

AMENDED AND RESTATED BYLAWS OF MAYO CLINIC

HISTORICAL PREAMBLE

The practice which has grown and developed into the Mayo Clinic was founded by Doctor William Worrall Mayo, who came to Rochester in 1862, as medical provost marshal and also commenced the practice of medicine and surgery. His practice grew and expanded, and, as his sons, William J. Mayo and Charles H. Mayo became qualified, they were associated with their father therein.

Owing to the efforts of the Sisters of St. Francis, Saint Marys Hospital was built, and, upon its opening in 1889, the Mayos became the surgeons and physicians thereat; as their practice continued to grow and develop it became necessary to associate many others with them; some as partners and others as employees and the Members. Trustees and Professional Staff of Mayo Clinic have long been associated with them and are in entire sympathy with their ideals, and the policies established by them. During the growth and development of such practice, and until the transfer thereof hereinafter mentioned, the Clinic and all of its property, equipment and funds had been owned by and were the property of William J. Mayo and Charles H. Mayo.

As the practice grew and developed, it attracted the attention of other physicians and surgeons who came for the purpose of observation and study; those visitors came in increasing numbers and gradually came to speak of the work as the "Mayo Clinic" until eventually it came to be referred to and called by that name, not only by the profession, but by the laity, and for that reason the name which was thus bestowed has been adopted.

It was the conception of the founders of the Clinic and now is and long has been the conception of the Members, Trustees, and Professional Staff of Mayo Clinic that the primary object of the Clinic should be

service to humanity, in its broadest sense, and not the material advancement or enrichment of the individual, and that only such part of the earnings of the Clinic as is necessary reasonably to compensate them for services should inure to the members thereof, and that the rest of the earnings should be used for the benefit of the public, from whom it came in the past and through whom it must come in the future, through better care of the sick, medical education for better trained doctors, research and the general welfare of the public.

In keeping with this spirit, a substantial part of the earnings of the Clinic have heretofore been set aside and devoted to medical education, research, investigation and public health and Mayo Clinic and its Members, Trustees and Professional Staff are in full accord with the existing policy and expect to continue the same policy in the future.

It was contemplated that the time may come when the ideas of the Founders and conception as hereinbefore set forth (particularly as to medical education, research, investigation and public health) might be better served by the transfer of all the Clinic property and equipment, together with the funds aforesaid to a medical school, or to a university or college maintaining one. To that end and also with a view to the continuation of the practice of medicine and surgery and the operation and conduct of said Clinic, William J. Mayo and Charles H. Mayo by deed made and dated October 8, 1919 conveyed and delivered all of the Clinic property and equipment including the fund aforesaid, to this corporation (then known as Mayo Properties Association, subsequently known as Mayo Association and then known as Mayo Clinic), a Minnesota charitable and educational corporation organized primarily for the purpose of carrying out said intentions.

In addition, on December 31, 1922, the founders and partners voluntarily relinquished their partnership and personal rights to participate in the earnings and reorganized and founded the Mayo Clinic as an association. Since that reorganization the Associates of Mayo Clinic were entitled to and did receive only fixed amounts annually. This action made it possible for the Mayo Clinic to pay a reasonable rental to the Mayo Clinic for the extensive properties which it used.

All property given to Mayo Properties Association was by agreement, originally made and dated on the 15th day of April, 1929, and by an agreement effective January 1, 1936, leased by said corporation to the Mayo Clinic for the period of thirty years, from January 1, 1936, with the contemplation that such corporation would, from time to time, acquire additional property by gift or otherwise, and with the intent and purpose that it would lease all of the Clinic property and equipment to some association formed for the purpose of operating and conducting the same, and that in such event the income which it would receive for rent or otherwise would be used for the corporate purposes in the manner specified and subject to the provisions of such deed, that all of the property of said corporation might, upon certain contingencies therein set forth, pass to and become the property of a medical school or a college or university maintaining one. The Members, Trustees and Professional Staff of Mayo Clinic are entirely in sympathy and accord with the intentions hereinbefore set forth and with the conveyance of the Clinic property as aforesaid, including the contingent transfer to a medical school or to a college or university maintaining one.

