

1 **MIDDLE ATLANTIC SOCIETY OF**
2 **ORTHODONTISTS**

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5

6 **MANUAL OF PROCEDURES**

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TABLE OF CONTENTS

1		
2	INTRODUCTION.....	3
3	MISSION STATEMENT	3
4	GOVERNING BODY, STAFF, AND COMMITTEES.....	3
5	TERMS OF OFFICE AND ELECTION PROCESS	4
6	BOARD OF DIRECTORS:	
7	DUTIES OF THE BOARD	5
8	MEETINGS.....	6
9	REIMBURSEMENT POLICY.....	6
10	DUTIES OF THE OFFICERS AND DIRECTORS	7
11	EDITOR	9
12	EXECUTIVE DIRECTOR	9
13	DELEGATES AND ALTERNATES TO THE AAO	11
14	MASO REPRESENTATIVES TO AAO COUNCILS.....	13
15	MASO DIRECTOR TO THE AMERICAN BOARD OF ORTHODONTICS	14
16	MASO TRUSTEE TO THE AAO.....	15
17	MASO STANDING COMMITTEES:	
18	COMMITTEE CHAIR AND MEMBER TRANSITION PROTOCOL	16
19	ANNUAL SESSION	17
20	ANNUAL SESSION SITE SELECTION.....	24
21	COMMUNICATIONS/PUBLICATIONS.....	25
22	EDUCATION AND RESEARCH	25
23	FINANCE	26
24	GOVERNMENT AFFAIRS	27
25	MEMBER SERVICES	27
26	NOMINATING	27
27	CONFIDENTIALITY POLICY	29
28	POLICY ON CONFLICT OF INTEREST.....	30
29	SEXUAL HARASSMENT POLICY.....	32
30	ANTITRUST COMPLINACE POLICY	34
31	RECORDS RETENTION POLICY	36
32	RESERVE INVESTMENT POLICY	38

1 **INTRODUCTION**

2 This Manual of Procedures is a guide to the administrative policies and procedures as
3 outlined in the MASO Bylaws. It provides operating procedures to assure consistency
4 in conducting MASO business; and reflects the organizational structure of MASO and
5 the duties and functions of the Officers, Directors, Delegates and Alternate Delegates,
6 Council Representatives, Committees, and Executive Director.

7
8 This Manual of Procedures is subject to continual evolution and revision as the needs
9 and requirements of the Society change over time. Revisions of the Manual can occur
10 through two mechanisms: changes in the MASO Bylaws which have been approved by
11 the general membership, or administrative changes which have been approved by the
12 Board of Directors as permitted by the Bylaws.

13
14 It is imperative that all members of the Society adhere to the Manual of Procedures, in
15 accordance with the Bylaws of MASO, to assure consistency in the administration of the
16 organization, the free exchange of ideas, and the easy transition of responsibility and
17 activity over time.

18
19 **MISSION STATEMENT**

20 The Middle Atlantic Society of Orthodontists shall:

- 21 A. Promote the ethical delivery of quality orthodontic care by providing its members
22 with educational opportunities and information regarding advances in orthodontic
23 treatment and technology.
24 B. Be an advocate for, and a representative of, all constituent members of the AAO
25 for the purpose of making regional decisions regarding policy, budget, member
26 services, public information and communication.

27
28 **GOVERNING BODY, STAFF, AND COMMITTEES**

29 **BOARD OF DIRECTORS:**

30 The administrative body of MASO is the Board of Directors. The Board consists of the
31 following members:

32 **Officers:**

- 33 ○ President
34 ○ President-Elect
35 ○ Secretary
36 ○ Treasurer

37 Directors (one of whom will also serve as Secretary and one as Treasurer)

38 **Editor**

39 **Ex-officio members without the privilege to vote:**

- 40 ○ MASO Immediate Past-President
41 ○ MASO Trustee to the AAO
42 ○ MASO Executive Director
43 ○ Delegation Chair

1 **OTHER ELECTED OR APPOINTED POSITIONS:**

- 2 •Delegates and Alternate Delegates to the AAO House of Delegates
- 3 •Representatives to AAO Councils
- 4 •Director to the American Board of Orthodontics
- 5 •Representative to the AAOF
- 6 •Representative to the AAOPAC
- 7 •Representative to the AAO Society of Educators

8
9 **EXECUTIVE DIRECTOR:**

10 Employed under contract by the Board of Directors.

11
12 **COMMITTEES:**

- 13 • Annual Session
- 14 • Annual Session Site Selection
- 15 • Communications/Publications
- 16 • Education and Research
- 17 • Finance
- 18 • Government Affairs
- 19 • Member Services
- 20 • Nominating

21
22 **TERMS OF OFFICE AND ELECTION PROCESS:**

23
24 **OFFICERS:**

25 The President-Elect is elected annually for a term of one year by the general
26 membership, and will assume the office of President at the following Annual Session.
27 The President will serve a one-year term as President, and the following year as Past-
28 President. The Secretary and Treasurer are elected by the Board of Directors from
29 those Directors who have served for at least one year on the Board, and will continue in
30 those positions until the completion of their service on the Board as a Director, or until
31 their resignation or removal from office.

32
33 **DIRECTORS:**

34 Directors are elected for a term of three years by the general membership, and a
35 Director may be re-elected for one additional three-year term. However, if a Director has
36 been precluded from assuming the office of President-Elect after his/her sixth year of
37 service due to the assumption of that position by another Director, he/she may be
38 elected for one additional full or partial term to maintain their position in the line of
39 succession.

40
41 **CONSTITUENT EDITOR:**

42 The Board of Directors elects the Editor for a term of three years. There are no limit to
43 the number of terms an Editor may be elected.

1 **MASO TRUSTEE TO THE AAO BOARD OF TRUSTEES:**

2 The MASO Trustee to the AAO Board of Trustees is elected by the general membership
3 in accordance with the Bylaws of the AAO in effect at that time.
4

5 **MASO DELEGATES AND ALTERNATES TO THE AAO HOUSE OF DELEGATE:**

6 MASO Delegates to the AAO House of Delegates are elected annually for a term of two
7 years by the general membership. Alternate delegates are elected annually for a term
8 of one year by the general membership. A Delegate may not serve more than three (3)
9 consecutive terms, and an Alternate may not serve more than two (2) terms. Following
10 their final term of service, a full year must elapse before an individual is eligible for re-
11 election to the delegation.
12

13 **MASO REPRESENTATIVES TO AAO COUNCILS:**

14 MASO representatives to AAO Councils are elected for a term of two years. An ad-
15 hoc committee jointly appointed by the MASO President and Trustee nominates a
16 candidate.
17 After approval of the candidate by the Board of Directors, MASO’s Trustee to the AAO
18 will forward the name of the candidate to the AAO Board of Trustees for final approval.
19 Those elected may serve a maximum of three (3) consecutive two (2) year terms.
20

21 **MASO REPRESENTATIVE TO THE AMERICAN BOARD OF ORTHODONTICS:**

22 An ad-hoc committee appointed by the MASO President will nominate 3-5 candidates.
23 After approval by the Board of Directors, the list of candidates will be forwarded to the
24 Secretary of the ABO for final selection of an individual. Service on the ABO is
25 generally for a term of eight (8) years.
26

27 **EXECUTIVE DIRECTOR:**

28 An individual or company may be retained on an at-will basis under a contract
29 negotiated by the Board of Directors.
30

31 **MEMBERS OF MASO STANDING COMMITTEES:**

32 For most committees, members are elected annually for a three-year term by the
33 general membership. A member will usually be asked to serve as Chair of the
34 committee during their final year of service.
35

36 **MASO REPRESENTATIVE TO THE AAO PAC:**

37 An ad-hoc committee appointed by the MASO President, to include MASO’s Trustee,
38 should nominate 3-5 candidates. The MASO Board of Directors will make final
39 selection. The individual selected will serve for a term of two years, and may not serve
40 more than four consecutive terms.
41

42 **DUTIES AND OPERATION OF THE BOARD OF DIRECTORS**

43
44 **DUTIES OF THE BOARD:**

45 The Board of Directors is empowered by the Bylaws to:
46 • Conduct all business of the society, subject to the Articles of Incorporation, AAO
47 and MASO Bylaws, and the mandate of the membership.

- 1 • Establish interim policies between the annual business sessions of MASO and to
2 report back to the membership at or before the next annual session of MASO.
- 3 • Establish rules and regulations, consistent with the Bylaws, to govern its
4 organization and procedure.
- 5 • Select and approve nominees to the various AAO Councils/Committees:
6 1. Council on Communications
7 2. Council on Government Affairs
8 3. Council on Membership, Ethics and Judicial Concerns
9 4. Council on Orthodontic Education
10 5. Council on Orthodontic Health Care
11 6. Council on Orthodontic Practice
12 7. Council on Scientific Affairs
13 8. New and Younger Member Advisory Committee
14 9. AAO Foundation
15 10. AAOPAC
16 11. Society of Educators

17
18 **MEETINGS:**

19 The Board shall meet twice during the Annual Session, and in January, March, and
20 June. The January and June meetings may be by conference calls. The March
21 meeting may be a one or two-day meeting and may include the MASO Delegates and
22 Alternates, and it may include invited guests. Board members are encouraged to attend
23 MASO's Spring CE meeting and the AAO Leadership Conference.

24
25 During the interim between regularly scheduled meetings, the Board may conduct its
26 business by U.S. mail, video or telephone conference call, or email.

27
28 Quorum: One-half of the Board members with voting privileges shall constitute a
29 quorum for the transaction of business at any meeting.

30
31 **REIMBURSEMENT POLICY:**

32 MASO members and leadership will not be reimbursed for expenses relating to
33 attendance at MASO's Annual Session. MASO members who are required to attend
34 meetings (except MASO's annual session) of the Board of Directors or Delegation, in
35 person, will be reimbursed for their travel expenses and lodging. Travel expenses will
36 be reimbursed for mileage, tolls, parking, and taxi charges; for round-trip sixty (60) day
37 advance purchase economy coach airfare to and from the nearest airport; or for coach
38 rail fare to and from the nearest rail station. The majority of the meals at the meeting
39 will be provided and paid for directly by MASO. Lodging expenses for the meeting will
40 be reimbursed at the negotiated rate for the meeting facility. In addition,
41 representatives from Puerto Rico will be entitled to reimbursement for one dinner (not to
42 exceed \$30.00), one night's lodging immediately following the meeting at MASO's
43 negotiated rate at the facility designated for the meeting, and one breakfast (not to
44 exceed \$15.00) following the meeting, if airline schedules require such a stay.
45 Delegates and Alternate Delegates to the AAO House of Delegates who attend the
46 preparation, caucus, and delegation meetings, including the final session of the AAO
47 House of Delegates, will be reimbursed for their travel expenses and lodging, and

1 receive a per diem allowance for meals. Travel expenses will be reimbursed for
2 mileage, tolls, parking, and taxi charges; or for round-trip sixty-day (60) advance
3 purchase economy coach airfare to and from the nearest airport. MASO's Board of
4 Directors will establish a per diem allowance for meals for the number of days required
5 to attend these meetings. Lodging expenses will be reimbursed based on the lowest
6 rate available at the AAO headquarters hotel for the number of nights not to exceed
7 those required for these meetings.

