



the association for medical imaging management

Policies and Procedures Manual

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PREFACE

The Board of Directors of the American Healthcare Radiology Administrators (AHRA) has developed this manual to provide its leaders with a guide to the duties and responsibilities of the Association's business. In general, the manual outlines the responsibilities, designates the person to discharge the responsibility, and indicates timing when appropriate.

This is the operational tool of the AHRA and as such should be modified as required to maintain its applicability. All such changes must be approved by the Board of Directors and shall be in accordance with the Bylaws.

DEFINITIONS

Team or Committee: Ongoing functions; responsibilities and outcomes are defined in policy and procedure.

Task Force: Project with defined timeline; work occurs during the course of the year, no formal definition of task force is required in policy and procedure.

Unless otherwise stated, all committees and leadership roles report to the board of directors.

COMMITTEE STRUCTURE

On average, volunteer committees will have 1 chair, and 5-6 committee members. In an effort to maintain continuity while also encouraging volunteer engagement, AHRA recommends staggered term expirations for committee members. The recommended term length for committee chairs is 1, 1 year, term. The recommended term length for committee members is 2, 1-3 year, terms, with an optional 3rd term as committee chair.

Committee structure may vary depending on specific needs of the committee.

Committee terms follow the calendar year, beginning in January and ending in December, unless otherwise stated.

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SECTION 1:
AHRA Board of Directors

TERM LIMITS FOR OFFICERS AND DIRECTORS

Any member is eligible to serve a maximum of two (2) three-year terms as an elected or appointed Director in total on the AHRA Board of Directors, AND may be elected as president-elect and serve an additional three (3) years in that progressive office.

ELECTION PROCEDURES

AHRA BOARD OF DIRECTORS ELECTION

Officers and directors of the AHRA Board of Directors are elected to office by AHRA membership. Elections are held yearly. Newly elected directors and officers are installed during the Annual Meeting, which marks the beginning and ending of the board term.

CALL FOR NOMINATIONS

A call for nominations will be prepared to identify prospective candidates for the office of President-elect and elected Directors at the beginning of each calendar year.

All members are eligible for consideration by the Nominations Committee (see Nominations Committee policy)

The Nominations Committee will determine overall qualifications of the prospective candidates. Nominees' current commitments to the AHRA in key volunteer leadership roles will be considered in the overall nominations process. Members can be nominated if these offices and responsibilities will end prior to being installed on the Board of Directors, if elected.

ELECTION SLATE

The Nominations Committee will verify willingness to serve and review the qualifications of prospective candidates. It will nominate at least two (2) candidates for the office of President-elect and not less than two (2) candidates for each of the elected Director offices to be filled. The AHRA Board of Directors has final approval of the election slate recommended by the committee.

ELECTION

The annual board election will be held a minimum of 30 days prior to the Annual Meeting. Members will vote for one (1) candidate for President-elect and one (1) candidate for each open elected Director position.

All members in good standing at the time of the election shall be entitled to vote. Emeritus members may not vote. The election shall be held in a manner that is easily accessible to all AHRA members. Information about each candidate shall be made available to all members prior to and during the election.

Election results shall be announced as soon as possible following the close of the election. The President or Chief Executive Officer shall advise each candidate of the election results, report the election results to the membership in appropriate AHRA media and at the first business session of the Annual Meeting.

In the event of a tie for any office, a special election ballot shall be distributed to all members as soon as possible after the election results are available.

PROCESS SCHEDULE

	Schedule
Review current board for vacancies and re-election eligibility	December
Call for Nominations	January
Creation of Election Slate	Winter through early Spring
Election	Spring
Election Results Announced	Within 1 month of election close
Newly elected officers and directors installed	Annual Meeting

PRESIDENT

TERM OF OFFICE: One year; automatically accedes to the office of the Past President upon completing a term as President.

ELECTED BY: AHRA Membership

RESPONSIBILITY:

The President is the highest elected officer and Chair of the AHRA Board of Directors, which is responsible for governing the organization and assuring that it succeeds in its mission. The affairs of the organization are managed under the direction and supervision of its Board of Directors. The Board acts as a body and individual directors have no authority, unless the Board delegates it to them.

As directed by the Bylaws, the President shall:

1. Be the chief elected officer of the association and preside at all membership, Board, Executive Committee meetings.
2. Be an ex-officio member of all committees, action groups, task forces or other subdivisions created within the association.

