

**THE ARIZONA MEDICAL ASSOCIATION, INC**  
Report of the Reference Committee Report on Bylaw Amendments  
Presented by Ricardo Correa, MD Chair

Voting members of the Arizona Medical Association, the ArMA Reference Committee, offer the following report and recommendations on the four (4) Bylaw Amendments submitted in the first quarter of 2026.

ArMA's Reference Committee considered all comments submitted online and at the Annual Meeting on May 2, 2026.

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**Amendment: *Definitions & Chapter III Membership***

*The online and in person comments agreed with the Bylaws Committee recommendations to amend the Bylaws Definitions and Chapter III Membership as submitted. The Reference Committee agreed with the comments.*

**RESOLVED**, that the ArMA Bylaws be amended by **insertion** and **deletion** to read:

**Chapter I Definitions**

“Maricopa member” means an Association member who is also a member of the Maricopa County Medical Society **AND PRACTICES OR RESIDES IN MARICOPA COUNTY.**

“Pima member” means an Association member who is also a member of the Pima County Medical Society **AND PRACTICES OR RESIDES IN PIMA COUNTY.**

**Chapter III Membership**

**Section 3. Classes of Membership:** — The Association shall consist of members in the following classes: Active, Forty-Year Club, Service, Associate, Affiliate, and Honorary. All members shall be required to pay dues and assessments as determined by the Board of Directors and meet the qualifications as outlined in each membership class.

**(A) Active Members**

The qualifications for Active membership (other than for residents and medical students) shall be that the individual must (1) hold a degree of Doctor of Medicine or its equivalent or Doctor of Osteopathic Medicine and (2) hold an active, unsuspended license to practice medicine in the state of Arizona, subject only to the provisions for loss of membership (Chapter III, Section 4).

Residents and Fellows who are licensed or registered with the Arizona Medical Board or the Arizona Osteopathic Board of Examiners shall be eligible for Active membership.

**FULL-TIME MEDICAL STUDENTS ENROLLED, WITHIN THE STATE OF ARIZONA, IN AN ACCREDITED SCHOOL OF MEDICINE OR OSTEOPATHIC MEDICINE LEADING TO THE DEGREE OF DOCTOR OF MEDICINE OR DOCTOR OF OSTEOPATHIC MEDICINE SHALL BE ELIGIBLE FOR ACTIVE MEMBERSHIP IN THE ASSOCIATION.** Full-time students in Arizona who are pursuing a course of study leading to the degree of Doctor of Medicine or Doctor of Osteopathic Medicine in an accredited school of medicine or osteopathic medicine shall be eligible for Active membership in the Association.

**Privileges.** ACTIVE MEMBERS SHALL HAVE THE RIGHT TO VOTE. ACTIVE MEMBERS WHO MEET THE ELIGIBILITY REQUIREMENTS TO SERVE AS A DIRECTOR OR OFFICER AS SET FORTH IN CHAPTER IV ARE ELIGIBLE TO HOLD ELECTED OFFICE AND SERVE AS A DIRECTOR OR OFFICER OF THE ASSOCIATION. Active members are eligible to

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~~hold elected office and shall have the right to vote.~~

**Section 4. ADMINISTRATIVE CHANGES IN MEMBERSHIP STATUS Disciplinary Actions: —**

**(A)** Active, Associate, Service, or Affiliate membership in the Association shall be terminated by **AUTOMATICALLY TERMINATE, WITHOUT THE NEED FOR ACTION OF THE BOARD OF DIRECTORS, UPON THE EARLIEST OF:**

~~(1) action of the Board; with a two-thirds vote of the total membership of the Board being required to expel;~~

~~(2) (1) revocation of the member's license to practice in Arizona;~~

~~(3) (2) termination of enrollment in medical school of student Active members;~~

~~(4) (3) failure to pay Association dues and assessments within six months of the date such become payable, unless such failure is exempted as otherwise outlined in the bylaws.~~