8
9 **DUTIES OF THE OFFICERS AND DIRECTORS:**

10 Prior to installation, all Officers and Directors will familiarize themselves with the Bylaws
11 and Manual of Procedures of MASO, and *The American Institute of Parliamentarians*
12 *Standard Code "AIPSC" (Latest edition)*.

13
14 **PRESIDENT:**

15
16 The President shall serve as Chairperson of the Board of Directors.

17
18 In addition, the President shall:

- 19 • Convene and conduct all meetings of the Board of Directors.
- 20 • Call special sessions of the Society or Board as provided for in the Bylaws.
- 21 • Appoint and create special committees, ad-hoc committees, or sub-committees.
- 22 • Serve in an ex-officio capacity for any committee meetings as appropriate.
- 23 • Oversee the Annual Session.
- 24 • Maintain a master calendar for presidential responsibilities: e.g., meetings to
25 attend, official actions to be taken, conflicts with religious holidays, etc.
- 26 • Serve as an official representative of MASO in its contact with governmental,
27 civic, business and professional organizations for the purpose of advancing the
28 objectives and policies of the Society.
- 29 • Serve as first Alternate Delegate to the AAO House of Delegates.

30
31 **PRESIDENT-ELECT:**

32
33 The President-Elect shall serve as a voting member of the Board of Directors, and
34 assist the President with his/her responsibilities.

35
36 In addition, the President-Elect shall:

- 37 • Appoint liaisons to councils, committees, components, and post-graduate
38 programs for the first Board meeting of their presidency.
- 39 • Serve as an ad-hoc member of the Annual Session Committee.
- 40 • Appoint a general chairperson for the Annual Session to be held in the year of his
41 or her presidency.
- 42 • Oversee the implementation of MASO's Strategic Plan.
- 43 • Review the Manual of Procedures and the Bylaws.
- 44 • Serve as President-pro tempore for the remaining portion of the President's term
45 of office in the event the office of president becomes vacant for any reason.

- Succeed to the office of President of the Society at its Annual Session subsequent to election by the membership the previous year.
- Serve as second Alternate Delegate to the AAO House of Delegates.

SECRETARY:

The Secretary shall serve as a voting member of the Board of Directors and shall:

- Prepare and distribute the minutes of all Board, ad-interim, Delegation, general membership, and special meetings to the appropriate parties.

TREASURER:

The Treasurer shall serve as a voting member of the Board of Directors and has responsibility for oversight of the Society's funds, and the reporting of the status of all accounts to the Board and general membership.

In addition the Treasurer shall:

- Account for the location, and insure the accessibility of, all financial records of the Society, including checks, bank statements, receipts, financial reports and audit results.
- Act as a custodian of all funds and securities belonging to the Society.
- Insure that all Board of Directors members receive written financial reports prior to the date of each Board meeting.
- Prepare a financial report to be placed in the spring issue of the MASO Journal.
- Assist with an audit of the Society's books by a certified public accountant approved by the Board, and present the audit report to the Board at its direction at the termination of this individual's term of office.
- Review payment of all properly authorized and budgeted expenses.
- Serve as a member of the Annual Session and Finance Committees.
- Insure the timely filing and payment of all appropriate fees and taxes.
- Perform such other duties as usually appertain to the office of Treasurer and such duties as may be required by the Board and Bylaws.

MASO DIRECTORS:

The Directors, along with the Officers of the Society, participate in the administration of the association and shall:

- Attend all Board meetings and participate in all conference calls.
- Serve as a liaison to an AAO Council, MASO standing committee, post-graduate program, and Component President.
- Serve on ad-hoc committees as required.
- Be familiar with the content of all reports submitted to the Board.
- Participate in the discussion of issues brought before the Board.

1 **EDITOR:**

2 The Editor shall serve as Chair of the Communications/ Publications Committee and as
3 a voting member of the Board of Directors.

4
5 In addition, the Editor shall also:

- 6 • Be responsible for editing and preparing for publication two issues of the MASO
7 Journal each year.
- 8 • Collect articles and information from the following sources: MASO's AAO
9 Trustee, MASO's AAO council representatives, MASO President and Director
10 liaisons, MASO committee chairpersons, component society presidents, and
11 post-graduate program chairs.
- 12 • Submit all publication materials to the Executive Director, MASO President, and
13 MASO Trustee for review prior to publication.
- 14 • Attend the MASO Annual Session and MASO Continuing Education events to
15 obtain educational articles and interviews, and receive complimentary registration
16 fees for these events.
- 17 • Receive an honorarium yearly, in an amount to be determined by the Board.
- 18 • Assist the Executive Director with a review the proposed publishing costs for the
19 Journal.
- 20 • Report the proposed publication costs to the Board.

21
22 **EXECUTIVE DIRECTOR:**

23
24 The Executive Director of the Middle Atlantic Society of Orthodontists serves under con-
25 tract to the Society. The responsibilities and compensation are set forth in a negotiated
26 contract between Accent on Management, Inc. and the Middle Atlantic Society of
27 Orthodontists dated February 1, 2003 that has been approved and signed by the Board
28 of Directors. Since MASO is a member-driven organization of volunteers, the main role
29 of the Executive Director is to assist the Officers, Directors, Committees, Council
30 representatives, and members as set forth in the contract. The Executive Director is
31 evaluated by, and is responsible to, the Board of Directors. The specific responsibilities
32 for which MASO has contracted can be found in the current contract. Since the
33 services to be provided by the Executive Director may change from time to time, only
34 general duties are listed in this manual. Upon request, each member of the Board of
35 Directors will be provided with a copy of the contract so that they are aware of the
36 services to be provided and the cost of these services.

37
38 The Executive Director shall:

- 39 • Provide association management services to MASO.
- 40 • Maintain MASO's website.
- 41 • Maintain and enhance the membership systems.
- 42 • Coordinate and administer an effective communications network for the
43 members.
- 44 • Provide continuity and communications between MASO and the AAO, between
45 MASO and the other constituent societies, and between MASO and its
46 components.

- 1 • Provide administrative services for the MASO Annual Session and for the annual
2 spring continuing education event.
- 3 • Assist the board in establishing future annual meeting sites and dates.
- 4 • File and store all correspondence and documents and reports of the association.
- 5 • Forward letters of welcome to new members of MASO, and cards of condolence
6 to the families of all recently deceased members.

7
8 In addition to providing management services to MASO, the Executive Director will
9 provide assistance to the following individuals:

10
11 To assist MASO's Secretary, the Executive Director will:

- 12 • Secure all documents, files, books, rosters, etc., necessary to conduct this office.
- 13 • Forward a report to the "American Journal of Orthodontics and Dentofacial
14 Orthopedics" a list of the newly elected Officers, Trustees and Council members.
- 15 • Develop a calendar showing mailing dates and events for MASO activities, and
16 resolve date conflicts to avoid problems and delays.
- 17 • Answer correspondence promptly as directed by the Board.
- 18 • Prepare for posting in the MASO Journal the time and place of each annual
19 business session.
- 20 • Forward suitable cards of condolence upon the death of members, and forward
21 such notification to the AAO.
- 22 • Prepare a letter and forward a donation, in an amount to be determined by the
23 Board, to the AAOF in honor of a deceased former MASO President upon
24 notification of his/her death.

25
26 To assist the Treasurer the Executive Director will:

- 27 • Maintain a copy of the insurance bond of the Treasurer and the indemnification
28 insurance policy of the officers and board members as provided by the American
29 Association of Orthodontists.
- 30 • Maintain all documents, checks and accounts of the society; and register the
31 required signature cards with a bank or other appropriate financial institution.
- 32 • Collect and deposit in a bank account all receipts and income from whatever
33 sources deemed to be the property of the Middle Atlantic Society of
34 Orthodontists.
- 35 • Maintain and keep current such records to delineate all receipts and
36 expenditures in such permanent form that is consistent with the Federal Records
37 Retention Policy.

38
39 To assist the Editor, the Executive Director will:

- 40 • Forward appropriate information received from the AAO to the Editor for inclusion
41 in the MASO Journal.
- 42 • Assist with proofreading the various drafts of the Journal.
- 43 • Select a publisher and forward the final draft to the publisher for layout.
- 44 • Select a printer and mail a copy to all MASO members.
- 45 • Send notice of the next annual session to the editor of the "**American Journal of
46 Orthodontics and Dentofacial Orthopedics**" in time to appear in the issue
47 preceding the conference.
- 48 • Publish a copy of MASO's Journal on the society's website, and forward a copy
49 to the editor of the "**American Journal of Orthodontics and Dentofacial
50 Orthopedics**".

1 **DELEGATES AND ALTERNATES TO THE AAO House of Delegates:**

2
3 **Election of Delegates and Term of Office:**

4 The AAO currently authorizes MASO to send six (6) delegates and MASO chooses to
5 include three (3) alternate delegates to the AAO House of Delegates. Delegates are
6 elected by MASO to serve for a two-year term. No individual delegate may serve more
7 than three (3) consecutive two-year terms. A delegate who serves three (3)
8 consecutive terms is not eligible for re-election until they have remained off the
9 delegation for at least one (1) year.

10
11 Alternate Delegates are elected annually to serve a term of one (1) year. An alternate
12 delegate may be elected for a second one (1) year term but then must either be elected
13 as a Delegate or be removed from the Delegation.

14
15 The Nominating Committee will select MASO active members in good standing to fill
16 these positions. The Nominating Committee shall consider representatives from all
17 component societies in filling positions trying to be as equitable as possible in balancing
18 representation. MASO’s President and President-Elect are automatically the first and
19 second alternate delegates. Other than the President and the President-Elect, no
20 Officer or Director should be nominated to serve on the Delegation while they also serve
21 as an Officer or Director.