As the years have gone by, it has become increasingly evident that the public in speaking of the Mayo Clinic have not the individuals in mind but are thus referring to the staff of physicians and surgeons engaged in the practice of medicine and surgery and the conduct of medical education and medical research.

On February 28, 1969, in further development of the spirit and direction given by the founders and partners of Mayo Clinic, the Associates of Mayo Clinic merged said Mayo Clinic into Mayo Clinic as a means of attaining more complete and more direct realization of the humanitarian, educational and research aims of the founders and partners of Mayo Clinic but with the express understanding that the clinical practice would continue to be operated under the name of "Mayo Clinic."

The Members, Trustees, and Professional Staff of Mayo Clinic desire to continue to perpetuate the spirit and example of the founders and partners of the Mayo Clinic. The experience of the founders, and all of those who have been associated with them, has clearly demonstrated that, in order to carry on the work successfully and efficiently and assure patients of the best treatment and care, and to advance the plans and aspirations of the founders and contribute to the fulfillment thereof, and to coordinate such work, medical

care and planning as may be conducted in multiple sites in response to a national call for health reform and other societal needs it is necessary that some functions be separated for such purpose and, to that end, recognizing that Mayo Clinic (like its counterparts in Arizona and Florida) and Mayo Clinic are now embodied in separate non-profit corporate entities the following Bylaws are adopted:

ARTICLE I

Office and Corporate Seal

Section 1. Office. The office of the corporation shall be in the City of Rochester, County of Olmsted, State of Minnesota.

Section 2. Seal. This corporation has no seal.

ARTICLE II

Trustees

Section 1. Trustees. The Government of this Corporation and the management of its affairs shall be vested in a Board of Trustees composed of thirty-one (31) persons, including temporary vacancies, seventeen (17) of whom shall be Public Trustees and fourteen (14) of whom shall be Medical, Administrative, and Other Professional Trustees (hereinafter collectively referred to as Internal Members). At least one-third of the members of the Board of Trustees shall be physicians who are Internal Members. Specific responsibilities, accountability, and authority of the Board of Trustees and of other primary Mayo Clinic leadership positions, boards, and committees are further defined in the document entitled “Mayo Clinic: Governance and Management Structure” which has been adopted by and is subject to amendment from time to time by the Board of Trustees (hereinafter referred to as “Mayo Clinic: Governance and Management Structure”).

Section 2. Medical, Administrative and Other Trustees Defined. The Medical members of the Mayo Clinic Board of Governors and any other physician Internal Members of the Board of Trustees shall be known as “Medical Trustees.” Administrator members of the Mayo Clinic Board of Governors shall be known as “Administrative Trustees.” Any Other Member of the Mayo Clinic Board of Governors and any

other non-physician Internal Members of the Board of Trustees shall be known as “Other Trustees.” Internal Members shall be nominated by the Mayo Clinic Board of Governors and elected by the Board of Trustees. The term of office of each Internal Member who is not a member of the Mayo Clinic Board of Governors shall be for a period of one (1) year and until the successor is elected and qualified. The term of office of each Internal Member who serves on the Mayo Clinic Board of Governors is determined by Article V, Section 1.

Section 3. Public Trustees. The trustees who are not Internal Members shall be known as “Public Trustees” and shall be persons not in the active employ of Mayo Clinic. The term of office of each Public Trustee hereafter elected shall be for a period of four (4) years and until the successor is elected and qualified. However, the initial terms of Public Trustees elected to new Trustee positions shall be set in such a fashion as to ensure an orderly and regular pattern of expirations of Public Trustee terms. Any Public Trustee shall be eligible for re-election but shall not be eligible to serve more than three consecutive full terms except that a Public Trustee serving as chair of the Board who completes three consecutive terms as a Trustee may continue as a Trustee until the individual has completed his/her four year term as chair (see Article IV, Section 1). A Trustee initially elected to fill an unexpired term of two years or less, shall still be eligible to serve three consecutive full terms.