**(4) RECEIPT BY THE ASSOCIATION OF A WRITTEN RESIGNATION FROM THE MEMBER**

**(B) LOSS OF GOOD STANDING FOR NONPAYMENT**

**A MEMBER WHOSE ANNUAL DUES AND ASSESSMENTS ARE NOT PAID BY THE DELINQUENCY DATE SHALL BE CONSIDERED NOT IN GOOD STANDING AND SHALL LOSE SUCH RIGHTS AND PRIVILEGES, INCLUDING THE RIGHT TO VOTE AND TO HOLD ELECTED OFFICE, UNTIL ALL AMOUNTS DUE ARE PAID OR MEMBERSHIP TERMINATES.**

**(C) NON-DISCIPLINARY NATURE OF ADMINISTRATIVE CHANGES**

**ADMINISTRATIVE CHANGES IN MEMBERSHIP STATUS UNDER THIS SECTION, INCLUDING TERMINATION OR LOSS OF GOOD STANDING FOR NONPAYMENT OF DUES, LOSS OF ELIGIBILITY, OR VOLUNTARY RESIGNATION, ARE NOT CONSIDERED DISCIPLINARY IN NATURE AND ARE NOT SUBJECT TO THE DISCIPLINARY PROCEDURES SET FORTH IN THESE BYLAWS.**

**SECTION 5. DISCIPLINARY ACTIONS:**

**(A) AUTHORITY AND CAUSE**

**ANY MEMBER OF ANY CLASS OF MEMBERSHIP MAY BE SUBJECT TO DISCIPLINARY ACTION BY THE BOARD OF DIRECTORS FOR CAUSE, AS DEFINED IN A DISCIPLINARY POLICY ADOPTED AND MAINTAINED BY THE BOARD OF DIRECTORS. DISCIPLINARY ACTIONS UNDER THIS SECTION SHALL BE IMPOSED ONLY FOR CAUSE AND IN ACCORDANCE WITH THAT POLICY AND THESE BYLAWS.**

**(B) FORMS OF DISCIPLINARY ACTION**

**DISCIPLINARY ACTION MAY INCLUDE ONE OR MORE OF THE FOLLOWING:**

**(1) CENSURE;**

**(2) PROBATION WITH OR WITHOUT CONDITIONS;**

**(3) SUSPENSION OF SOME OF ALL MEMBERSHIP RIGHTS AND PRIVILEGES FOR A STATED PERIOD OF TIME;**  
**OR**

**(4) TERMINATION OF MEMBERSHIP AS A DISCIPLINARY SANCTION CENSURE, PROBATION, AND SUSPENSION AS DISCIPLINARY ACTIONS REQUIRE A MAJORITY VOTE OF THE VOTING MEMBERS OF THE BOARD OF DIRECTORS. TERMINATION OF MEMBERSHIP AS A DISCIPLINARY ACTION REQUIRES TWO THIRDS VOTE OF THE TOTAL MEMBERSHIP OF THE BOARD OF DIRECTORS.**

~~**(B)** Active, Associate, Service, or Affiliate membership in this Association shall be suspended by:~~

~~**(1)** action of the Board;~~

~~**(2)** failure to pay the annual dues and assessments before the delinquency date determined by the Board, unless such failure is exempted as otherwise outlined in the bylaws.~~

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**(C) APPEALS AND DUE PROCESS**

ALL MEMBERS SUBJECT TO DISCIPLINARY ACTION SHALL BE AFFORDED DUE PROCESS, INCLUDING WRITTEN NOTICE OF THE PROPOSED ACTION AND ITS GROUNDS, AND A REASONABLE OPPORTUNITY TO RESPOND IN WRITING AND BE HEARD BEFORE A DESIGNATED COMMITTEE OR THE BOARD OF DIRECTORS. ANY PHYSICIAN REFUSED MEMBERSHIP, OR WHOSE MEMBERSHIP IS SUSPENDED OR TERMINATED UNDER THIS SECTION, MAY REQUEST RECONSIDERATION BY THE BOARD IN ACCORDANCE WITH THE DISCIPLINARY POLICY. ON RECONSIDERATION, THE BOARD MAY AFFIRM, MODIFY, OR REVERSE ITS DECISION WITH A MAJORITY VOTE OF THE TOTAL MEMBERSHIP OF THE BOARD OF DIRECTORS.

