



AIRA
AMERICAN IMMUNIZATION
REGISTRY ASSOCIATION

Operational Plan

Last Reviewed June 2026

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Overview

This document is a companion to the American Immunization Registry Association (AIRA, also referred to as Association) Bylaws. It outlines additional details and relevant processes as permitted or required by the Bylaws. At a minimum, the Association Board will review this plan at least every other year, update it as needed, and vote to approve changes. The Operational Plan is also available to all Association members.

Location

AIRA maintains a physical address where all mail is directed. The current address is 1155 F Street NW, Suite 1050, Washington, DC 20004. AIRA may change this address as needed. AIRA is incorporated in the state of Delaware, which enables it to benefit from its strong and well regarded corporate governance laws.

Members

Membership Categories, Criteria, and Voting Rights

The following are the [membership categories](#), dues, and voting rights for Association members:

- **Immunization information system (IIS) Program** is open to local, state, and territorial public health agencies that operate, fund, or actively use an IIS in support of their jurisdiction's immunization program, including those that receive CDC funding for an IIS. Beginning October 1, 2026, dues are \$2,995 for a one-year membership or \$5,700 for a two-year membership. Each member agency may designate up to three voting representatives.
- An **IIS Implementer** is a for-profit technology partner that develops and/or supports an IIS system or module in use in one or more IIS jurisdictions. An IIS Implementer may choose one of six packages with annual dues of \$5,000, \$10,000, \$15,000, \$25,000, \$50,000, or a custom amount. An IIS Implementer may designate up to three voting representatives. IIS Implementer applicants are reviewed and approved by AIRA.
- A **Nonprofit Member** is a nonprofit organization that is adjacent to the IIS community in some way. Beginning October 1, 2026, dues for a nonprofit organization are \$750 for a one-year membership or \$1,430 for a two-year membership. A Nonprofit Member may designate up to three voting representatives.
- An **Individual Member** is an individual associated with an organization that is within the IIS community; an IIS Implementer that has fewer than three employees; or any other individual who is not associated with a for-profit organization. Beginning October 1, 2026, dues for an individual are \$450 for a one-year membership or \$860 for a two-year membership. An Individual Member is afforded one vote.

- A **Corporate Partner** is a for-profit organization that is not an IIS Implementer. A Corporate Partner may choose one of [six packages](#) with annual dues of \$5,000, \$10,000, \$15,000, \$25,000, \$50,000, or a custom amount. A Corporate Partner does not have voting rights.
- A **Reciprocal Member** is a nonprofit or government organization that exchanges membership in its organization for membership in AIRA's organization. There are no annual dues levied on either organization. A Reciprocal Member does not have voting rights.
- AIRA staff may bestow an **ambassadorship** upon an individual within the IIS community who has made extraordinary contributions to AIRA or the IIS community. Ambassadors are not required to pay dues and are not voting members.

Benefits

All Association member benefits are described on the AIRA website. Benefits for IIS, Nonprofits and Individual Members can be found [here](#). Benefits for IIS Implementers and Corporate Partners vary by participation level and are described [here](#). All benefits shall be reviewed by the Board when the Board reviews membership dues.

Dues

Membership dues are determined by the Board. In the absence of any changes brought before the Board for approval, the Board will review the pricing structure and amounts every three years to assess whether they align with AIRA's value.

Notification and Effective Date for Membership Changes

Annual enrollment begins in July. Membership runs from October 1 through September 30. The Association will inform members of all changes to membership categories and membership dues prior to the annual enrollment period. Membership changes take effect only after notification to members. There is no proration of dues.

Grace Period for Membership

Unforeseen challenges, such as mail delays, bureaucracy, and staff turnover, may delay timely membership renewal. AIRA offers its members a 30-day renewal grace period following the September 30 expiration date. This allows members to continue to receive member benefits (such as access to the members-only portion of the website) until October 30. After October 30, non-renewing past members will no longer receive AIRA benefits. In the event of an unexpected challenge (e.g., a pandemic), AIRA may evaluate membership on a case-by-case basis and extend a grace period past the October 30 date.