All Public Trustees shall be elected as such by the affirmative vote of two-thirds of the Trustees present and voting on the issue. Vacancies in the office of Public Trustee resulting from expirations of regular terms of office shall be filled by election at the Annual Meeting at which such terms expire or at any other meeting thereafter by the then members of the Board of Trustees, including the Public Trustees whose terms of office expire at such meeting. All other vacancies in the membership of Public Trustees on the Board of Trustees shall be filled by election by the remaining Trustees.

Section 4. Termination of Terms of Trustees. Each Trustee shall serve until the termination of the Annual Meeting (or adjournment thereof) at which the individual's term expires or until the individual's

voluntary retirement, resignation, incapacity or death, whichever of said events shall first occur. No Trustee shall begin a term after the Trustee attains the age of 72.

Section 5. Emeritus Trustees. In addition to the aforementioned categories of Trustees, former Trustees who have served at least one full term may be elected to the position of Emeritus Trustee. Emeritus Trustees shall serve in this capacity until death, resignation, incapacity or removal from office, whichever first occurs. Emeritus Trustees shall have no duties or responsibilities, but they may be invited to participate in various corporate functions from time to time.

Section 6. Books, Records, Audits, Rules, etc. The Board of Trustees shall keep a detailed, accurate and permanent record of their proceedings and actions and shall also at least once in each year, cause to be made and preserved in its files a complete and careful audit and report of the books, accounts and records and a detailed inventory of the corporate property by a competent and disinterested certified public accountant. The Trustees may adopt rules and regulations for the conduct and orderly handling of the corporate affairs and the making and keeping of permanent records thereof. They shall see that a modern and efficient system of bookkeeping and accounting is maintained at all times.

ARTICLE III

Meetings of Trustees

Section 1. Meetings and Voting. The annual and all interim meetings of Trustees of the corporation shall be held at such times and places as the Trustees direct. Meetings, as used in these Bylaws, include elections. Any action may be taken without a meeting if authorized in writing signed or consented to by authenticated electronic communication by all the Trustees. This requirement of unanimous action by the Trustees shall not apply to balloting by mail where authorized elsewhere in these Bylaws. No voting by proxy shall be permitted. Any Trustee may participate in any meeting of the Trustees or any Committee of the Trustees by means of a conference telephone or, if authorized by the Board of Trustees or Mayo Clinic Board of Governors, by such other means of remote communication through which that Trustee, other

Trustees or Committee members so participating, and Trustees or Committee members physically present at the meeting may participate with each other during the meeting.

Section 2. Annual Meeting. An Annual Meeting of the Trustees of the corporation shall be held during the month of February of each calendar year. The exact time and place of said meeting shall be determined by the Chair and ten days' notice thereof shall be given to the Trustees. At said Annual Meeting, the Trustees, voting as prescribed in the Articles of Incorporation, as amended, shall elect, or confirm by majority vote, the officers of the corporation for the ensuing year and shall transact such other business as shall properly come before them.

Section 3. Other Meetings and Notice. Other meetings of the Trustees shall be called by the Secretary upon request of the Chair or upon the Secretary's own motion or upon written request of four or more Trustees. Ten days' notice of each such other meeting shall be given by the Secretary or any Assistant Secretary to each Trustee personally or by telephone, mail, wire, or electronically.

Section 4. Waiver of Notice. Any notice of a meeting of the Trustees, otherwise required, may be waived in writing.

Section 5. Quorum. A majority of the qualified Trustees shall constitute a quorum for the transaction of business. In case a quorum is not present at any meeting, a majority of those present shall nevertheless have the power to adjourn the meeting to a fixed date thereafter.