~~(C) Honorary membership in the Association may be withdrawn upon a two-thirds vote of the total membership of the Board.~~

**(D) DISCIPLINARY POLICY**

THE BOARD OF DIRECTORS SHALL MAINTAIN A WRITTEN DISCIPLINARY POLICY GOVERNING GROUNDS AND PROCEDURES FOR DISCIPLINARY ACTIONS UNDER THIS SECTION. DISCIPLINARY ACTIONS SHALL BE IMPOSED ONLY FOR CAUSE AND IN ACCORDANCE WITH THAT POLICY.

~~(D) Any physician refused membership in the Association or who is suspended or loses membership may appeal to the Board for reconsideration. The Board may affirm, modify, or change its decision in its discretion.~~

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**Amendment: Chapter IV Officers and Directors**

*The online and in person comments agreed with a majority of the Bylaws Committee recommendations to amend the Bylaws Chapter IV Officers and Directors. However, they had concerns about the Board Certified or Board Eligible requirement in the Specialty in Section 1. Based on the comments, the Bylaws Committee is recommending that Section 1 Amendment be further modified as stated in the purple-highlighted text below.*

**RESOLVED**, that the ArMA Bylaws be amended by **insertion** and **deletion** to read:

**Chapter IV Officers and Directors**

**Section 1.** EXCEPT FOR THE CHIEF EXECUTIVE OFFICER AND DIRECTORS SERVING IN POSITIONS DESIGNATED FOR PHYSICIANS IN TRAINING, ONLY LICENSED PHYSICIANS WHO HAVE COMPLETED POST GRADUATE TRAINING AND ARE BOARD-CERTIFIED OR BOARD-ELIGIBLE IN THEIR SPECIALTY, IN GOOD STANDING, AND OTHERWISE MEET THE ELIGIBILITY REQUIREMENTS MAY BE NOMINATED, ELECTED, APPOINTED, OR SERVE AS A DIRECTOR OR OFFICER OF THE ASSOCIATION. OFFICERS AND DIRECTORS SERVE TERMS AS OUTLINED, BEGINNING JULY 1 AND ENDING JUNE 30 OF THE FINAL YEAR OF THE TERM.

THE CHIEF EXECUTIVE OFFICER (CEO) IS AN OFFICER OF THE ASSOCIATION IN AN ADMINISTRATIVE CAPACITY ONLY. THE CEO SHALL NOT BE NOMINATED, ELECTED, APPOINTED, OR SERVE AS A DIRECTOR, AND THE CEO SHALL NOT HOLD ANY ELECTED OR APPOINTED GOVERNANCE OFFICER POSITION OF THE ASSOCIATION.

ONLY PHYSICIANS WHOSE LICENSE WITH THE ARIZONA MEDICAL BOARD OR THE ARIZONA OSTEOPATHIC BOARD IS ACTIVE, CURRENT, AND IN GOOD STANDING, AND WHOSE MEMBERSHIP WITH THE ARIZONA MEDICAL ASSOCIATION IS IN GOOD STANDING, MAY BE NOMINATED, ELECTED, APPOINTED, OR SERVE AS A DIRECTOR OR OFFICER OF THE ASSOCIATION. OFFICERS AND DIRECTORS SERVE TERMS AS OUTLINED, BEGINNING JULY 1 AND ENDING JUNE 30 OF THE FINAL YEAR OF THE TERM.

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**MEDICAL STUDENTS, RESIDENTS, AND FELLOW MEMBERS MAY SERVE ON THE BOARD ONLY IN DIRECTOR POSITIONS DESIGNATED FOR PHYSICIANS-IN-TRAINING REPRESENTATION. THEY MAY NOT SERVE IN ANY OTHER DIRECTOR POSITION OR AS AN OFFICER.**

The following shall be officers and directors of the Association with terms as outlined. All leadership terms shall commence on July 1 and conclude on June 30 of the year in which the term ends:

**ELECTED** Board Officers:

Officer position	Term	Officer Position	Term
President	1 year	Immediate Past President	1 year
President-elect	1 year	AMA Delegation Chair*	N/A
Secretary	2 years, elected in alternate years as Treasurer	Chief Executive Officer	N/A
Treasurer	2 years, elected in alternate years as Secretary		

**\*EX-OFFICIO**

With the exception of the Chief Executive Officer, all **ELECTED** officers shall be voting members of the Board. **THE CHIEF EXECUTIVE OFFICER IS A NON-VOTING CORPORATE OFFICER AND IS NOT A DIRECTOR.**

In addition, The Board of Directors shall be comprised of the following positions, all of whom are voting members except as otherwise noted.