22
23 The election of Delegates and Alternates will be held during the general business
24 meeting of MASO’s annual session. Nominations from the floor may be accepted. If
25 more than the designated number of Delegates is nominated, an election by written
26 ballot will take place.

27
28 **Duties & Responsibilities of a Delegate:**

29
30 **All delegates are required to:**

- 31 1. Attend the fall AAO Virtual House of Delegates (VHOD) meeting
- 32 2. Attend the MASO spring ad interim Delegation meeting.
- 33 3. During the AAO Annual Session, Delegates are required to attend both House of
34 Delegates meetings and remain until the conclusion of each. In addition,
35 Delegates are expected to attend all MASO caucus meetings and any
36 appropriate reference committee hearings.
- 37 4. Delegates should be familiar with the entire AAO workbook containing
38 parliamentary procedures, council reports, Trustee recommendations, and
39 resolutions prior to MASO’s caucus meetings.
- 40 5. Delegates will be assigned to a specific reference committee and will be
41 expected to voice the position of MASO on any and all of the resolutions that
42 appear before that specific committee. Delegates and alternates will also be
43 responsible to report back to the MASO caucus the overall opinions expressed
44 on each resolution and the final recommendation of the Reference Committee
45 pertaining to each.
- 46 6. Delegates will vote during both the first and second House of Delegates meeting
47 on all resolutions following floor debate.

1 7. The majority of a delegate's time at an AAO annual session will be devoted to
2 delegation meetings, therefore Delegates will be unable to attend many of the
3 lectures or clinics. Delegates may rent or purchase videos or audiotapes of
4 lectures or clinics of interest if they desire.
5

6 **Replacement of an Elected Delegate:**

7 If a Delegate is unable to attend a session of the AAO House of Delegates, the
8 President of MASO will automatically become the replacement for that delegate. If a
9 second (or third delegate) is unable to attend, the Delegation chairperson will select a
10 replacement from the remaining Alternate Delegates or MASO Board of Directors.
11

12 **Replacement of an Alternate Delegate:**

13 If an Alternate Delegate is unable to attend a session of the AAO House of Delegates,
14 the Delegation Chair may elect to appoint a replacement Alternate Delegate from a
15 member of the Board of Directors.
16

17 **Selection of AAO Delegation Chairman:**

18 As part of the Delegation meeting at each MASO annual session the newly elected
19 delegates and alternate delegates will vote to select the Delegation chairperson. If
20 a majority of the delegates are not present at the annual session then MASO's
21 Secretary, within one week of MASO's annual session will conduct an election to
22 determine the Delegation Chairperson. MASO's Secretary will distribute a ballot with
23 the names of all delegates. The delegate receiving the most votes will chair the
24 Delegation. The results of the election will be announced as soon as possible. The
25 chair of the delegation is to attend the meetings of MASO's Board of Directors.
26

27 **Duties of the Delegation Chairperson:**

- 28 1. Attend and participate in all meetings of MASO's Board of Directors as an ex
29 officio member of the Board.
- 30 2. Preside over all meetings of the delegation.
- 31 3. Make reference committee assignments.
- 32 4. Represent MASO at a pre-AAO annual session delegate chairperson's meeting.
- 33 5. Submit MASO resolutions to the AAO within the appropriate deadline date.
- 34 6. Coordinate the activities of the delegation on the floor of the House of Delegates
35 to maximize the influence and efficiency of the delegation.
- 36 7. Submit to the Executive Director for approval per diem and airfare/travel
37 allowance amounts. (This is to be done as early as possible for budgeting
38 purposes.)
- 39 8. Submit a report of the delegation to the Board of Directors no later than sixty
40 days following the AAO House of Delegates Meeting.
41

42 **Delegation Secretary:**

43
44 The Secretary of MASO will serve as secretary for the ad interim delegation meetings,
45 and the MASO Executive Director will serve as secretary during the AAO Annual
46 Session. The duties of the delegation secretary include but are not limited to:

- 1 1. Attending the MASO caucus and AAO House of Delegates meetings as
2 appropriate.
- 3 2. Record the attendance of delegates and alternates.
- 4 3. Record the assignment of delegates to specific reference committees and note
5 which delegate will be presenting MASO resolutions to the House of Delegates.
- 6 4. Track all resolutions of the House of Delegates so that a report to the Board of
7 Directors can be prepared.

8
9 The MASO Executive Director will assist the Delegation Chair in establishing caucus
10 dates, schedule meeting rooms, and arrange for meals.

11
12 **Ad interim meetings:**

13 The AAO gives constituents the choice between two dates to hold an ad interim
14 meeting. It is MASO's policy to select the latter date since reports from the AAO, and
15 resolutions from other constituents who have meetings on the first date are more likely
16 to be available.

17
18 **Reimbursement Policy:**

19 The Delegates and Alternate Delegates will be paid on a per diem basis for a maximum
20 of five days when attending the HOD meetings. If the House of Delegates meeting is
21 on the west coast, the per diem payments may extend to a sixth day to allow for an
22 extra day of travel. They will also be reimbursed for airfare/travel allowance. The per
23 diem amount will be determined by the Board of Directors early enough to be included
24 in that year's budget.

25 Reimbursement will be paid only to those Delegates and Alternates who attend every
26 MASO caucus and every House of Delegates meeting, and who stay to the end of the
27 last House of Delegates meeting.

28
29 **MASO REPRESENTATIVES TO AAO COUNCILS:**

30
31 **NOMINATION PROCESS:** The President shall appoint an ad-hoc committee consisting
32 of the MASO Trustee and three members to solicit, evaluate, and make
33 recommendations to the MASO Board of Directors names of MASO members willing
34 and qualified to serve on an AAO Council. One member will be appointed chairperson.
35 The ad-hoc Committee members cannot be prospective candidates for the Council
36 position.

37
38 The committee will advertise for prospective candidates in the MASO Journal at least
39 three months in advance of the selection. All applications are to include the candidate's
40 curriculum vitae. Current AAO Council Representatives, as well as the AAO Trustee,
41 may suggest candidates to the committee.

42
43 The committee will review each candidate's credentials and these credentials along with
44 the committee's recommendation will be forwarded to the Board of Directors. If none of
45 the candidates are acceptable to the Board; the committee will reconvene to consider
46 other candidates. This process will continue until Board endorsement is obtained for
47 one candidate for each council vacancy.

1 **DUTIES:**

2 Individuals selected to serve on AAO Councils are to represent MASO’s position in
3 issues brought before their respective Council, and will report the actions of the Council
4 to MASO’s Board of Directors through their board liaison. Council representatives will
5 also prepare a report for publication in each issue of the Journal, and are expected to
6 attend MASO’s Annual Session and spring CE meeting.

7
8 **MASO DIRECTOR TO THE AMERICAN BOARD OF ORTHODONTICS:**

9
10 **NOMINATION PROCESS:**

11 The American Board of Orthodontics will notify MASO when an opening for a MASO
12 representative becomes available on the ABO Board of Directors. The MASO Board of
13 Directors will appoint an ad-hoc committee composed of three currently certified
14 orthodontists and one non-board certified orthodontist to solicit and evaluate
15 candidates. Committee members cannot be members of the MASO Board of Directors
16 or a prospective nominee for the position. The President-Elect of MASO will serve as
17 the chairperson of the committee. Each of the committee members shall have a vote.
18 The current ABO Director from MASO will be included in the meetings but only act in an
19 advisory capacity. No other current ABO Director will be involved with the nomination
20 process.

21
22 The committee will advertise for prospective candidates in the MASO Journal at least
23 twelve months in advance of the selection. A candidate for the ABO board must be a
24 Diplomate of the ABO. All applications are to include the candidate’s curriculum vitae.
25 Current AAO Council Representatives as well as the AAO Trustee and current ABO
26 representative may suggest candidates to the committee.

27
28 The nominating committee will submit a list of three to four final nominees to the ABO
29 President. If a nominee has a non-time limited certificate and has not already
30 voluntarily recertified, the nominee must recertify at the ensuing Clinical Examination.

31
32 **MASO TRUSTEE TO THE AMERICAN ASSOCIATION OF ORTHODONTISTS:**

33 The Trustee serves as MASO’s representative to the AAO. As a member of the AAO
34 Board of Trustees he/she is expected to convey the position of MASO in matters
35 brought before the Board of Trustees.

36
37 The MASO Trustee is elected for a two-year term in accordance with the Bylaws of the
38 AAO, and will generally serve for a maximum of four (4) terms.

39
40 In the event the Trustee from MASO is to be absent from a session of the Board of
41 Trustees of the AAO, the President of MASO will appoint a substitute to serve until the
42 Trustee is able to resume his/her duties. If the President is not available to make this
43 appointment, the President-Elect is authorized to appoint a substitute Trustee. Should
44 a vacancy in the office of Trustee occur, a substitute Trustee will be appointed by the
45 President of MASO, in consultation with the Board, to fill the position until a new Trustee
46 can be elected at MASO’s next annual session

1 Following the last year of the Trustee's fourth term, the AAO House of Delegates may
2 elect that individual to the office of Secretary-Treasurer of the AAO. In this way he/she
3 would be eligible to ascend through the offices of President-Elect, President, and
4 Immediate Past President of the AAO.

5
6 The office of Trustee requires a significant time commitment, and an individual must
7 seriously consider the impact of this position on their individual practice.

8
9 The Trustee's position is that of a liaison between the AAO and MASO. A partial list
10 of the duties of this position includes:

- 11 1. Publishing a report of AAO issues and actions in MASO's Journal.
- 12 2. Participating in all meetings of MASO's Board of Directors including reporting on:
 - 13 a. Any vacancies that MASO needs to fill on AAO Councils or Committees.
 - 14 b. Any important or urgent AAO or AAO Board of Trustees issues or actions.
- 15 3. Submitting to the AAO or the AAO Board of Trustees:
 - 16 a. Any inquiry or request for information or advice sought by a member of
17 MASO, or MASO's Board.
 - 18 b. All MASO nominations to fill vacant AAO Council or Committee positions.
 - 19 c. All resolutions proposed by MASO to the AAO House of Delegates.
- 20 4. Transmit any AAO or AAO Board of Trustees messages or responses back to
21 MASO members or to the MASO Board of Directors.

22 23 **NOMINATION AND ELECTION TO THE BOARD OF TRUSTEES OF THE AAO:**

24
25 While an election is held by MASO every two years to nominate or re-nominate an
26 individual to serve as MASO's Trustee, unless there is an unusual circumstance such
27 as death, resignation, removal by the AAO Board of Trustees, or someone decides to
28 challenge the incumbent, the Trustee is normally re-elected until he or she serves the
29 maximum number of four terms and goes through the chairs of offices at the AAO.