Section 6. Compensation and Expenses of Trustees. Medical, Administrative and other Trustees of this corporation shall receive no compensation for their services as Trustees, but Public Trustees shall receive such compensation for their services as may be established from time to time and in addition thereto all Trustees shall be entitled to receive their expenses of attendance at meetings and in carrying out other duties and other activities for, and on behalf of, the corporation.

Section 7. Removal of Trustees. Any Trustee may be removed, with or without stated cause, at any time by the affirmative vote of all of the members (other than the individual concerned) of the Board of Trustees less two.

ARTICLE IV

Officers

Section 1. Officers. The officers of this corporation shall be a Chair, a President, two or more Vice Presidents, a Chief Financial Officer, a Secretary, a Treasurer, and such other officers as deemed appropriate by said Board of Trustees. The President and Vice President(s) must have been members of the Voting Staff of Mayo Clinic Rochester, Mayo Clinic Jacksonville or Mayo Clinic Arizona for at least the preceding five years. The Chair, President, and Vice President(s), shall be chosen from the Board of Trustees. Other officers may be, but need not be, chosen from the Board of Trustees. One of the Administrative Trustees of the Corporation shall be a Vice President. One person may hold any two offices at one time, except the offices of Chair, President, or Vice President, the Offices of Chair and Secretary, or the offices of Secretary and Chief Financial Officer. Except for the Chair, such officers shall hold office until the next annual meeting and their successors are elected and qualified, provided however, that any officer, including the Chair, may be removed with or without cause by the affirmative vote of a majority of all the then Trustees of the corporation. The term of office of the Chair shall be four years. A Trustee may serve up to two terms as chair. If there is a vacancy in any office from any cause whatsoever, said vacancy may be filled for the unexpired term by the Trustees at a regular or special meeting called for that purpose.

Section 2. Chair. The Chair shall preside at all meetings of the Trustees and shall have such other powers and duties as are prescribed by the Trustees.

Section 3. President/CEO. The President/CEO of Mayo Clinic shall be a physician who shall have been a member of the Voting Staff of Mayo Clinic Rochester, Mayo Clinic Jacksonville, and/or Mayo Clinic Arizona for at least the preceding five years, and shall be nominated by the Mayo Clinic Board of Governors and elected by the Board of Trustees. The President shall be the corporation's Chief Executive Officer and shall have such other duties as are assigned from time to time by the Mayo Clinic Board of Governors or the Trustees. "Mayo Clinic: Governance and Management Structure" sets forth specific responsibilities,

accountability, authority and process for the selection and evaluation of the President/CEO. The President/CEO shall preside at meetings in the absence of the Chair.

Section 4. Vice President. Each Vice President shall have such powers and duties as are prescribed by the Mayo Clinic Board of Governors and the Trustees. In the event of the absence or disability of the President, a physician Vice President nominated by the Mayo Clinic Board of Governors and elected by the Board of Trustees shall temporarily serve in the President's stead and, while so serving, shall succeed to the President's powers and duties. In the event more than one physician Vice President is nominated and elected, the President/CEO shall designate which one shall temporarily succeed to the President/CEO's powers and duties in the event of the absence or disability of the President/CEO. If both the President/CEO and the designated physician Vice President are not available, then the subsequent order of temporary succession to the powers and duties of the President/CEO shall be as follows: a) first, the CEO of Mayo Clinic Rochester; and b) next, the CEOs of Mayo Clinic Arizona and Mayo Clinic Jacksonville in order based upon their respective cumulative tenure as a Mayo Clinic site CEO.

Section 5. Secretary. The Secretary, or the Secretary's designee, shall record all the proceedings of the meetings of the Trustees in the minute book of the corporation and shall sign such minutes. The Secretary shall give any required notice of meetings of Trustees. The Secretary shall have such other powers and duties as are prescribed by the Mayo Clinic Board of Governors or the Trustees.