Requirements and Privileges

In order to become a member of the Association, membership candidates must complete the [enrollment form](#) provided on the AIRA website and pay AIRA's current dues. They must agree to support the mission and goals of the Association through active participation in the Association. AIRA reserves the right to approve or deny membership.

Both voting and non-voting Association members may participate in all activities of the Association. Only voting Association members may serve as Directors. To serve as an Officer, individuals must either be a designated voting representative of their organization or be approved to run by the voting representatives of their organization.

AIRA Community Participation Guidelines

AIRA is a membership organization that exists to promote the development and implementation of immunization information systems (IIS) as an important tool in preventing and controlling vaccine-preventable diseases. AIRA values the voluntary and collaborative interaction of all its members and others interested in developing the electronic health care infrastructure necessary to further that mission and purpose. These guidelines are intended to help members understand how AIRA members interact with each other to keep AIRA a positive and successful community:

- AIRA members are open to collaboration, whether it be through participation in workgroups, sessions, events, publications, or email.
- We strive to acknowledge the time and effort that members have contributed, keeping in mind that this is often done on a volunteer basis for the good of the community.
- We are considerate and respectful of other members, especially when raising issues, accepting feedback, or discussing differing viewpoints.
- We are committed to providing a safe and welcoming environment for all members, regardless of race, ethnicity, culture, language, national origin, age, disability, gender, sexual orientation, gender expression, education, religion, faith, socioeconomic status, or political affiliation, that is free of harassment or any conduct that could reasonably be considered inappropriate in a professional setting.

Inspiration and certain language for these guidelines were drawn from the [Contributor Covenant](#) as well as the [Python](#) and [Rust](#) community codes of conduct. They are therefore published here under the [Creative Commons Attribution-ShareAlike 4.0 International License](#).

Suspension or Expulsion of Association Members

1. The Association Board determines if continued membership in the Association would be detrimental to the Association and may suspend or expel a member from the Association at its discretion by majority vote of the Board.
2. The Association Board must provide written notice of the suspension or expulsion within 14 days of such a decision to the member.
3. If a member who is expelled under this rule wishes to appeal the suspension or expulsion, the member shall give notice to AIRA's Executive Director of their intention to do so within 14 days of the notice of suspension. This notice shall be sent via email to the Membership Coordinator and the Executive Director.
4. AIRA's Executive Director shall inform the AIRA Board President within 14 days.

5. The members' appeal will be heard by the Association Board within 60 days of the notice.
6. During an appeal process, the individual who is the subject of the appeal is temporarily suspended as a director and officer until the appeal process is closed. They cannot be a designated voting member of their IIS, and their membership as part of that organization will be considered by the Board on a yes/no case-by-case basis.
7. A member's dues are not refundable if the member is suspended or expelled.

Reinstatement

A former member who has been suspended or expelled or whose resignation has been accepted by the Association Board may be reinstated by the Association Board upon their submission of an application in a manner prescribed by the Association Board accompanied by the current year's dues. A former member whose dues have lapsed may be reinstated following the member's submission of a completed enrollment form along with current dues payment.

Annual Meeting

An Annual Meeting of Association members for the purpose of a board election will be held at a date, place, and time determined by the Board.

Notice of the Annual Meeting of Association members shall be emailed to all Association members at least 30 days before the meeting and will include the time, date, and place of the meeting.

Directors

Number of Directors

The number of Directors shall not be less than five or more than fifteen. Within the total number, Nonprofit Members, Individual Members, and IIS Implementers (i.e., non-IIS voting members) shall comprise no more than twenty percent (20%) of the full Board. The Board will review these numbers every two years during its review of the Operational Plan and can change them within the range stated in the Bylaws.

Duties of the Board

The Board will carry out business of the Association per the Bylaws and adhere to both the Association's Conflict-of-Interest Policy and the Confidentiality Agreement.

Duties of the Board shall include but not be limited to the following:

1. Conduct Association business consistent with the Bylaws and good business practices.
2. Ensure all directors sign both the Conflict-of-Interest Statement and Confidentiality Agreement annually prior to the first board meeting of every board year.
3. Set the strategic direction of the Association.
4. Hire, set the salary of, and manage an Executive Director to whom the responsibility for the administration of the Association has been delegated.

