members interested and engaged is a challenge but necessary for continued growth of the Section and the Association.

In addition to providing quality technical activities, the retention plan should include evaluation of and follow-up for lapsed memberships. Finding out the issues of those not renewing is a valuable tool for assessing future program needs. This input can help to improve Section and AOAC benefits and services offered to members.

F. Resources Available from AOAC Headquarters

1. Membership Records and Reports

- **Lists and Labels** – Membership information, labels and lists are available to Sections upon request, at no charge, if the intended use is specific to AOAC Section activities. These lists are available in hard copy or electronic formats.
- **Non-Member Leads** – Distributed, when available, for the geographical area covered by the Section.
- **Monthly Membership Report** – Distributed to the Committee on Sections Chair each month.

2. Meeting Management

AOAC provides its Sections with assistance in the following areas:

- Technical program development for meetings.
- Brochure and flyer development.
- Idea development for marketing and meeting planning.
- Meeting registration assistance includes: form creation, pricing development, and credit card payment processing.
- Promoting Section meetings via the AOAC web site and *Inside Laboratory Management* magazine.
- Promotional materials including brochures and flyers are distributed to all Section meetings. A tabletop display is also available upon request.
- The *Meeting Development and Marketing Guide* is available to assist Sections in developing and planning their Section meetings.

3. Other Resources

- **Committee on Sections** – This committee is uniquely made up of leaders from each Section. The input from committee meetings is vital to the growth and success of the Section network.
- **Section Formation Support** – AOAC provides support to forming Sections for up to one year after they have been chartered. Services, if requested, include the printing or the reproduction of a promotional piece and non-profit bulk mailing of the promotional piece.
- **AOAC Representation at Section Meetings** – AOAC will provide, if funds are available, one representative to attend and give a presentation on a technical topic, overview of AOAC activities or participate in Executive Committee meetings.

IV. MODEL BYLAWS FOR AOAC SECTIONS

The following model should be used when setting up Bylaws for an AOAC INTERNATIONAL Section. Their amendment requires approval of the Association’s Board of Directors. Areas that need to be filled in by the proposed Section are shaded.

BYLAWS of the (insert name chosen for the section) Section of AOAC INTERNATIONAL

ARTICLE I: Conflict of Bylaws

In the event of any conflict between the Bylaws of the (name chosen for the section) Section (hereinafter referred to as the "Section") and AOAC INTERNATIONAL (hereinafter referred to as the "Association"), the latter shall prevail.

ARTICLE II: Name, Address and Geographical Area Served

The name by which this Section shall be known is the "(name chosen for the section) Section of AOAC INTERNATIONAL".

The geographic area of the Section shall include (list specific countries the section will include). The address of the Section shall be (determine an address for the section or state that it will be the address of the elected Secretary of the Section).

ARTICLE III: Purpose and Objectives

The Section shall promote and support the purpose and objectives of the Association, "promoting quality measurements and methods validation in the analytical sciences," as stated in the "AOAC INTERNATIONAL Bylaws", Article II, by:

1. Promoting interest and participation in the Association's purpose and programs;
2. Providing a regional focus and forum for the Association and its members and for addressing regional analytical needs;
3. Providing a means of increasing the knowledge and technical skills of analytical scientists especially through seminars, forums, workshops and other similar technical updates;
4. Providing means to improve communications with the Association's membership;
5. Identifying and communicating with appropriate non-member laboratories, organizations, educational institutions, firms and individuals in the region in order to encourage their participation in Section and Association programs; and
6. Developing cooperative relationships with educational institutions, government, industry and other organizations with an interest in method development and validation.

ARTICLE IV: Membership

Section I. Members. Members of the Association shall be eligible for membership in the Section. However, only current Association members are eligible for election to the Section's Executive Committee. The Section Secretary shall maintain a membership list. Members shall be those individuals who meet the requirements for membership established by the Executive Committee.

Section II. Privileges of Membership. All members of the Section shall be privileged to participate in the affairs and activities of the Section and to vote on Section matters.

Section III. Dues. The Executive Committee, if any, shall establish dues, annually.