Section 6. Chief Financial Officer. The Chief Financial Officer shall be responsible for funds of the Corporation. Acting under the direction of the Mayo Clinic Board of Governors and the Trustees, the Chief Financial Officer shall see that a true and accurate accounting of the financial transactions of the Corporation is made, that reports of such transactions are presented to the Trustees regularly and that all accounts payable are presented to such representative as the Trustees may designate for authorization to pay. The books of account shall at all times be open to inspection by any Trustee or officer. The Chief Financial Officer shall be charged with safeguarding the assets of the Corporation in accordance with the established policies of the

Board of Trustees. The Chief Financial Officer shall have such other powers and perform such other duties as may be prescribed by the Mayo Clinic Board of Governors or the Trustees from time to time.

Section 7. Treasurer. The Treasurer shall support the Chief Financial Officer and shall have such powers and perform such duties as may be prescribed by the Chief Financial Officer or the Trustees from time to time.

Section 8. Execution of Documents. The Board of Trustees and the Mayo Clinic Board of Governors may, by resolution, specify officers or other individuals who may execute specific types of documents. Additionally, each officer shall have the general power for, and in the name of, the corporation to execute all documents relating to the corporation's affairs except that all deeds, mortgages, satisfactions and releases of mortgages, leases for more than three years, contracts for the conveyance of land, and bond indentures (including promissory notes or guarantees issued in connection with such bond indentures but not other promissory notes or guarantees) must bear the signature of either the Chair, President, a Vice President or the CFO, and the signature of either the Secretary or the Treasurer or other officer. Each officer of Mayo Clinic specifically has authority to execute and to delegate execution authority with respect to documents and instruments which are necessary or convenient for implementing decisions of the Investment Subcommittee or the Mayo Clinic Salary and Benefits Committee, and to execute documents on behalf of Mayo Clinic in its capacity as Named Fiduciary or Sponsor or other similar capacity under its retirement and benefit plans (including the Mayo Foundation Retirement Trust) and third parties may conclusively rely on the signature of any officer or individual with delegated signature authority as conclusively binding Mayo Clinic with respect to each such document or instrument. Each officer shall have the power to delegate in writing the execution authority of such officer to specific employees of any Mayo affiliated entity with respect to specific documents or types of documents; provided, however, that each written delegation of an officer's signature authority must be in a form approved by the Secretary of Mayo Clinic and a copy of the written delegation must be filed with the Secretary of Mayo Clinic. Third parties may rely conclusively upon

a Certificate of the Secretary of Mayo Clinic setting forth the signature authority of individuals on behalf of Mayo Clinic and on behalf of any of its internal committees or subcommittees.

Section 9. Indemnification. The Board of Trustees may exercise the full extent of the powers which the corporation has under Minnesota law, as such law exists from time to time, to indemnify any Trustee, Member, officer, employee, or agent for expenses incurred by reason of the fact that he/she is or was a Trustee, Member, officer, employee or agent of this corporation or of another corporation which he/she may have served in such capacity at the request of this corporation. Such expenses shall include attorneys' fees, judgments, fines, amounts paid in settlement and amounts otherwise reasonably incurred. The Board of Trustees may make advances against such expenses upon terms decided by it. The Board of Trustees may exercise the full extent of the power which the corporation has under Minnesota law, as such law exists from time to time, to purchase and maintain insurance against risks above described on behalf of any Trustee, Member, officer, employee or agent.

Section 10. Books and Records. All books and all correspondence and papers shall be kept at the office of the corporation in Rochester, Minnesota, and shall be in the general custody of the President of the corporation. They shall be open at all times to the inspection of any Trustee in person only.