5. Assess and provide a performance appraisal for the Executive Director no less than once per year.
6. Establish all committees of the Board (in addition to the Executive Committee, which is established in the Bylaws) and committee chairs.
7. Appoint new committee chairs if vacancies arise.
8. Ensure oversight of Association budget and financial responsibilities.
9. Oversee and ensure the completion and filing of all financial and legal documents including, but not limited to, annual audits, 990 forms, and articles of incorporation.
10. Enter into agreements with individuals, agencies, or organizations as necessary to carry out Association business and activities.
11. Make regular reports to the membership concerning actions taken by the Board and the fiscal status of the Association.
12. Meet as stated in accordance with the Bylaws.
13. Establish annual membership dues.
14. Prior to any denial of a membership, the Board will review the membership application details and by vote and resolution formally approve or deny the membership.

Director Term Limits

The voting members of the Association elect the Directors for staggered terms of at most two years in length such that the terms of no more than half of the Directors end simultaneously.

Directors may not serve more than two full, consecutive terms (four consecutive years) as a Director without a break of at least one year from the Director role. Service as an Officer satisfies this requirement. If a Director is elected to an Officer position, their Director term count resets if they return to a Director role after Officer service.

Total consecutive service on the Board, including Director and Officer roles, should generally not exceed eight years. Following eight consecutive years of service, a one-year break is required before returning to the Board. The Board may approve exceptions to this limit when necessary to ensure leadership continuity.

Nomination Criteria: All Directors

The Governance Committee recommends nomination criteria for Directors to the Board. The Board votes on the criteria. The Governance Committee also recommends desired leadership qualities, skill sets, and experience for each Director role. The Board votes on those, as well.

Currently, all Director candidates for the Association Board must be designated voting members of a paid [AIRA Member](#) organization. Individuals from Corporate Partners are not permitted to serve on the Board.

Officers

Number of Officers

There are currently five Officers of the Board: President, President-Elect, Secretary, Treasurer, and Governance Chair. The Board may add Officer roles if it deems necessary.

Duties of Officers

President

Role: The President role is the second year of a two-year Presidential term and is served following the President-Elect year. The President shall preside over the full membership meetings of the Association and all meetings of the Board and Executive Committee. The President shall oversee the affairs of the Association. The President shall be the spokesperson for all public statements on matters relating to the Association. The President may delegate responsibility for making public statements on specific issues to other members of the Board or the Association's Executive Director. The President chairs the Executive Committee.

Requirements:

- Organization must be a paid current member of AIRA
- Must be one of three of their organization's voting members OR must be approved to run by the voting members of their organization
- Served on an AIRA committee or workgroup for a minimum of one year
- Served at least one term as a Director on the AIRA Board
- Has NOT served in this position for more than two terms
- Has NOT served in two officer positions consecutively without a one-year break from the Board
- Is NOT involved in a for-profit organization or the sale of IIS software, products, or services

Term: One membership year (Phase 2 of 2 of the Presidential term)

President-Elect

Role: The President-Elect role is the first year of a two-year Presidential term and precedes service as President. The President-Elect shall assist the President and assume the responsibilities of the President during the absence of the President. Upon an unplanned absence or resignation of the President, the President-Elect will automatically assume the duties and responsibilities of the President.

Requirements:

- Organization must be a paid current member of AIRA
- Must be one of three of their organization's voting members OR must be approved to run by the voting members of their organization
- Participated on an AIRA committee or workgroup for a minimum of one year prior to the beginning of the term for which he/she is nominated
- Served at least one term as a Director on the AIRA Board prior to the beginning of the term for which he/she is nominated

- Has NOT served in this position for more than two terms
- Has NOT served in two officer positions consecutively without a one-year break from the Board
- Is NOT involved in a for-profit organization or the sale of IIS software, products, or services

Term: One membership year (Phase 1 of 2 of the Presidential term)

Secretary

Role: The Secretary is responsible for ensuring that all minutes of Board and committee meetings are appropriately recorded and kept on file with the Association and kept according to the terms of AIRA's record retention policy.