30
31 When a new Trustee is to be elected, the MASO Nominating Committee shall:

- 32 1. Advertise for candidates in the MASO Journal at least six (6) months in advance
33 of the election. All applications must be received by the Chairperson of the
34 Nominating Committee and distributed to all committee members upon receipt.
- 35 2. Submit the name(s) of Trustee candidate(s) to the MASO Board of Directors by
36 July 1st preceding the election.
- 37 3. The Nominating Committee will publish the name(s) of all candidate(s) in the
38 MASO Journal at least 30 days prior to the election.
- 39 4. The election will be held during the general business meeting of the Annual
40 Session.
- 41 5. Voting will be by written ballot unless there is only one candidate for office, and
42 then he/she may be declared the nominee by the chairperson. Nominating
43 speeches are not to exceed five minutes in length. Although nominations do not
44 require seconds, two seconding or endorsing speeches may be made for each
45 candidate. These will not exceed two minutes each in length.

- 1 6. The election will be conducted in accordance with the rules of parliamentary
2 procedure.
- 3 7. If more than one candidate is placed in nomination, one nominee will be
4 selected for the position by majority vote conducted by written ballot. If no
5 candidate receives a majority of the votes, additional rounds of voting will be
6 undertaken until a majority is obtained by one of the candidates.
- 7 8. If there are more than two candidates, the candidate(s) with the lowest
8 number of votes will be dropped from successive ballots.

9 10 **MASO STANDING COMMITTEES:**

11
12 Committee chairpersons report directly to their assigned Board member liaison, and are
13 encouraged to attend MASO's Annual Session to report personally to the Board.
14 Committee Chairpersons must also attend and present a report to the general
15 membership at the Annual Meeting and submit a report for publication for each issue of
16 the Journal. The following are the standing committees of MASO:

- 17 ● Annual Session
- 18 ● Annual Session Site Selection
- 19 ● Communications/Publications
- 20 ● Education and Research
- 21 ● Finance
- 22 ● Government Affairs
- 23 ● Member Services
- 24 ● Nominating

25 26 **Committee Chair and Member Transition Protocol**

27 To insure that new Committee Chairs and incoming Committee members are familiar
28 with their responsibilities, the following events should be undertaken in the order
29 prescribed:

- 30 1. Once a nominated slate of candidates has been approved by the Board, and
31 prior to their election by the general membership at the upcoming Annual
32 Session, all new committee members are to:
 - 33 a. Be contacted via phone by a member of the Nominating Committee who
34 will notify them of the Board's approval of their nomination and confirm
35 their commitment to serve on their respective committee.
 - 36 b. Receive via mail a letter from the President outlining the general
37 expectations for service on a MASO committee.
 - 38 c. Receive via email from the Executive Director an outline of the specific
39 responsibilities and functions of the committee to which the member has
40 been nominated.
- 41 2. At least one month prior to the Annual Session, the President-Elect will have a
42 conference call with the Executive Director and all incoming Committee Chairs to
43 verify their agreement to serve as a committee chair and to clarify any new or
44 ongoing issues to be addressed during their term of office.

- 1 3. No later than one month following the Annual Session, all Committee Chairs are
2 required to establish contact with their respective committee members. This is to
3 verify the members continued commitment and to initiate communication
4 protocols for completing all assigned committee tasks and responsibilities.
5

6 **ANNUAL SESSION COMMITTEE:**
7

8 The President-Elect may select (or serve as) a General Chairperson for his/her Annual
9 Session. The nominee for General Chairperson should be experienced in the workings
10 of MASO and be an active member. The Chairperson is required to attend at least one
11 meeting of the previous Annual Session Planning Committee. The General
12 Chairperson is responsible for the following:

- 13 1. The overall format, operation and administration of the Annual Session.
14 2. Appointing all Committee Chairpersons for the various Annual Session
15 committees.
16 3. Prepare for Board approval a separate operating budget for the Annual Session.
17 4. Coordinating the various aspects of the Annual Session and maintaining liaison
18 and accountability with all involved committees. A minimum of two planning
19 meetings of the entire Annual Session Committee will be needed and may be
20 conducted by conference call.
21 5. Report to the President and Board of Directors at least twice/year.
22 6. Assure that appropriate letters of appreciation are forwarded to all speakers,
23 committee chairpersons and VIP's at the conclusion of the Annual Session.
24 7. Visit each exhibitor personally during the Annual Session for feedback on his or
25 her experience.
26

27 The sub-committees of the Annual Session are listed below. Each sub-committee
28 chairperson is responsible to attend all Annual Conference Planning Committee
29 Meetings and follow the guidelines listed under their specific committee:

- 30 **1. Scientific Program**
31 a. Doctor Program
32 b. Staff Program
33 c. ABO Case Displays
34 d. Post-Graduate Program Displays
35 **2. Registration**
36 a. Member/Staff Registration
37 **3. Speaker Moderators**
38 a. Moderators for Speakers
39 **4. Exhibitors**
40 a. Technical Exhibit Booths
41 b. Exhibitor Table Clinics
42 c. Sponsorships
43 **5. Publicity/Promotion**
44 a. Direct-Mail Publicity
45 b. Journal Publicity
46 c. Component Publicity

1 **6. Affiliated Groups**

- 2 a. American Board of Orthodontists
3 b. State Component Societies

4 **7. Social Activities**

- 5 a. Welcome Reception
6 b. Presidential Gala
7 c. Tours
8 d. Fun Run
9 e. Golf Tournament

10
11 **ANNUAL SESSION OPERATION:**

12 The following policies and procedures are to be utilized for planning and running
13 MASO's Annual Session. Some Annual Sessions are held by MASO alone, while
14 others are held in conjunction with other constituent societies

15
16 **PURPOSE:**

17 It is our desire to attract MASO members and their staff, AAO members, and
18 component members to MASO's Annual Session for the purposes of education,
19 organization, business, technical information, and the sharing of practical
20 knowledge. By making our meeting attractive and meaningful to the orthodontists,
21 their families, and their staff members we assure the financial success of the
22 meeting and MASO's ongoing programs.

23
24 **CONTINUING EDUCATION CREDITS:**

25 Orthodontists and/or their staff members will earn one hour of continuing education
26 credit for each hour attended during a scientific lecture at the Annual Session. The
27 Executive Director will be responsible for applying for CERP certification.

28
29 **SCHEDULING:**

30 The Annual Session Site Selection Committee is charged with recommending future
31 sites with the assistance of the Executive Director. MASO's Annual Session is usually
32 held within the society's geographical boundaries unless it is a joint session with
33 another constituent society. When the AAO has its annual meeting in MASO's
34 geographical area, MASO's meeting is often held outside our area. Selection of an
35 October or early November date avoids conflicts with the AAO, and is a time when hotel
36 costs tend to be low. The best schedule begins on a Saturday and ends on Monday or
37 Tuesday. MASO's annual operating budget includes a line item for site selection
38 expenses, e.g. visitation by the committee chairperson, and/or the individual slated to
39 be President in that year, and the Executive Director.

40
41 **CONTRACTS:**

42 All conference contracts are negotiated and signed by the Executive Director on behalf
43 of the Board. Convention Center/Hotel contracts for the selected location should be
44 signed four years in advance of the meeting and follow the guidelines and calendar of
45 the AAO. Hotel contracts should include a block of at least 300 rooms for three nights;
46 specific meeting rooms, and approximately 35,000 square feet of exhibit space.

1 **BUDGET AND FINANCES:**

2 Each Annual Session operates with its own established budget that is developed by the
3 General Chairperson with the help of the Executive Director. One-year prior to the
4 meeting, the Board of Directors will approve the budget. The Treasurer will establish a
5 separate account for the Annual Meeting. When the books are closed at the next
6 Annual meeting, any profits or losses are then transferred to the general books of
7 MASO.
8

9 **HONORARIUM POLICY FOR SPEAKERS:**

10 It is best to offer speakers one sum to cover their travel expenses and the honorarium.
11

12 **DUTIES OF THE EXECUTIVE DIRECTOR RELATING TO THE ANNUAL SESSION:**

- 13 1. The Executive Director will assist the General Chairperson and the Annual
14 Session Committee Chairpersons with the functions listed below. Working with
15 the General Chairperson, the Executive Director will:
- 16 • Attend each Annual Session Planning Committee meeting.
 - 17 • Review the overall Annual Session meeting plans and objectives.
 - 18 • Prepare the Annual Session schedule of events.
 - 19 • Obtain signed contracts for each speaker. Confirm their travel arrangements,
20 lodging, meals, audio-visuals, moderating/hosting, and any special needs.
21 Develop a program outline and other information for the printing of direct mail
22 promotional materials.
 - 23 • Plan promotion and publicity via handouts, website, direct mail, and
24 notification in the Journal.
 - 25 • Prepare the Annual Session budget for approval.
 - 26 • Review and negotiate contracts for sleeping accommodations, meeting
27 facilities, food functions, and commercial exhibitors' space.
 - 28 • Obtain written agreements for all social events/entertainment.
 - 29 • Plan and coordinate meeting room and audio-visual requirements.
 - 30 • Hire of local support services; i.e. convention bureau, security, audio-visual
31 support, and various service agencies.
 - 32 • Select a pipe-and-drape company.
 - 33 • Coordinate commercial exhibitor needs; e.g. participation, space
34 requirements, and sell and assign booth space.
 - 35 • Order registration supplies and coordinate contracted on-site personnel and
36 volunteers.
 - 37 • Administer the registration process including advance registration via website
38 and mail, and on-site registration in person.
 - 39 • Provide up to two additional staff persons, as needed, at the Annual Session
40 to oversee facility, food functions, exhibitors, speakers, and registration.
41 (MASO will provide mileage reimbursement or round trip coach airfare and a
42 regular (lowest price) room for each person.)
 - 43 • Help MASO's ABO Director invite participation by recently confirmed ABO
44 Diplomates to display their cases.
 - 45 • Order all awards and special gifts.