ARTICLE V

Committees of the Board of Trustees

Section 1. Mayo Clinic Board of Governors. There shall be a Mayo Clinic Board of Governors of the Board of Trustees consisting of not less than seven persons and not more than fourteen persons, twelve of whom shall be members of the Board of Trustees. "Mayo Clinic: Governance and Management Structure" sets forth specific responsibilities, accountability, authority and process for the selection of Members of the Mayo Clinic Board of Governors. The President/CEO of Mayo Clinic shall be the Chair of the Mayo Clinic Board of Governors. The Mayo Clinic Board of Governors shall function as the executive committee of the Board of Trustees and shall have and exercise all of the powers of the Board of Trustees which may arise between meetings of the Trustees, except the power to amend these Bylaws and except as otherwise

expressly limited from time to time by the Board of Trustees. Subject to final authority of the Board of Trustees, the Mayo Clinic Board of Governors shall be the primary body that exercises the following reserved powers of Mayo Clinic regarding its subsidiary organizations including Mayo Clinic Arizona, Mayo Clinic Jacksonville, and Mayo Clinic Rochester:

- a) Approval of strategic plans of individual sites including strategic priorities.
- b) Annual capital and operating budget approval.
- c) Physician, scientist, and senior administrator salary policy.
- d) Employee benefits.
- e) Incurrence of debt.
- f) Each capital expenditure by item or aggregate program account in excess of the \$5 million.
- g) Any transfer of assets other than in the ordinary course of business.
- h) Use of the “Mayo” and “Mayo Clinic” name.
- i) Actions that may impact the tax exempt status of Mayo Clinic or any of its subsidiary entities.

Periodically, the Mayo Clinic Board of Governors shall make recommendations to the Public Trustee Committee on Officer Succession, Compensation, and Governance regarding the governance of Mayo Clinic. The Mayo Clinic Board of Governors shall meet on call of any member thereof, on notice which shall be actually received by all members not less than 24 hours prior to the specified time of meeting. Such notice may be given personally, by telephone, mail, or electronically, but such notice may be waived in writing by any member before or after any meeting. The actual size of the Mayo Clinic Board of Governors will be determined each year by the Mayo Clinic Board of Governors, the members of which, shall be appointed to staggered four-year terms and will be composed of individuals nominated by the Mayo Clinic Board of Governors and appointed by the Board of Trustees. At least two-thirds of the members of the Mayo Clinic Board of Governors shall be physicians chosen from the Voting Staff of Mayo Clinic which consists of the combined site Voting Staffs established in the Bylaws of Mayo Clinic Arizona, Mayo Clinic Jacksonville, and Mayo Clinic Rochester, as provided more specifically in “Mayo Clinic: Governance and Management Structure”, the nomination of “at-large” members of the Mayo Clinic Board of Governors is subject to confirmation of the Voting Staff of Mayo Clinic and the nomination of the five designated positions shall be submitted for endorsement by the Voting Staff of Mayo Clinic. The term, as a trustee, of a new member of the Mayo Clinic Board of Governors shall commence at the termination of the annual

meeting of the trustees next following election to the Mayo Clinic Board of Governors unless the person was elected to fill an unexpired term, in which event the term as a trustee shall begin at the time of election to the Mayo Clinic Board of Governors. The term of each such trustee shall expire at the termination of the annual meeting of the trustees next following the termination of the person's term on the Mayo Clinic Board of Governors. However, the term of any such trustee shall terminate immediately if the person's membership on the Mayo Clinic Board of Governors terminates prior to the completion of a full term.

Section 2. Committee on Officer Succession, Compensation, and Governance. This committee shall be comprised solely of Public Trustees, appointed by the Chair with the approval of a majority of the Board of Trustees. It shall approve compensation policies, salaries and other forms of compensation paid to all Internal Members of the Board of Trustees and to Officers of Mayo Clinic, and compensation policies and salary ranges applicable to all physicians (excluding physicians in resident training programs) employed by tax-exempt entities of which Mayo Clinic is the sole member. This committee shall serve as the governance committee of the Board of Trustees and may be referenced as the "Governance Committee".

Section 3. Investment Policy Committee. There shall be an Investment Policy Committee appointed by the Chair with the approval of a majority of the Board of Trustees. The Investment Policy Committee shall review and make recommendations to the full Board of Trustees regarding the investment policies, strategies, and practices of Mayo Clinic.