Requirements:

- Organization must be a paid current member of AIRA
- Must be one of three of their organization's voting members OR must be approved to run by the voting members of their organization
- Served on an AIRA committee or workgroup for a minimum of one year
- Served at least one year as a Director on the AIRA Board prior to the beginning of the term for which he/she is nominated
- Has NOT served in this position for more than two terms
- Has NOT served in two officer positions consecutively without a one-year break from the Board

Term: Two membership years (odd years only)

Treasurer

Role: The Treasurer shall be responsible for oversight of all fiscal activities of the Association and shall report on fiscal matters. The Treasurer will have primary responsibility for preparing and presenting the budget and the monthly financial reports to the Executive Committee and to the Board.

Requirements:

- Organization must be a paid current member of AIRA
- Must be one of three of their organization's voting members OR must be approved to run by the voting members of their organization.
- Served on an AIRA committee or workgroup for a minimum of one year
- Served at least one year as a Director on the AIRA Board prior to the beginning of the term for which he/she is nominated
- Has NOT served in this position for more than two terms
- Has NOT served in two officer positions consecutively without a one-year break from the Board
- Has prior fiduciary experience, such as budget oversight and management, financial reporting, contracting, etc.

Term: Two membership years (even years only)

Governance Chair

Role: The Governance Chair shall lead the Governance Committee. The Governance Committee Chair will report recommendations from the Governance Committee to the Board.

Requirements:

- Organization must be a paid current member of AIRA
- Must be one of three of their organization's voting members OR must be approved to run by the voting members of their organization
- Served on an AIRA committee or workgroup for a minimum of one year
- Served at least one term as a Director on the AIRA Board prior to the beginning of the term for which he/she is nominated
- Has NOT served in this position for more than two terms
- Has NOT served in two officer positions consecutively without a one-year break from the Board

Term: Two membership years (odd years only)

Officer Term Limits

The Board elects the President-Elect, Treasurer, Secretary, and Governance Chair. Annually, the Board shall elect the President-Elect to a term of one year. At the end of that one-year term, the President-Elect becomes the President of the Association. The Board shall elect the Treasurer to a term of two years during even years. The Board shall elect the Governance Chair and Secretary to a term of two years during odd years.

An individual may serve in no more than two Officer positions consecutively. After a break of at least one full year from any Officer role, the individual is again eligible to be elected as an Officer.

Officer terms and Director terms are tracked separately and do not count against each other. Serving as an Officer does not consume or carry forward any prior Director terms. If an individual returns to a Director role after serving as an Officer, their Director term count resets, and they are eligible to serve up to two consecutive Director terms again.

Nomination Criteria: All Officers

The Governance Committee recommends eligibility criteria for each Officer role to the Board. The Board votes on the criteria. Eligibility criteria are mandatory requirements that a candidate must meet to be considered for nomination.

Currently, the following nomination criteria apply to all Officer candidates for the Association Board:

1. A nominee must be a designated voting member of a paid current AIRA member organization or must be approved to run by the voting members of their organization. Individuals from Corporate Partners are not permitted to serve on the board, as Corporate Partners are non-voting members and therefore cannot satisfy either condition.
2. A nominee must have the ability to act in accordance with legal standards:
 - Duty of care: Stay informed and ask questions

- Duty of loyalty: Show undivided allegiance to the organization's welfare
- Duty of obedience: Stay faithful to the organization's mission

The Governance Committee also recommends preferred qualifications for each Officer role, such as desired leadership qualities, skill sets, and relevant experience. The Board approves these desired qualities. Unlike eligibility criteria, preferred qualifications are aspirational and do not disqualify an otherwise eligible candidate.

Officer Qualifications Overview

	President	President-Elect	Secretary	Treasurer	Governance Chair
Organization must be a paid current member of AIRA	✓	✓	✓	✓	✓
Must be one of three of their organization's voting members OR must be approved to run by the voting members of their organization	✓	✓	✓	✓	✓
Served on an AIRA committee or workgroup for a minimum of one year	✓	✓	✓	✓	✓
Served at least one term as a Director on the AIRA Board	✓	✓	✓	✓	✓
Has NOT served in this position for more than two terms	✓	✓	✓	✓	✓
Has NOT served in two officer positions consecutively without a one-year break from the Board	✓	✓	✓	✓	✓
Is NOT involved in a for-profit organization or the sale of IIS software, products, or services	✓	✓			
Has prior fiduciary experience				✓	

Election Process

General

The Association membership elects the Directors of the Association. A quorum (i.e., one third) of the Association membership is needed for a vote to occur. The Board elects the Officers of the Association and fills vacancies as needed.