1 **TECHNICAL EXHIBITS:**

2 The Executive Director is responsible for the sale of commercial exhibit space and will:

- 3 a. Review and update a list of prospective exhibitors.
- 4 b. Develop the exhibitor direct-mail prospectus and contract
- 5 c. Solicit contracted exhibitors for financial support for specific projects including,
6 but not limited to, social functions, promotional, and registration materials.
- 7 d. Design the exhibit hall layout.
- 8 e. Provide staff to check-in and register exhibitors during the set-up of exhibit
9 booths.
- 10 f. Solicit exhibitors and sponsors for the Annual Session.
- 11 g. Collect signed contracts, process payments, and make deposits.
- 12 h. Coordinate logistics between the hotel, exhibitors, exposition company, and
13 security company.
- 14 i. Communicate with exhibitors their booth assignments and set-up requirements.
- 15 j. Develop a roster of exhibitors to be included in the on-site program.

16
17 **EXHIBIT POLICIES:**

18 Each exhibitor must sign a contract, which outlines the rules and regulations for that
19 Annual Session. Exhibitors are instructed not to conduct seminars for three days
20 before the Annual Session in the same city. Exhibitors violating this policy will be
21 banned for five years from having a booth at the Annual Session.

22
23 Booth space should be no smaller than 8'x8' and no larger than 10'x10'. A booth
24 package consists of pipe and drape, 6' long draped 36" high table, two chairs,
25 wastebasket and identification sign. Exhibit contracts will be honored only if they are
26 accompanied by full payment.

27
28 Complimentary booths or tables are offered to the AAO, the AAOF, and AAO affiliated
29 companies, not to exceed three (3). A booth or table is allotted for the upcoming MASO
30 Annual Conference for promotional and door prize purposes. Orthodontic Program
31 exhibits and ABO case displays are displayed in an area of the exhibit hall if space
32 permits.

33
34 **REGISTRATION:**

35 The Executive Director is responsible for the coordination of registration of all attendees
36 and will:

- 37 a. Review the registration process from previous conferences and recommend
38 changes, if indicated.
- 39 b. Assist in designing the registration form.
- 40 c. Coordinate any door prize activities and schedule volunteers to oversee the
41 booth/table to advertise the next Annual Session.
- 42 d. Schedule orthodontist's staff members to assist the paid personnel at the
43 registration and information desks.

- 1 The Executive Director will also:
2 a. Announce the meeting to the membership via direct mail and our website.
3 b. Process advance reservations.
4 c. Order registration supplies and transport them to the meeting.
5 d. Prepare nametags in advance.
6 e. Train on-site registration personnel
7 f. Coordinate with the hotel or convention center regarding registration set-up.
8

9 **REGISTRATION POLICIES:**

10 The Annual Registration fee will be discounted until 20 days before the conference.
11 Thereafter, the regular fee will be charged until the date of the meeting at which time an
12 additional on-site fee will be levied.
13

- 14 1. MASO members and AAO members from other constituent societies will pay a
15 registration fee determined by the Annual Session Committee.
- 16 2. There will be an additional fee for on-site registration.
- 17 3. MASO/AAO retired members will have registration fees waived.
- 18 4. Students in orthodontic programs and recent graduate/associate members of
19 MASO will have registration fees reimbursed at a level determined by the Board
20 of Directors.
- 21 5. Staff will be charged a nominal registration fee.
- 22 6. Spouses, personal guests and children of MASO/AAO members: registration fee
23 determined yearly by program package costs.
- 24 7. Non-member dentists pay a higher registration fee than members.
25

26 **REFUND POLICY:**

- 27 1. Cancellations will be recognized up to 10 days prior to the meeting.
- 28 2. Cancellations must be received in writing or by fax at the MASO office.
- 29 3. All refunds will be subject to a \$50.00 administrative charge.
- 30 4. No cancellations will be accepted and no refunds will be issued on site for any
31 fees or ticketed events.
- 32 5. The Board may make exceptions to the cancellation and refund policy in the
33 case of medical or personal emergencies.
- 34 6. All approved refunds will be processed by the MASO office and issued within 30
35 business days after the meeting.
36

37 **SOCIETY/ASSOCIATION GUESTS:**

38 The following persons will receive complimentary registration and tickets to all Annual
39 Session events:

- 40 • MASO President and spouse/guest *
- 41 • MASO Annual Session General Chairperson and spouse/guest (if applicable)
- 42 • MASO Executive Director and spouse/guest/staff
- 43 • MASO Trustee to the AAO and spouse/guest
- 44 • AAO President and spouse/guest (or designated representative)
- 45 • AAO Executive Director, or their designated representative, and spouse/guest
46

1 *Children/grandchildren of the President will receive complimentary tickets only to the
2 Presidential Banquet (not to exceed four (4) tickets).

3
4 The recipient and spouse/guest of the Devlin Award will receive a three-night
5 complimentary hotel accommodation, and two (2) tickets to the Presidential Gala.
6 The recipient of the Kress Award will receive a three night complimentary hotel
7 accommodation, and two (2) tickets to the Presidential Gala.

8 9 **COMPLIMENTARY ACCOMMODATIONS:**

10 The following persons will receive complimentary hotel accommodations:

- 11 • MASO President: One bedroom suite including a hospitality room
- 12 • MASO Trustee and their spouse/guest

13
14 The cost of these rooms, to the greatest extent possible, will be covered under the
15 complimentary room provisions negotiated in the hotel agreement. The cost for the
16 rooms not covered by the agreement will be paid by MASO.

17 18 **PUBLICITY AND PROMOTION:**

19 The Executive Director is responsible for the promotion of the Annual Session through
20 the MASO website, e-mail, direct mail, and Journal articles and will:

- 21 1. Design the on-site program book.
- 22 2. Develop the promotional campaign and all promotional materials.
- 23 3. Edit and proofreading all materials and graphics.
- 24 4. Submit information to the AAO and regional editors for journal publicity.
- 25 5. Forward the award photographs to the MASO Editor for publication.
- 26 6. Assist the graphic/typeset company in designing materials.
- 27 7. Supervise the printing company to obtain final products.
- 28 8. Conduct a direct/email promotion campaign.

29 30 **SPEAKER/MODERATOR CHAIRPERSON:**

31 The General Chair and members of the Annual Session Committee are responsible for
32 recruiting one moderator for each speaker at the Annual Session.

33
34 The Committee will:

35 Select Doctors to host and serve as moderator for each speaker.

36
37 The Executive Director will:

- 38 1. Establish speaker guidelines and convey MASO's expectations of their
39 presentation.
- 40 2. Extend on behalf of the MASO President, letters of invitation to VIP's (AAO
41 President/Spouse, AAO Executive Director/Spouse, etc.).
- 42 3. Arrange for ushers to collect tickets and/or check name badges for admission to
43 all social functions.
- 44 4. Forward to all guest(s) a copy of the meeting schedule.

- 1 5. Arrange for complimentary tickets to be given to the guest(s) for all scheduled
- 2 events. In addition, the VIP's badge should have an identifying ribbon indicating
- 3 his/her particular office so that all of our members can identify the guest.
- 4 6. Confirm the participation of Moderators and Speakers in writing.
- 5 7. Confirm the audio-visual, set-up, and any other special needs of the speakers
- 6 and VIP's.
- 7 8. Plan the Welcome Reception and Presidential Gala.

8

9 **SOCIAL ACTIVITIES:**

10 The Executive Director is responsible for planning and organizing the social activities

11 and events of the Annual Session and will:

- 12 1. Plan and arrange the social functions (Presidential Gala, Welcome Reception,
- 13 Golf Tournament, and Fun Run).
- 14 2. Arrange for entertainment for all social functions.
- 15 3. Solicit potential sponsors for all social events.
- 16 4. Determine the fee for all social functions based on projected expenses.
- 17 5. Inform the Publicity Chairperson about all events.
- 18 6. Assist the MASO leadership in preparing for the Devlin Award and the Kress
- 19 Award presentation ceremonies.
- 20 7. Obtain signed contracts for all entertainment.
- 21 8. Reserve facilities and rooms for social events.
- 22 9. Arrange for the printing of tickets and program booklets.
- 23 10. Coordinate MASO's needs with the catering and banquet departments of the
- 24 hotel.
- 25 11. Communicate the details of Award Ceremonies to all Award Recipients.

26

27 **AFFILIATED GROUPS:**

28 The MASO Director who is responsible for liaison duties with the following is

29 responsible for inviting these organizations to participate in the Annual Session and CE

30 event and will:

- 31 1. Contact the ABO, AAOF, AAOIC, State component societies, committees,
- 32 Council representatives, Program Directors, and others describing the program
- 33 and inviting them to participate or meet at our conference.
- 34 2. Communicate all affiliated group requests to the Annual Session General
- 35 Chairperson.
- 36 3. Determine group needs and assist with facilitating their requirements.

37

38 The Executive Director will assist the Board liaison to:

- 39 1. Confirm each affiliated group activity.
 - 40 2. Communicate function needs with the hotel.
 - 41 3. Arrange for proper space for the function.
- 42
- 43
- 44
- 45

1 **MEETINGS DURING THE ANNUAL SESSION:**

2
3 **GENERAL MEMBERSHIP BUSINESS MEETING:**

4 The annual general membership meeting is held at the Annual Session. The purpose
5 of this meeting is to elect members to MASO offices and committees; install newly
6 elected officers, Directors, and Trustees of the Society; receive the President and
7 President-Elect’s addresses; and conduct any appropriate business coming before the
8 membership. The following is the suggested agenda:

- 9
- 10 I. Call to Order
- 11 II. Approval of Agenda
- 12 III. Necrology Report
- 13 IV. Introduction of Guests
- 14 V. Comments by AAO Guests
- 15 VI. Presidential Address
- 16 VII. Committee Reports
- 17 VIII. Comments by President-Elect
- 18 IX. Unfinished Business
- 19 X. New Business
 - 20 a. Presentation of Gerard A. Devlin Award.
 - 21 b. Presentation of William Kress Award.
 - 22 c. Presentation of the Lifetime Achievement Award (if appropriate)
 - 23 d. Presentation of Plaques
- 24 XI. Election of Officers, Directors, etc.
- 25 XII. Installation of Officers
- 26 XIII. Adjournment

27
28 **BOARD OF DIRECTORS MEETINGS:**

29 **1st Meeting:** The final board meeting of the outgoing officers is held in conjunction with
30 MASO’s Annual Session. It is usually held the day before the main arrival day for the
31 members at large. At this meeting the Board approves a budget for the following year
32 and conducts other business. Director and Trustee-elects are invited to attend this
33 meeting as observers. During the evening of the meeting, a dinner for current and
34 incoming board members, their spouses/guests, and AAO VIP’s will be held. The cost
35 of the officers and VIP’s dinners is included in the MASO general operating budget.