Board Position	Number of Positions	Term	Board Position	Number of Positions	Term
Executive Committee At-Large Members	2	2 years, staggered	Resident Physician Director	2	1 year
AMA Delegate	2**	2 years	Medical Student Director	2	1 year
At-Large DIRECTOR	2	3 years, staggered	ArMA Foundation Chair *	1	N/A
Rural Director	2	3 years, staggered			
Maricopa Director	4	3 years, staggered	ArMPAC Chair *	1	N/A
Pima Director	2	3 years, staggered	Legislative & Government Affairs Committee Chair	1	N/A
Early Career Director	1	3 years			

\* **EX-OFFICIO** non-voting board position

\*\* Includes AMA Delegation Chair and one additional representative from the ArMA AMA Delegation, selected by the Delegation.

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The remainder of the ArMA AMA delegation and all Arizona medical school deans who are ArMA members will be invited to attend the Board of Directors meetings as non-voting guests.

**Section 2: Officer & Board Position Descriptions: —**

**(B) President:** — The President shall be the **BOARD CHAIR** chief officer of the Association, and Chair of the **Board**, and shall exercise general supervision over its members and affairs.

~~**(G) Appointed Board Positions:** — The Chairs of ArMA's Legislative & Government Affairs Committee, Foundation, and ArMPAC Board shall be appointed to the Board of Directors based upon their role.~~

~~**(H) (G) Constituent Directors:** -- The remaining Directors shall be chosen by the entire voting membership of the Association to fill the seats reserved to At-Large, Maricopa, Pima, Rural, Early Career, Resident Physician, and Medical Student Board members. Each Director shall represent the entire Association and carry out his or her duties in a manner they believe to be in the best interests of the Association as a whole and not limited to their specific constituency.~~

**SECTION 3. DIRECTOR RESPONSIBILITIES AND REMOVAL:** DIRECTORS ARE EXPECTED TO ATTEND AT LEAST 75% OF SCHEDULED BOARD MEETINGS ANNUALLY AND TO COMPLY WITH ALL ASSOCIATION'S POLICIES. A DIRECTOR MAY BE REMOVED FOR CAUSE, INCLUDING BREACH OF FIDUCIARY DUTY, FAILURE TO MEET ATTENDANCE REQUIREMENTS, OR CONDUCT INJURIOUS TO THE ASSOCIATION, BY A TWO-THIRDS VOTE OF THE BOARD OF DIRECTORS.

**Section 4 3. Directors and Officers Liability Insurance:** **THE ASSOCIATION SHALL INDEMNIFY ITS DIRECTORS AND OFFICERS TO THE FULLEST EXTENT PERMITTED BY ARIZONA LAW.** The Board shall procure Directors and Officers Liability Insurance, Errors and Omissions Insurance, and such other insurance of the types and in the amounts as the Board deems necessary to protect the persons serving as Directors and Officers (including, where applicable, management employees) from unreasonable liability arising from their service to the Association.

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**Amendment: Chapter V Leadership Elections & Chapter VI Board of Directors**

*The online and in person comments agreed with the Bylaws Committee recommendations to amend the Bylaws Chapter VI Board of Directors as submitted. The Reference Committee agreed with the comments.*

**RESOLVED**, that the ArMA Bylaws be amended by **insertion** and **deletion** to read:

**Chapter V Leadership Elections**

**Section 1. Voting:** — The voting members shall elect all board members, members of the AMA delegation, and other elected positions through electronic means. The Association shall conduct elections via an online voting system **THAT ALLOWS FOR THE AUDIT OF THE VOTING PROCESS WHILE MAINTAINING VOTER ANONYMITY AND PROTECTING THE INTEGRITY OF EACH VOTE CAST. ELECTRONIC VOTING SHALL COMPLY** ~~that complies~~ with the requirements of Arizona Revised Statutes Section 10-3708 (or any successor statute that sets forth requirements for electronic voting), including the alternative of a paper ballot as set forth in subsection G of such Section 10-3708.