ARTICLE V: Officers

Section I. The officers shall be President, President-Elect, Secretary, and Treasurer, or Secretary/Treasurer. The officers shall have the responsibility to administer and execute the activities of the Section within the framework of the policies established by the Executive Committee.

Section II. Eligibility. The President, President-elect, Secretary, and Treasurer shall be members of the Association and the Section.

Section III. Terms of Office. The terms of Section officers shall be for (choose number of years the people will serve in the elected position). No individual can hold more than one elected position within the Section at any time. The term of office will begin with the adjournment of the Section meeting at which they are elected.

Section IV. Duties of Officers.

1. The President shall be the principal executive officer of the Section and shall:
 - a. Be responsible for all the business and affairs of the Section between meetings of the Executive Committee and in accordance with its policies;
 - b. Shall call regular and special meetings or authorize mail ballots by the Executive Committee as needed;
 - c. Preside at all meetings of the Executive Committee and at the annual Section Meeting;
 - d. With the approval of the Executive Committee, appoint all committees and designate the Chair of each, and fill any vacancies occurring therein in accordance with the provisions of these Bylaws; and
 - e. Perform such other duties as are usually pertinent to the office of President and are assigned by these Bylaws and by the Executive Committee.

2. The President-Elect shall:
 - a. Serve as a primary program planner for the annual Section meeting;
 - b. Perform the duties of the President in the event the President is absent or cannot serve;
 - c. Perform such other duties as the President may delegate;
 - d. Succeed immediately to the office of President in the event of the President is no longer able to serve; and
 - e. Succeed automatically to the office of President at the expiration of his term of office.

3. The Secretary shall:
 - a. Keep a record of the proceedings of all Section meetings;

- b. Record and distribute minutes of all meetings of Executive Committee to Committee members;
 - c. Assist the Executive Committee with mailings and related items for the annual Section meeting;
 - d. Maintain an accurate membership roster of the Section;
 - e. Assist the Executive Committee with the conduct of Section elections, including preparation and distribution of ballots for election of officers and the Executive Committee;
 - f. Keep the Manager, Section Programs of the Association informed of updates to Section membership rosters and changes in Section Bylaws;
 - g. Serve as official liaison between the Section and the Association; and
 - h. Prepare an annual report of the actions and activities of the Section for the Association.
4. The Treasurer shall:
- a. Have charge of the Section's finances according to the financial guidelines set forth by the Association;
 - b. Be responsible for the collection of dues, registration fees, and other monies due the Section, and for all disbursements approved by the Executive Committee, and keep an accurate record thereof;
 - c. Submit an annual report to the Executive Committee of the Section and to the Association detailing all financial transactions and the financial condition of the Section and Subsections of the Section, if applicable; and
 - d. Submit periodic financial reports to the Executive Committee as the members of that Committee deem necessary for their information.

ARTICLE VI: Executive Committee

Section I. Composition. There shall be an Executive Committee comprised of the officers of the Section, the immediate Past President, and (choose number of people that will be members, at-large, most sections choose one person for each area) members, at-large, who meet the requirements for voting and membership as stated in Section III below. The members-at-large shall, preferably, be representative of the area the Section serves. The Executive Committee may designate members of committees of the Section to be ex-officio members of the Executive Committee. The President shall preside over all Executive Committee meetings.

The Executive Committee/membership must consist of a balanced representation of government, industry, academia, technology providers, and contract research organizations.

Section II. Terms of office. Terms of office of the Executive Committee shall be for (choose number of years they will serve in the elected positions).

Section III. Eligibility. All members of the Executive Committee must fulfill the requirements for membership in the Section and in the Association.

Section IV. Duties.

The Executive Committee shall be a standing Committee of the Section and have the responsibility for planning the annual Section meeting and establishing policies and such other activities necessary to meet the objectives of the Association and the Section as set forth in their respective Bylaws.

- 1. The Executive Committee shall fill any vacancy occurring among its officers or membership. If the office of President becomes vacant, the President-Elect shall serve for the remainder of the term.

Such service shall not affect such person's eligibility to become President of the Section upon adjournment of the next annual Section meeting. In the event that the office of President becomes vacant when the office of President-Elect is also vacant, the Executive Committee shall take action to fill both vacancies.