36
37 **2nd Meeting:** The first board meeting for the newly elected Directors is held the morning
38 of the final day of the annual session. At this meeting the Board and committees are
39 restructured and future Board meeting dates are announced.

40
41 **ANNUAL SESSION SITE SELECTION COMMITTEE:**

42 This committee is composed of the five (5) available immediate past Annual Session
43 General Chairpersons, and the Director who is slated to be President in the year of the
44 meeting. At each succeeding Annual Session, one (1) member is confirmed for a term
45 of five (5) years. The senior member serves as Chairperson in their last year on the
46 committee.

1 The Annual Session site Selection Committee shall:

- 2 1. Recommend to the Board dates and places for future Annual Sessions. The
- 3 Executive Director may supply input on the merits of various potential sites.
- 4 2. Refer to the parameters necessary for meeting sites found in the first section of
- 5 the Annual Session write up in this manual.

6

7 **COMMUNICATIONS/PUBLICATION COMMITTEE:**

8

9 This committee is composed of three (3) members and the MASO Editor. At each

10 Annual Session one (1) member is elected for a term of three (3) years. The Editor will

11 serve as Chair of the committee.

12

13 The Communications/Publication Committee shall:

- 14 1. Oversee all publications of MASO.
- 15 2. Publish at least two issues of the Journal per year, and include a summary of
- 16 MASO's annual budget in the spring issue.
- 17 3. Review and recommend methods for improving communication between the
- 18 members of MASO.
 - 19 a. Foster the use of social media for facilitating member communication.
 - 20 b. Maintain the timeliness of the content on MASO's website.
- 21 4. Distribute copies of the Journal to all exhibitors, and recognition to those who
- 22 have advertised in the Journal during the Annual Session.
- 23 5. Present appropriate reports to the Board of Directors.

24

25 **EDUCATION AND RESEARCH COMMITTEE:**

26

27 This committee is composed of three (3) members. At each succeeding Annual

28 Session, one (1) member is elected for a term of three (3) years. The senior member

29 serves as Chairperson in their last year on the committee.

30

31 The function of this Committee is the development and promotion of educational

32 programs for the members and their staff. The committee will encourage research by

33 graduate orthodontic departments of institutions within MASO by recognizing

34 outstanding research contributions with the William A. Kress Award.

35 The Education and Research Committee shall:

- 36 1. Assist with the spring Continuing Education program for orthodontists and/or staff
- 37 members in an appropriate geographical location. Sponsorship monies should be
- 38 solicited to cover the cost of the conference.
- 39 2. Review the thesis submissions and select, when appropriate, a recipient of the
- 40 William A. Kress Award. The award has been established to further the interests
- 41 of orthodontic education by awarding a cash prize and certificate to a student of
- 42 a graduate orthodontic program in MASO whose thesis or research project is
- 43 judged the best for that year. The award shall be made in the name of the
- 44 William Kress Memorial Fund and so memorialize our Past President who had a
- 45 major interest in orthodontic education under the following guidelines:

- a. The Committee of Education and Research shall select the winner and present the award.
- b. The Executive Director in conjunction with the committee chairperson shall contact the director of each graduate orthodontic program in MASO, advising them of the award, and requesting the submission of one thesis or research project to be considered for the award.
- c. The Executive Director will insure that information about this award has been forwarded to each graduate orthodontic department for dissemination to their residents.
- d. December 31st of the year of a resident's graduation is the deadline for submission of the appropriate applicant material.
- e. The material will be distributed by the executive Director and reviewed by the Chairperson and committee members. Committee members will grade each thesis on a 1 to 10 scale with the highest average determining the recipient of the award.
- f. The Chairperson will then notify the Board of the decision of the Committee. On behalf of the Chair, MASO's Executive Director will then notify the winner and invite them to attend the general business meeting of the next Annual Session, where the Committee Chair will make the presentation.
- g. The notification of the award will be published in the official program of the Annual Session.
- h. The Award consists of a check for \$1,000, complimentary registration to the conference, three night's complimentary hotel room, thirty-day advance coach round-trip airfare, and two complimentary tickets to the Annual Session Gala. The recipient should forward an abstract of the thesis to the Editor for publication in the Journal.

FINANCE COMMITTEE:

The committee shall be composed of MASO's President, Treasurer, and Immediate past Treasurer. MASO's Executive Director shall serve as an ex-officio member. The main duty of the committee is to conduct an annual internal audit to comply with the IRS requirements.

The Committee shall:

1. Meet no later than September for the purpose of reviewing all financial records and preparing a proposed budget for the upcoming year. Records including the current Treasurer's report, previous budgets, and anticipated income and expense should be considered.
2. Prepare an annual budget for approval by the MASO Board at the fall Board meeting.
3. Present a finalized budget for the upcoming year to the membership at the general membership meeting of the Annual Session.

1 **GOVERNMENT AFFAIRS COMMITTEE:**

2
3 This committee is composed of six (6) members, one from each component society.
4 At each Annual Session, two (2) members are elected for a term of three (3) years.

5
6 The Government Affairs Committee shall:

- 7 1. Attend the annual AAO Advocacy meeting in WashingtonDC.
- 8 2. Review and forward for publication in the Journal information regarding any
- 9 legislation affecting orthodontic care within the component jurisdictions of MASO.
- 10 3. Report on state and national legislative efforts of interest to orthodontics and
- 11 dentistry.

12
13 **MEMBER SERVICES COMMITTEE:**

14
15 This committee is composed of five (5) members. At each succeeding Annual Session,
16 one (1) member is elected for a term of five (5) years. The senior member of the
17 committee shall serve as Chairperson.

18 **A. Membership Duties:**

- 19 a. Call to welcome each new member ofMASO.
- 20 b. Encourage new members to attend the spring CE event and Annual
- 21 Session.
- 22 c. May organize a welcome activity for new members. This is usually
- 23 done at the Annual Session; however, if the Annual Session is out of
- 24 the MASO area, it may occur at the MASO Spring Continuing
- 25 Education event.
- 26 d. The Chair will review all membership activities forwarded from theAAO
- 27 and prepare a report for publication in the Journal.
- 28 e. Contact MASO members who have dropped their AAOmembership
- 29 and encourage them to rejoin.

30 **B. Practice Transition Duties:**

31 Develop, implement and sustain programs that will help MASO’s orthodontic
32 residents and MASO members with various aspects of both the transitions
33 into and out of the practice of orthodontics.

34
35 **NOMINATING COMMITTEE:**

36
37 This committee shall be composed of eight (8) members. They shall be the Immediate
38 Past President of MASO, the next most immediate Past President available, and six
39 other members; one from each MASO component. The President of each MASO
40 component, or a designee of the component President, should be given preference for
41 this position. If the immediate Past President of MASO and/or the next most
42 immediate Past President cannot serve on the Nominating Committee for any reason,
43 the MASO President shall appoint a former Past President of MASO to serve in their
44 place. The Past President and next most immediate Past President shall serve for a
45 term of one year. The next most Immediate Past President shall serve as Chairperson.
46 As respective terms expire, this committee shall submit the names of nominees for

1 President-Elect, Directors to the Board, and committee vacancies of MASO; in addition,
2 nominees for Trustee, Delegate and Alternate Delegate to the AAO, and a nominee for
3 the Gerard A. Devlin Award. This report shall be referred to the Board, shall be
4 published thirty (30) days prior to the Annual Session, and shall be presented at the
5 business meeting of the annual session.

6
7 The Nominating Committee shall:

- 8
- 9 a. Solicit from the component societies the names of those who have served well
10 on a local level and who may be available to serve effectively in our Society.
- 11 b. Attempt to maintain a geographic balance in its nominations wherever feasible
12 and possible.
- 13 c. Seek to place members in increasing levels of responsibility to develop their skills
14 and experience.
- 15 d. Submit the name of a nominee for the Gerard A. Devlin award.
- 16 e. Inform all committee nominees of their approval by the Board, and help insure
17 their presence for election at the Annual Session.
- 18

19 **Guidelines for Nominee Selection for all MASO offices and committees**
20 **(Distribution of Member Responsibility):**

- 21 1. A person currently serving as a MASO representative to an AAO Council is not
22 required to resign the AAO position if they are elected to serve as a MASO
23 Director. However, they should select which of the two positions they will
24 continue to serve, and resign the other, when their term as Director is up for
25 renewal.
- 26 2. A current Director will not be proposed by the Nominating Committee, nor
27 approved by the Board of Directors, for an AAO council position unless there are
28 no other reasonably qualified members willing to accept the position. If a
29 Director is elected as a council representative, they must select which of the two
30 positions they will continue to serve, and resign the other, when their term as
31 Director is up for renewal.
- 32 3. A current Director or Officer (except the President) will not serve as a Delegate or
33 Alternate Delegate to the AAO unless no other reasonably qualified member is
34 willing to accept the position.
- 35 4. An AAO Council representative should not serve as a MASO Delegate or
36 Alternate Delegate, nor may a Delegate or Alternate Delegate serve as an AAO
37 Council representative.
- 38 5. The Nominating Committee will make every effort to insure that each component
39 of MASO is proportionately represented when nominating persons to serve as
40 Officers, and Directors. They will make a similar effort when nominating persons
41 to serve as AAO Delegates, Alternate Delegates and AAO Council
42 representatives.
- 43 6. Report the slate of nominees to the Board, and present the list to the general
44 membership of MASO at least thirty days (30) prior to the Annual Session. The
45 slate shall then be voted upon at the business meeting of the Annual Session.
- 46

1 Process:

- 2 a. Nominations may be received from any MASO member, and are due prior to
3 March 1st of each year.
4 b. The committee will select nominees, and forward its recommendations to the
5 Board of Directors for approval at the June Board meeting.
6 c. Election will occur at the next MASO Annual Session.
7

8 Qualifications for nomination:

9 All candidates should have demonstrated at least one of the following:

- 10 a. A significant contribution to orthodontics, usually at the Component level, beyond
11 the usual requirements for membership.
12 b. A significant contribution to orthodontics as a clinician, educator, or researcher.
13 c. A significant contribution to other areas of dentistry or science benefiting the
14 dental health of the patients served by MASO orthodontists.
15
16
17