The Delegates and Alternate Delegates to the American Medical Association **(AMA)** shall be elected in accordance with the bylaws of the **(AMA) American Medical Association.** If the Association shall be entitled to

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more than one Delegate, the terms will be staggered, as determined by the Board. Any nominee for Delegate (an "AMA Delegate") or Alternate Delegate ("Alternate AMA Delegate") to the (AMA) American Medical Association shall also be a member of the (AMA) American Medical Association.

Any candidate who receives a majority of the votes cast shall be elected.

**Section 2. Elected Positions and Transition:** — All elected BOARD officers (EXCLUDING THE CHIEF EXECUTIVE OFFICER) and directors automatically shall become members of the Board on July 1 of the year in which they are elected. The President and the Immediate Past President shall not be elected but shall assume their offices in the year next following their terms as President-Elect and President.

All elected and appointed positions shall assume office on July 1 in the year in which they are appointed.

**Section 4. Term limits:** - With the exception of medical students and resident directors, each elected board member shall serve no longer than six (6) consecutive years in a particular position. For medical students and resident directors, the term limit shall be two (2) years in a particular position. Board members are eligible to serve in other roles if they reach the term limit in their current position. Board members who term out can re-apply for the same position after three (3) years.

Delegates and alternate delegates to the (AMA) American Medical Association shall serve for a term of two years. A delegate or alternate delegate may serve on the ama delegation for no more than six (6) consecutive terms as either a delegate or alternate delegate. Term limits may be extended to allow for the completion of a term for any AMA related leadership or appointed position that the individual holds or is a declared or nominated candidate.

#### **Chapter VI Board of Directors**

**Section 1. Operational Responsibilities:** — The Board shall be vested with the control and management of the affairs of the Association, subject only to directives from the membership, The Articles of Incorporation, and these Bylaws. The Board may adopt and revise policies relating to conflicts of interest, confidentiality, incurring of expenses, and other matters reflecting on the integrity and financial health of the Association.

THE BOARD SHALL MAINTAIN A WRITTEN POLICY GOVERNING THE SUBMISSION, CONSIDERATION, AND DISPOSITION OF RESOLUTIONS AND THE ADOPTION AND REVIEW OF ASSOCIATION POLICIES. SUCH POLICY SHALL BE MADE AVAILABLE TO THE MEMBERSHIP. SAID POLICY SHALL BE REVIEWED NO LESS FREQUENTLY THAN ONCE EVERY THREE (3) YEARS.

**Section 2. Removal from Office:** —

(A) In the event any ELECTED officer does not carry out the responsibilities and duties of that office, the Board shall have the authority to remove such officer AFTER NOTICE AND AN OPPORTUNITY TO BE HEARD and replace such officer with an appointee from the existing Board of Directors, which appointee shall serve until the next general election.

**Section 6. Quorum; Vote:** —A majority of the Board shall constitute a quorum for any meeting, and unless specified, a majority vote of the members present, and voting shall be required for action.

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IN ADDITION TO THE STANDING COMMITTEES OUTLINED IN THESE BYLAWS, THE BOARD OF DIRECTORS MAY ESTABLISH AD-HOC, SPECIAL COMMITTEES OR TASK FORCES AS IT DEEMS NECESSARY. THE COMPOSITION, QUORUM, AND DUTIES OF THESE COMMITTEES SHALL BE DEFINED BY POLICY.

**Section 7. Chief Executive Officer; Offices:** — The Board shall employ a Chief Executive Officer, who need not be a physician, to manage and direct the activities of the Association and to perform the duties commonly required of the Chief Executive Officer of a corporation. The Chief Executive Officer shall be under the direction of the President and the Board but shall supervise all other employees. The Chief Executive Officer shall be **A CORPORATE** officer of the Association but shall not be a **DIRECTOR, SHALL HAVE NO VOTE, AND SHALL NOT BE A** member of the Board of Directors or the Executive Committee.