Slate of Candidates

Annually, the Governance Committee is responsible for creating a slate of consenting and eligible candidates to fill Director and Officer vacancies. The voting members of the Association can submit nominations to the Governance Committee by completing a nomination form. These nominations must be submitted in a designated manner at least 30 days prior to the election of new Directors. The slate of eligible candidates must be submitted to the Board of Directors for approval before being sent to the membership for a vote. Candidates on the Board-approved slate shall be included on the ballot, which shall be sent in writing to all voting members at least 14 days prior to the election.

Member Voting to Elect Directors

Candidate information is compiled and posted on the AIRA website. An Election Ballot is created in Survey Monkey or a similar service and sent to current voting Association members along with a deadline by which they must submit their vote. The service must be able to correlate individual email addresses with individual voting members. Each voting Association member may cast one vote for each open position. All voting will be considered complete by the deadline established. If a quorum of the Association membership does not participate in the vote, the votes cast do not count, and the Board may fill the vacancies. Any such vote requires a quorum of the Board and a majority vote to take effect. In the event of a tie, the AIRA Board will determine how the winning candidate will be selected. The election results will be announced to the membership in writing. "In writing" includes by mail as well as by email or other electronic communication means.

Certifying and Recording the Election Results

The Secretary must record the following in a certificate:

- "The undersigned, the duly appointed Secretary of the American Immunization Registry Association, does hereby certify:"

Then list, in an enumerated form:

1. The date and time of the meeting [e.g., "The 2019 Annual Meeting of the Members was held at [Location] on [Date] at [Time]."]
2. Describe the vote: [e.g., "The votes taken at the annual meeting concerned proposals to elect [#] directors of the Association."]
3. The number of members present in person
4. The number of members represented by proxy (electronically)
5. Confirmation that a quorum was present [e.g., "I counted all of the Members present in person or represented by proxy at the meeting. I found that there were, present in person or represented by proxy and entitled to vote at the meeting, [#]

Members, each entitled to one vote. The total number of Members as of the date of notice of the meeting was [#]. Accordingly, the Members present in person or represented by proxy at the meeting constituted a quorum in accordance with the Bylaws.”]

6. Count and tabulation of the votes: [e.g., “I inspected the proxies and found them to be valid and in proper form. I received the votes by the Members by ballot and by proxy, which were tallied as follows: [describe results of all candidates].”]
7. Conclusion [e.g., “Pursuant to the tallies described above, [NAMES OF DIRECTORS] have been elected Directors of the Corporation pursuant to the Bylaws by the Members present in person or represented by proxy at this meeting and entitled to vote.”]

Then, the Secretary will sign the certificate: “IN WITNESS WHEREOF, the undersigned has hereby executed this certificate as of this [DATE].”

This certificate and supporting documentation will be kept with the minutes from the meeting of the Members.

Board Voting to Elect Officers and Fill Vacancies

Officers (except the President) are elected by a majority vote of the full Board. Results of the vote will be announced to the Association membership in writing 30 days before the Annual Meeting of the Association membership is held.

When the Board deems it necessary, the Board may vote to fill vacancies outside of the annual election. The results will be announced to the Association membership within 14 days of the Board’s vote being held. Any individual voted into a vacant position will complete the term of that position.

Meetings

Meetings of the Association membership may be called at the discretion of the Board, during which elections to fill vacancies or to elect individuals to newly established positions may be held.

Meetings of the Association membership may be conducted by conference call, teleconference, or other electronic means, as permitted by law, provided that all persons can communicate with one another, and all persons are otherwise able to fully participate in the meeting. Votes of the Association members received in such manner shall have the same force and effect as votes at a meeting at which the members of the Association members are physically congregated.

Notice of any meeting of Association members shall be emailed to every member of the Association at least 30 days before the meeting and will include the time, date, and place of the meeting.