18 **CONFIDENTIALITY AGREEMENT**

19
20 I hereby acknowledge, as a member of the Board of Directors of the Middle Atlantic Society of
21 Orthodontists (MASO) that some Board and related Committee meetings may be undertaken in
22 closed session. I also acknowledge that all discussions occurring in such closed sessions are
23 intended to be, and shall be and remain, confidential in all respects. I further acknowledge that
24 such confidentiality is, in many instances, necessary to preserve and protect MASO's
25 attorney/client privilege when legal issues are discussed or implicated by such closed session
26 discussions. Accordingly, I understand that my disclosure of any information learned or
27 provided during such closed sessions may irreparably harm MASO. In addition, disclosure of
28 information relating to the position of individual Board members regarding issues discussed by
29 the Board to parties other than current Board members is inappropriate and may be subject to
30 disciplinary action by the Board
31

32 Therefore, in consideration of my service as a member of the Board of Directors, I hereby
33 covenant and agree that I will keep and retain all information obtained or provided during any
34 closed session of the Board of Directors strictly confidential, both during my tenure as a member
35 of the Board and thereafter in perpetuity; provided, that I may disclose such information only
36 upon judicial order or decree by a court of competent jurisdiction or upon mutual agreement by
37 the Board of Directors.
38
39
40

41 Signed: _____
42

43
44 Print Name: _____
45

46 Date: _____
47
48
49
50

1 **MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS**
2 **Conflict of Interest Policy**
3

4 Whenever any officer or trustee has a conflict of interest with MIDDLE ATLANTIC
5 SOCIETY OF ORTHODONTISTS, he or she shall call such conflict to the attention of
6 the MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS Board. After identifying the
7 issue, matter or transaction with respect to which a conflict exists, an officer or trustee
8 with a conflict shall withdraw from any further involvement in that issue, matter or
9 transaction unless a majority of the disinterested trustees shall determine that the
10 conflict is (i) immaterial or not adverse to the interests of MIDDLE ATLANTIC
11 SOCIETY OF ORTHODONTISTS or (ii) the benefits of allowing the person with the
12 conflict to participate in the discussion or consideration, but not the final decision,
13 outweigh the dangers; in which case the person may participate in the discussion,
14 study or consideration of the issue, matter or transaction, but not the final discussion
15 or decision.
16

17 It is the duty of each officer and trustee to disclose any conflict of interest he or she is
18 aware of to the Board. An officer who is uncertain as to whether he or she may have a
19 conflict should ask the Secretary for an opinion. The Secretary shall issue a written
20 opinion which shall be presumed to be correct and may be relied upon unless
21 challenged by another trustee, in which case the final decision as to whether a conflict
22 exists shall be made by majority vote of the disinterested trustees. The Secretary shall
23 advise the President of each and every opinion issued. Opinions shall, to the extent
24 possible, avoid the disclosure of personal information while, at the same time, disclosing
25 the basis for the opinion. Copies of all opinions shall be retained by the Secretary and
26 made available to the Board upon request to permit and encourage consistency. The
27 minutes of the meeting at which the disclosure of any conflict is made shall reflect that
28 the disclosure was made and whether the person with the conflict withdrew, after
29 making full disclosure of the matter in question and the conflict, and was not present for
30 the final decision of the matter and any vote thereon.
31

32 A conflict of interest exists when:

- 33 1. Any officer or trustee or close relative of an officer or trustee, or the employer of
34 either of the foregoing has an interest in an issue, matter or transaction which
35 MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS has an interest; or
- 36 2. When any officer or trustee, or a close relative of an officer or trustee acts as an
37 agent, representative or spokesperson for any person, business, group or
38 organization, in order to influence MIDDLE ATLANTIC SOCIETY OF
39 ORTHODONTISTS on any issue, matter or transaction.
40

41 An individual or organization has an interest for purposes of this policy if he, she, or it:

- 42 1. is an agent for a person or organization with an identified goal of influencing a
43 decision by MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS; or (2) would
44 experience a material economic gain or loss from a decision by MIDDLE
45 ATLANTIC SOCIETY OF ORTHODONTISTS on an issue, matter or transaction

1 identifiably different from the economic gain or loss that would be experienced by
2 (a) a member of the general public, (b) the holder of less than five percent (5%)
3 of the equity in any business entity, or (c) a nonexempt employee of MIDDLE
4 ATLANTIC SOCIETY OF ORTHODONTISTS.

5
6 Someone is a close relative of they are a spouse, a child, natural or adoptive parent,
7 grandparent, grandchild, brother or sister whether natural, adoptive or by marriage of an
8 officer or trustee. The term also includes any other family member who resides in the
9 same household as an officer or trustee, or shares living quarters with an officer or
10 trustee under circumstances that closely resemble a marital relationship.

11
12 In addition to the foregoing, officers and trustees should not:

- 13 a. Use inside information—i.e., information made available to them because of their
14 position as an officer or trustee which is proprietary or confidential or otherwise
15 note generally known to the public—for their personal advantage or that of any
16 close relative.
- 17 b. Accept any service, discount, and concession, fee for advice or service or thing
18 of value from any person or organization with an interest in an issue, matter or
19 transaction in which MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS also
20 has an economic or programmatic interest under circumstances that would
21 suggest an obligation of the part of the officer or trustee to exert any influence on
22 MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS to enter into a transaction
23 or adopt, alter or abolish any policy or position.

24
25 New officers and trustees will be given a copy of this policy and specifically asked to
26 read it. Each officer and trustee will be asked to complete a Conflict of Interest Policy
27 Disclosure Statement upon his or her appointment or reappointment to the Board.

28 ____ I have read the above Conflict of Interest Policy and I have no conflicts as
29 described in this policy.

30 ____ I have read this above Conflict of Interest Policy and I have no conflicts, as
31 described in the policy, except for those noted below or on the attached paper.

32
33 _____
34 Signature

35
36 _____
37 Board Member's Name (printed)

Date

1 **SEXUAL HARASSMENT POLICY:**

2 It is the policy of the American Association of Orthodontists that all employees and members
3 should enjoy an environment free from unlawful harassment. The Association is committed to
4 maintaining a pleasant, professional work environment, and behavior that could be perceived as
5 sexual harassment is prohibited. This policy prohibits unlawful harassment in any form,
6 including sexual harassment, unlawful harassment relating to race, color, age, ethnicity, religion
7 and disability or any other legally protected characteristic.

8
9 Sexual harassment has no place at the Association, and will not be tolerated. Sexual
10 harassment includes unwelcome sexual advances, requests for sexual acts or favors,
11 unsolicited and intimidating sexual overtures or other verbal or physical conduct of a sexual
12 nature when (a) submission or rejection of such conduct is a term or condition of employment or
13 is a basis for employment decisions or (b) such conduct interferes with an individual's work
14 performance, or (c) the conduct creates an offensive or intimidating work environment.

15
16 Harassment can include, but is not limited to, the following behavior:
17 Verbal conduct such as sexual innuendo, sexually suggestive "kidding" or "teasing," jokes about
18 gender-specific traits, unwanted sexual overtures or comments, inquiries or discussions
19 concerning one's sexual experiences, comments about an individual's body;

20
21 Visual conduct such as derogatory and/or sexually oriented posters, photography, cartoons,
22 drawings, e-mails or gestures;

23
24 Physical conduct such as unwanted touching, intentional brushing against the body;

25
26 Threats or demands to submit to sexual requests as a condition of continued employment or to
27 avoid loss of benefits, or offers of benefits in return for sexual favors; and retaliation for having
28 reported or threatened to report harassment.

29
30 Whenever possible, any person who is experiencing unwelcome conduct of the type generally
31 described above should inform the person engaging in the conduct that it is unwelcome and
32 request that it stop.

33
34 All members, especially those in leadership position, are warned not to engage in such conduct
35 in connection with the performance of the Association activities. This includes the member's
36 relationships with AAO staff, as well as anyone that the member encounters as part of his/her
37 Association responsibilities, e.g. other members and staff of other associations, exhibitors,
38 vendors, etc.).

39
40 Member leaders are urged to remember that their positions carry authority and that it may be
41 difficult for an employee to differentiate between a request that must be addressed as part of
42 their assigned duties and personal requests.

43
44 Any person who believes that he/she has been unlawfully harassed by a member, co-worker,
45 supervisor or other business visitor of the AAO, or who has witnessed such harassment, is
46 strongly encouraged to report the facts of the incident or incidents to the Executive Director.
47 The AAO can only resolve matters brought to its attention; accordingly, the AAO encourages all
48 persons to come forward with information about allegations of unlawful harassment. Retaliation
49 for making a complaint or cooperating with an investigation of alleged harassment is strictly
50 prohibited. In the event of a conflict of interest or in the absence of the Executive Director, the
51 information may be reported to the General Counsel. All complaints will be addressed
52 promptly, and confidentiality will be maintained to the extent possible. The complainant may be
53 required to submit the complaint in writing.

1 No adverse or retaliatory action will be taken against an employee, member or member leader
2 for filing a complaint. Complaints will be investigated in a fair and impartial manner and the
3 complainant and the person complained about will be informed of the result of the investigation
4 although not necessarily the specific action taken. In the event it is determined that the
5 complaint has merit, appropriate action (up to and including termination) will be undertaken by
6 the AAO.

7
8 **FRATERNIZATION POLICY:**

9
10 Members of the Association should never engage in sexual relations with AAO employees.
11 Such conduct can adversely affect the operation and reputation of the Association.

12
13 **WHISTLEBLOWER POLICY:**

14
15 The MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS Whistleblower Policy: (1)
16 encourages staff and volunteers to come forward with credible information on illegal practices or
17 serious violations of adopted policies of the association; (2) specifies that the association will
18 protect the person from retaliation; and (3) identifies where such information can be reported.

- 19
20 1. Encouragement of reporting. The MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS
21 encourages complaints, reports or inquiries about illegal practices or serious violations of the
22 association's policies, including illegal or improper conduct by the association itself, by its
23 leadership, or by others on its behalf. Appropriate subjects to rise under this policy would
24 include financial improprieties, accounting or audit matters, ethical violations, or other similar
25 illegal or improper practices or policies. Other subjects on whom the MIDDLE ATLANTIC
26 SOCIETY OF ORTHODONTISTS has existing complaint mechanisms should be addressed
27 under those mechanisms, such as raising matters of alleged discrimination or harassment
28 via the association's human resources channels, unless those channels are themselves
29 implicated in the wrongdoing. This policy is not intended to provide a means of appeal from
30 outcomes in those other mechanisms.
- 31 2. Protection from retaliation. The MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS
32 prohibits retaliation by or on behalf of the association against staff or volunteers for making
33 good faith complaints, reports or inquiries under this policy or for participating in a review or
34 investigation under this policy. This protection extends to those whose allegations are made
35 in good faith but prove to be mistaken. The MIDDLE ATLANTIC SOCIETY OF
36 ORTHODONTISTS reserves the right to discipline persons who make bad faith, knowingly
37 false, or vexatious complaints, reports or inquiries or who otherwise abuse this policy.
- 38 3. Where to report. Complaints, reports or inquiries may be made under this policy on a
39 confidential or anonymous basis. They should describe in detail the specific facts
40 demonstrating the bases for the complaints, reports or inquiries. They should be directed to
41 the MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS President or Executive Director; if
42 both of those persons are implicated in the complaint, report or inquiry, it should be directed
43 to any officer of the association. The MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS
44 will conduct a prompt, discreet and objective review or investigation. Staff or volunteers
45 must recognize that the association may be unable to fully evaluate a vague or general
46 complaint, report or inquiry that is made anonymously.