Section 4. Investment Subcommittee. There shall be a subcommittee of the Investment Policy Committee, known as the Investment Subcommittee. The Investment Subcommittee shall be appointed annually by the Chair of the Board of Trustees with approval of a majority of the Board of Trustees. It shall consist of four persons, two of whom shall be Trustees of the corporation and two of whom need not be Trustees of the corporation; the Chair may serve as a member of the Subcommittee. The persons comprising the Investment Subcommittee shall serve for one year and until their successors are appointed. The Investment Subcommittee, subject to such restrictions as the Trustees may impose, shall have power to purchase, sell, exchange or otherwise dispose of any security or real property and to approve the purchase,

sale, exchange or other disposition of any security for the corporation by any depository or fiscal agent. The Investment Subcommittee shall act by a simple majority and its actions shall be recorded by one member who shall be designated as the Secretary. When requested, the Investment Subcommittee shall report to the Investment Policy Committee as to its activities between meetings of the Trustees.

Section 5. Development Committee. There shall be a Development Committee appointed by the Chair with the approval of a majority of the Board of Trustees. The Development Committee shall review and make recommendations to the full Board of Trustees regarding the development policies, strategies, and practices of Mayo Clinic.

Section 6. Audit and Compliance Committee. There shall be an Audit and Compliance Committee comprised solely of Public Trustees, appointed by the Chair with the approval of a majority of the Board of Trustees. The Audit and Compliance Committee shall have the power to select, engage, discharge, and approve compensation arrangements with independent accountants to audit the books and records of the Corporation. The Audit and Compliance Committee is established for the purpose of overseeing the accounting and financial reporting processes of Mayo Clinic and the audit of the financial statements of Mayo Clinic. The Audit and Compliance Committee shall be directly responsible for oversight of the work of the independent accountants for the purpose of preparing or issuing an audit report or related work. Such responsibility includes resolution of disagreements between management and the accountants regarding financial reporting. The Audit and Compliance Committee shall review the scope of the internal auditing procedures of the Corporation, the system of internal accounting controls of the Corporation, and shall review the reports submitted to the Audit and Compliance Committee by the independent accountants and the internal auditors. The Audit and Compliance Committee shall review the scope of the Compliance program of Mayo Clinic. The Audit and Compliance Committee shall function in a manner consistent with the Audit and Compliance Committee Charter approved by the Board of

Trustees and the Policies and Procedures adopted by the Audit and Compliance Committee from time to time.

Section 7. Nominating Committee. There shall be a Nominating Committee comprised solely of Public Trustees, appointed by the Chair with the approval of a majority of the Board of Trustees. The Nominating Committee shall recommend to the Board of Trustees nominees to fill current or anticipated vacancies of any Public Trustee position.

Section 8. Finance Committee. There shall be a Finance Committee appointed by the Chair with the approval of a majority of the Board of Trustees. The Finance Committee shall recommend policies to the Board of Trustees for implementation by management in connection with financial planning and performance, financial management practices, and prudent management of assets, liabilities, revenues, expenditures and capital financing.

Section 9. Other Committees. There shall be such other committees as may be authorized by the Trustees from time to time.

ARTICLE VI

Miscellaneous

Section 1. Conflict of Interest Policy. The corporation shall adopt and maintain a conflict of interest policy which applies to Trustees, officers, and members of committees with Board-delegated powers.

Section 2. Fiscal Year. The fiscal year of the corporation shall be the calendar year.

Section 3. Amendments. These Bylaws may be amended in the manner prescribed by the-applicable statutes of the State of Minnesota. A proposal to amend or restate these Bylaws may be approved at any meeting of the Trustees at which a quorum is present, upon receiving the affirmative vote of a majority of those present. Notice of the meeting shall state that a purpose of the meeting is to consider the proposed amendment or restatement and shall include, or be accompanied by, a copy of each proposed amendment or restatement.