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**Amendment: Chapter VII Standing & Other Committees & Chapter XII Governance & Compliance**

*The online and in person comments agreed with the Bylaws Committee recommendations to amend the Bylaws Chapter VII Standing & Other Committees & Chapter XII Governance & Compliance as submitted. The Reference Committee agreed with the comments.*

**RESOLVED**, that the ArMA Bylaws be amended by **insertion** and **deletion** to read: **Chapter VIII Standing and Other Committees**

**Section 3. Standing Committees and Functions:** — The standing committees and their functions shall be:

**(B) Executive:** — The Executive Committee shall consist of the physician officers, the Legislative & Government Affairs Committee Chair **AS APPOINTED BY THE BOARD OF DIRECTORS**, and ~~the~~ two At-Large Members **THAT ARE VOTED ON BY THE MEMBERSHIP OF THE ASSOCIATION**. The functions of the Executive Committee shall be to (1) review and summarize routine matters and correspondence for board action; (2) develop policy positions and alternatives for consideration and decision by the Board; (3) develop affirmative plans for the Association to consider and be acted upon by the Board; (4) act as an advisor to the Chief Executive Officer and conduct an annual review of his/her performance and make adjustments to compensation as deemed appropriate; and (5) study and make recommendations concerning long-range and strategic objectives for the Association.

**(F) Nominating Committee:** — The functions of the Nominating Committee shall be to (1) solicit nominations for the elected positions and (2) finalize a slate of candidates for recommendation to the voting members.

The Nominating Committee shall consist of the last three Past Presidents who are still residing in Arizona, with the most immediate of these serving as chair, plus **SIX** ~~eight~~ members appointed by the Executive Committee, with approval of the Board, **WITH AT LEAST ONE MEMBER WHO RESIDES AND/OR WORKS IN MARICOPA COUNTY, ONE WHO RESIDES AND/OR WORKS IN PIMA COUNTY AND ONE OF WHOM RESIDES AND/OR WORKS OUTSIDE OF MARICOPA AND PIMA COUNTY. AT LEAST THREE OF THESE COMMITTEE MEMBERS MUST ACTIVELY SERVE ON THE BOARD OF DIRECTORS.** ~~from the existing Board of Directors, two of whom shall be At-Large, two of whom shall be Maricopa, two of whom shall be Pima and two of whom shall be Rural. Any deviations from this composition must be approved by the Board.~~

**(G) Resolutions Committee:** —The functions of the Resolutions Committee shall include: (1) on request, assist in writing resolutions based on issues if presented by members of the Association, committees, counties, specialty societies, and other ArMA constituencies; (2) consider, recommending readoption or non-readoption, current Association policy; (3) present its own resolutions to the voting members for consideration and debate; and (4) give its opinion relative to resolutions, changes in operations, bylaws and rules and regulations. Nothing in this

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paragraph will preclude any member or ArMA constituent from submitting a resolution for consideration. **IT IS THE RESPONSIBILITY OF THE RESOLUTIONS COMMITTEE TO MAINTAIN THE ASSOCIATION'S COMPENDIUM OF ADOPTED POLICIES & MEDICAL ETHICAL OPINIONS.**

**CHAPTER XII – GOVERNANCE & COMPLIANCE**

**THE ASSOCIATION SHALL MAINTAIN THE FOLLOWING WRITTEN POLICIES, WHICH MUST BE REVIEWED AND APPROVED BY THE BOARD OF DIRECTORS AT LEAST ONCE EVERY THREE YEARS OR AS OTHERWISE REQUIRED BY LAW OR REGULATION:**

- **CONFLICT OF INTEREST POLICY**
- **WHISTLEBLOWER PROTECTION POLICY**
- **DOCUMENT RETENTION AND DESTRUCTION POLICY**
- **FINANCIAL CONTROLS AND SIGNATURE AUTHORITY POLICY**
- **BOARD CODE OF CONDUCT AND ETHICS POLICY**

**THE BOARD MAY ADOPT ADDITIONAL POLICIES AS NEEDED TO FULFILL ITS FIDUCIARY, LEGAL, AND ETHICAL RESPONSIBILITIES.**

This concludes the report of the ArMA Reference Committee. I wish to express my appreciation to Drs. Katherine Glaser, Nadeem Kazi, James Nachbar, Heidi Tavel, and Ms. Kriti Lalwan for their participation and thoughtful deliberations, and Ms. Susan Brown for her administrative support. The Committee would also like to thank the ArMA members who participated in the comment period for these resolutions.