Resignations

If a Director has a change in eligibility status, he/she shall inform the Board President in writing and be removed automatically from his/her position as a Director or Officer. This notice shall be sent via email to the Board President and the Executive Director.

If a Director has a change in organization but not eligibility status, he/she shall inform the Board President and the Executive Director in writing and work with the President to determine appropriate next steps.

Removal

The Board may remove a Director by a majority vote of the full Board for the following reasons:

1. Missing three or more consecutive Board meetings without an excused absence
2. When the Board determines removal is in the best interest of the Association

The Association must notify the Director in writing of the removal decision within 14 days. Upon removal, the Director is no longer permitted to participate in Board activities. The Director has 14 days from receipt of that notice to file a written appeal via email to the Board President. If the Director being removed holds the position of President, the appeal shall be submitted to the President-Elect.

The Board must respond to the appeal in writing within 30 days of receipt.

Special Board Attendees

The Executive Director of the Association shall attend (as possible) all routinely scheduled Board and Executive Committee meetings but is not a member of the Board and therefore shall not vote. The Executive Director, with the approval of the President, may invite specific Association staff to attend select Board meetings or portions of meetings when appropriate. The President may opt to schedule an ad hoc Board meeting without the Executive Director or other Association staff if circumstances warrant. The Board may also invite special advisors to attend select Board meetings as well as committee chairs who may be asked to report on the activities of their committees.

Advisory Council

The role of an Advisory Council is to share expertise on an issue or topic and/or to help the Board achieve a particular goal. The Board may establish an Advisory Council and select its members in accordance with specific membership criteria. The Board must articulate how it will seek and use information gained from the Advisory Council.

Board Committees

Executive Committee

The Executive Committee is established in the AIRA Bylaws (Article VII) and is composed of the President, President-Elect, Treasurer, Secretary, and any other Officer(s) elected by the Board. The President chairs the Executive Committee. The Executive Committee does not require a separate charter. The Bylaws contain a full description of the Executive Committee's powers, responsibilities, and procedures.

All other board committees are created by the Board and must have a Board-approved charter as described below.

Current Board-created committees include the Finance Committee, which ensures that the Board has the information it needs to monitor the organization's financial health and

safeguard its assets, and the Governance Committee, which maintains proper Board composition, ensures effective governance, and provides ongoing recommendations to enhance Board quality.

Committee Creation

Board committees handle ongoing policy and strategic work and prepare the board for decision making. Committees do not make organizational decisions. Each committee created, excluding the Executive Committee, must draft a charter and specify the following:

- Purpose or mission
- Responsibilities
 - Including a description of the committee's specific charge and scope of work
- Type of committee
- Number and criteria for qualifications of the chair(s)
 - Including whether co-chairs are permitted
- Delegation of authority
- Membership
 - Membership criteria, including term limits if any
 - Number of committee members
 - Who can vote
 - How to handle vacancies
- Procedures
 - Quorum and manner of action
 - Termination date for the committee
- Prohibited actions

All charters shall be approved by the Board and reviewed at least every other year. All committees must report their work at Board meetings in the manner prescribed by the Board.

Prohibited Actions

No committee shall have authority to authorize or take actions which are reserved to the Board by Delaware law, the Articles of Incorporation, or the Bylaws.

Removal of Committee Members

The Board may remove a chair, co-chair, or member of a committee by a majority vote of the full Board for the following reasons:

1. Missing three or more consecutive Board meetings without an excused absence
2. When the Board determines removal is in the best interest of the Association

The Association must notify the individual in writing of the removal decision within 14 days. Upon removal, the individual is no longer permitted to participate in committee activities. The individual has 14 days from receipt of that notice to file a written appeal via email to the Board President. If the individual being removed holds the position of President, the appeal shall be submitted to the President-Elect.

The Board must respond to the appeal in writing within 30 days of receipt.

Parliamentary Authority

The rules contained in the current edition of *Robert's Rules of Order, Newly Revised* shall guide the Association in day-to-day activities and meetings and shall govern the procedure of the Association in cases of dispute, in all situations to which they are applicable, and when they are not inconsistent with the laws of the state of Delaware, the Articles of Incorporation, or the Bylaws.