2. The Executive Committee shall have the power to form, expand, or terminate committees or task forces to carry out the purpose and objectives of the Section, except where such changes are in conflict with these bylaws.

Section V. Meetings

1. The Executive Committee shall hold at least one meeting a year for the purpose of planning the annual meeting of the Section. Additional meetings may be called as needed by the President or by mutual consent of three members of the Committee with proper advanced notice.
2. A majority of the members of the Executive Committee shall constitute a quorum.
3. If a seated member of the Executive Committee cannot attend a regularly scheduled meeting, he/she may deliver absentee votes, in writing, to another seated member.

ARTICLE VII: Nominations and elections

Section I. Nominations. The Past President, President-elect, and two additional members appointed by the Executive Committee shall serve as a Nominating Committee to select candidates for President-Elect, Secretary, Treasurer or Secretary/Treasurer and Executive Committee members at large.

Section II. Elections. The ballots for voting shall be presented to the members, either at the annual Section meeting or by mail, at the discretion of the Executive Committee. Candidates receiving a majority of the votes, either: (a) of the members present and voting at the annual meeting; or (b) received in accordance with the provisions of Section XIII, Voting by Mail Ballot, shall be elected to office.

ARTICLE VIII: Meetings

Section I. Section meetings. The Executive Committee shall schedule and carry out an annual meeting of the Section and such other meetings as desired. There shall be at least one meeting of the Section annually. The Executive Committee shall determine, in advance, the time and the place for each meeting. It may call special meetings as needed upon notice to the members at least 30 days prior to the scheduled meeting date.

Section II. Scheduling of meetings. Section meetings should not be scheduled within one month before or after the annual meeting of the Association.

Section III. Quorum. A quorum of the Section shall be the larger of 10 or 10% of the Section members attending the regularly scheduled meeting of the Section.

ARTICLE IX: Fiscal Year

The fiscal year of the Section will be established by the Executive Committee as required to meet its operational requirements. This fiscal year must consist of twelve consecutive months and correspond to the operational cycle of the Section as a whole.

ARTICLE X: Dissolution

Section I. Mandatory Conveyance. In the event of voluntary dissolution of this Section or revocation of its Charter by the Association, and after the discharge of all debts and obligations, any remaining funds and property of the Section shall be conveyed to AOAC INTERNATIONAL. Said conveyance shall be made within sixty (60) days after the Section's debts and obligations have been discharged. The Association Sections Manager shall be notified, in writing, of said action immediately upon its completion.

ARTICLE XI: Amendments to the Bylaws

Section I. Proposals. Amendments to these Bylaws may be proposed by action of the Executive Committee or by petition to the Secretary over the signatures of five (5) Section members.

Section II. Notification. The Secretary shall provide copies of all proposed amendments as well as any explanations, pro or con, that the Executive Committee deems appropriate, to the members attending the annual meeting of the Section. Proposed amendments to be presented at an annual meeting should be received by the Executive Committee for consideration thirty (30) days prior to the scheduled meeting date. Alternately, the Executive Committee may elect to mail copies and explanations of all amendments with ballots for voting to all members of the Section.

Section III. Approvals. A two-thirds vote of the Section members voting on a proposed amendment to these Bylaws shall be necessary for approval.

Section IV. Board Approvals. In addition to the two-thirds vote of the Section members, amendments to the Articles shall also require approval of the Association's Board of Directors.

ARTICLE XII: Voting by Electronic/Mail Ballot

By direction of the Executive Committee, unless otherwise required by these Bylaws, voting on any matter, including election of officers and amendment of the Bylaws may be conducted by electronic/mail, provided in each case, votes of at least 10 members or 10% of the membership, whichever is larger, shall be received by the closing date for receipt of the ballots by the Section. Any and all actions taken in pursuance of a mail vote shall be binding upon the Section in the same manner as would action taken at a duly called meeting.

ARTICLE XIII: Actions of Sections

No act of the Section or its members shall be considered an act of the Association unless expressly authorized, ratified, or affirmed by the Board of Directors of the Association.

Amended and approved June 1994; Revised December 2002; Revised April 2017; Revised June 2018; Revised March 2021