47
48 Signature _____

49
50 _____
51 Board Member's Name (printed)

_____ Date

1 **MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS**
2 **Antitrust Compliance Policy**

3
4 **I. GENERAL POLICY STATEMENT.**

5
6 It is the policy of the MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS to
7 comply fully with all applicable laws, including antitrust laws, to avoid unlawful
8 conduct, and to take steps to support such compliance. Leaders, employees, and
9 members should be aware of this Policy, and the particulars of its/these guidelines.

10
11 **II. STATEMENT REGARDING ANTITRUST LAWS.**

12
13 Associations such as the MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS
14 provide an important benefit to their members and to the public, including fostering
15 competition. Any time potential competitors are involved in any joint activity, the
16 potential for even unintended prohibited conduct exists. Because the MIDDLE
17 ATLANTIC SOCIETY OF ORTHODONTISTS includes potential competitors (*i.e.*, its
18 members), it may be subject to special scrutiny under a number of state and federal
19 antitrust laws. As a result of this scrutiny, the MIDDLE ATLANTIC SOCIETY OF
20 ORTHODONTISTS, its leaders, employees and members must do their utmost to
21 avoid even the appearance of the opportunity for improper actions.

22
23 Some basic understanding of the antitrust laws is necessary to understand how to
24 avoid such accusations.

25
26 Antitrust laws may be enforced by the United States Department of Justice, the
27 Federal Trade Commission, by states that have enacted antitrust legislation, and
28 private parties (*i.e.*, consumers and competitors). Civil and criminal actions may be
29 brought for alleged violations of antitrust laws, and penalties—including fines and
30 even imprisonment—can be severe.

31
32 No agreement regarding prices of goods or services should be made or discussed in
33 any way. Price agreements, regardless of the purpose for which they are formed, are
34 strictly prohibited by the antitrust laws. If prices are proven to have been agreed to or
35 “fixed,” it is not a defense that the prices were reasonable or that the reason for the
36 price agreement is justifiable on other grounds such as quality control. Further,
37 because the antitrust laws are criminal statutes, leaders, employees and members of
38 the MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS who actively participate or
39 acquiesce regarding an unlawful price agreement may be held criminally liable.

40
41 Similarly, MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS members may not
42 agree, even informally, to allocate or divide patients or customers, or to boycott or
43 refuse to deal with persons or entities. Such activity is strictly prohibited. Further,
44 MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS membership criteria may not
45 be used to deny access to services or information necessary for competition.

1 This Policy is not intended to be (or contain) an exhaustive listing of all activity that
2 may be considered illegal.

3
4 **III. GENERAL GUIDELINES:**

5 In order to effectuate compliance with this Policy, MIDDLE ATLANTIC SOCIETY
6 OF ORTHODONTISTS leaders, employees and members should adhere to the
7 following procedures whenever possible:

8 A. Agendas of meetings of the Executive Committee, Business Meetings, and
9 other meetings that potentially concern matters of antitrust significance
10 should be reviewed in advance.

11 B. This Policy should be provided to each member of the Executive
12 Committee.

13 C. In order to avoid even the appearance of the potential for a violation of the
14 antitrust laws, MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS
15 leaders, employees, and members must not discuss certain sensitive
16 subjects at MIDDLE ATLANTIC SOCIETY OF ORTHODONTISTS
17 meetings, whether the meeting is formal or informal. The following
18 subjects should not be discussed at any MIDDLE ATLANTIC SOCIETY OF
19 ORTHODONTISTS meeting:

20 a. Establishing or fixing prices for services they provide;

21 b. Establishing or fixing of employee salaries;

22 c. Allocating or restricting markets; or,

23 d. Boycotting a certain company or entity because of its pricing or
24 distribution practices.

25
26 Informal discussions regarding any of the foregoing matters should also be avoided.
27 In addition, the foregoing items are meant to be illustrative of subjects that should be
28 avoided, and not exhaustive.

29
30 _____ I have read the above Antitrust Compliance Policy

31
32 Signature _____

33
34 _____
35 Board Member's Name (printed) Date
36

1 DOCUMENT RETENTION AND DESTRUCTION POLICY:

2 The MASO Board of Directors recognizes the need to preserve and protect the records
3 of the organization. Therefore, the Board has adopted this policy to be implemented by
4 the management firm/staff of the organization in all formats including electronic and
5 paper.

6 ASAE Records Retention Schedule

7 Retention Period:

- 8 Accident reports and claims (settled cases)..... 7 years
- 9 Accounts payable ledgers and schedules 7 years
- 10 Accounts receivable ledgers and schedules 7 years
- 11 Audit reports of accountants permanently
- 12 Bank reconciliations..... 2 years
- 13 Capital stock and bond records; ledgers; transfer registers;
14 stubs showing issues; record of interest coupons; options; etc.....permanently
- 15 Cash books permanently 16
- Charts of accounts..... permanently 17
- Checks (canceled, but see exception below) 7 years
- 18 Checks (canceled for important payments, i.e., taxes; purchases of property;
19 special contracts; etc. Checks should be filed with the papers pertaining to the underlying
20 transaction.)..... permanently
- 21 Contracts and leases (expired) 7 years
- 22 Contracts and leases still in effect..... permanently
- 23 Correspondence (routine) with members, customers, or vendors 1 year
- 24 Correspondence (general) 3 years
- 25 Correspondence (legal and important matters only)..... permanently 26
- Deeds, mortgages and bills of sale permanently 27
- Depreciation schedules permanently 28
- Duplicate deposit slips 2 years
- 29 Employee personnel records (after termination) 3 years
- 30 Employment applications 3 years
- 31 Expense analyses and expense distribution schedules 7 years
- 32 Financial statements (end-of-year, other months optional) permanently
- 33 General and private ledgers (and end-of-year trial balances)..... permanently
- 34 Insurance policies (expired) 3 years
- 35 Insurance records, current accident reports, claims, policies, etc..... permanently
- 36 Internal audit reports (in some situations, longer retention periods may be
37 desirable)..... 3 years
- 38 Inventories of products, materials and supplies 7 years
- 39 Invoices to members and customers 7 years
- 40 Invoices from vendors..... 7 years
- 41 Journals..... permanently
- 42 Membership applications 3 years
- 43 Minutes of directors and committees, including by-laws and charter..... permanently
- 44 Notes receivable ledgers and schedules..... 7 years
- 45 Option records (expired) 7 years
- 46 Payroll records and summaries, including payments to pensioners 7 years 47
- Petty cash vouchers 3 years 48
- Physical inventory tags 3 years 49
- Plant cost ledgers 7 years
- 50 Property appraisals by outside appraisers permanently
- 51 Property records, including: costs; depreciation reserves end of year trials
52 balances; depreciation schedules; blueprints and plans permanently

1	Purchase orders (except purchasing department copy)	2 years	2
	Receiving sheets	2 years	3
	Requisitions.....	2 years	4
	Sales records.....	7 years	5
	Savings bond registration records of employees.....	3 years	6
	Scrap and salvage records (inventories, sales, etc.)	7 years	7
	Stock and bond certificates (canceled)	7 years	8
	Stockroom withdrawal forms.....	2 years	9
	Subsidiary ledgers	7 years	
10	Tax returns and worksheets; revenue agents' reports and other documents		
11	relating to determination of income tax liability	permanently	
12	Time books.....	7 years	
13	Trade mark registrations	permanently	
14	Voucher register and schedules	7 years	
15	Vouchers for payments to vendors, employees, etc. (Includes: allowances		
16	and reimbursement of employees, officers, etc., for travel and entertainment		
	expenses.....	7 years	

MASO RESERVE INVESTMENT POLICY

The following Reserve Investment Policy was adopted by the Board of the Middle Atlantic Society of Orthodontists on June 6, 2018 and may be amended as necessary from time to time.

Purpose:

The MASO Reserve Investment Policy exists to:

- Provide a reserve fund to mitigate the reduction of member services in the event of an economic downturn or financial loss
- Provide funding for projects which, while necessary to fulfill the mission of MASO, fall outside the scope of funding through the annual operating budget
- Increase MASO's net assets through earned investment income and net increase in the portfolio market value

Reserve Investment Policy

MASO employs a total return investment approach whereby a mix of equity, fixed income, and alternative investments are used to maximize long-term performance for a prudent level of risk.

MASO's investment objectives include:

- Maintaining the purchasing power of current assets and any/all future contributions with respect to inflation by producing positive real rates of return
- Maximizing return within reasonable and prudent levels of risk
- Limitation of short-term investment losses
- Portfolio outperformance relative to a customized policy benchmark or asset allocation benchmark over a full market cycle
- Meeting all anticipated and unanticipated liquidity requirements
- Controlling costs in administering and managing the portfolio

Reserve Funds – Long-Term Investments

The primary objective of this portfolio is to maximize long-term growth and appreciation of capital (total return) while maintaining a prudent level of risk. Specifically, these funds may be invested in diversified equities across U.S. and non-U.S. stocks, as well as growth and value styles, and small, medium, and large capitalizations. Fixed income investments may be diversified among domestic, international, inflation-protected, and high-yield bonds. Other assets such as real estate, commodities, and master-limited-partnerships may be used judiciously to enhance long-term returns and/or class will be automatically excluded from the portfolio unless otherwise noted by the Financial Committee. The time horizon for the Long-Term Investments Portfolio is long-term; generally greater than 5 years extending well beyond at least one capital market cycle.

The MASO Board is responsible for all investments and investment decisions made by the Association, including the authority to hire and fire investment managers.

Criteria for Funding Requests:

1. Must impact or be consistent with MASO's mission
2. Must be beneficial to MASO members

3. Funding request must be directed toward a specifically identifiable deliverable service and/or product