In addition to their duties as a member of the board, the President is responsible to:

1. Prepare for and facilitate all meetings of the Board and Executive Committee.
2. Lead and facilitate strategic planning.
3. Serve as a resource of knowledge and counsel to executive staff, committees and other board members.
4. Assist in locating and developing funding sources for the association.
5. Review and respond to all action and information requests from executive staff.
6. Be an association spokesperson with the media and members.
7. Appoint all committee chairs.
8. Communicate regularly with the Chief Executive Officer and Board
9. Assist executive staff in preparing agendas for board meetings and in conducting new board member orientation
10. Coordinates the performance review of the Chief Executive Officer.
11. Oversee searches for a new Chief Executive Officer
12. Periodically evaluates the boards effectiveness and recommends areas for improvement including plans to achieve these goals.
13. "Consults with external experts as needed (legal counsel, auditor, investment advisor, etc)
14. Provides leadership to other officers and directors in the execution of their responsibilities to AHRA.
15. Review and approve the Chief Executive Officer's proposed annual goals, objectives, and timelines for achievement; lead the annual performance and salary reviews of the Chief Executive Officer; review and approve the Chief Executive Officer's requests for expense reimbursement. Assists in the development of an action plan when goals are not met.
16. Serve on the Education Foundation Board as a Class I Director.

QUALIFICATIONS:

1. AHRA member
2. CRA in good standing
3. Served at least two years on the AHRA Board of Directors
4. Demonstrated leadership skills through a record of responsible service to the association
5. Knowledgeable about the programs and services of the association
6. Ability to communicate effectively in oral and written form
7. Demonstrated ability to exercise good judgment
8. Ability to be a good facilitator
9. Fair, reasoned, and impartial
10. Committed to serving the common interests of the membership

MEETING REQUIREMENTS:

The AHRA board meets three to four times annually, with a summer meeting held prior to the AHRA Annual Meeting, and fall, winter and/or spring meetings as determined by the President. Special meetings via conference call may be held when needed.

REPLACEMENT OF THE PRESIDENT:

In the event of death, disability or resignation of the President, the President-Elect, Past President, or Board appointee shall, in that order, immediately succeed the office of President for the remainder of the term.

PROCEDURE:

1. Upon the Board's receipt of notification of the death, disability or resignation of the President, the President-Elect, Past President or Board appointee shall, in that order, immediately succeed to the office of President for the remainder of the term.
2. The Chief Executive Officer shall report the succession to the membership in appropriate AHRA media and at the first business session of the Annual Meeting.

PRESIDENT-ELECT

TERM OF OFFICE: One year; automatically accedes to the office of the President upon completing a term as President-Elect

ELECTED BY: AHRA Membership

RESPONSIBILITY:

The President-Elect is a member of the AHRA Board of Directors, which is responsible for governing the organization, and assuring that it succeeds in its mission. The affairs of the organization are managed under the direction and supervision of its Board of Directors. The Board acts as a body and individual directors have no authority, unless the Board delegates it to them.

As directed by the Bylaws, the President-Elect shall:

1. Perform the duties of President, in the absence of the President or inability or refusal to act and when so acting, shall have all the powers of and be subject to all the restrictions upon the President.

In addition to their duties as a member of the board, the President-Elect is responsible to:

1. Prepare for and attend all meetings of the board.
2. Participate actively in strategic planning.
3. Serve as a resource of knowledge and counsel to executive staff, committees and other board members.
4. Assist in locating and developing funding sources for the association.
5. Review and respond to all action and information requests from executive staff.
6. Represent the association at the request of the president.
7. Become familiar with the responsibilities of the President and the activities of the association.
8. Appoint the chair of the Annual Meeting Design Team in accordance with established criteria.
9. Serve on the Education Foundation Board as a Class I Director.

QUALIFICATIONS:

1. Member of AHRA
2. CRA in good standing
3. Served at least one year on the AHRA Board of Directors
4. Demonstrated leadership skills through a record of responsible service to the association
5. Knowledgeable about the programs and services of the association
6. Ability to communicate effectively in oral and written form
7. Demonstrated ability to exercise good judgment
8. Ability to be a good facilitator
9. Fair, reasoned, and impartial

10. Committed to serving the common interests of the membership

MEETING REQUIREMENTS:

The AHRA board meets three to four times annually, with a summer meeting held prior to the AHRA Annual Meeting, and fall, winter and/or spring meetings as determined by the President. Special meetings via conference call may be held when needed.

REPLACEMENT OF THE PRESIDENT-ELECT:

In the event of death, disability or resignation of the President-Elect, the Board shall, if not otherwise established, appoint a nominating committee which shall nominate not less than two (2) nominees to fill the vacancy. The Board shall conduct a special election to fill the office within a reasonable period of time after receipt of the notice of the vacancy.

PROCEDURE:

1. Upon the Board's receipt of notification of the death, disability or resignation of the president-elect, the Board shall, if not otherwise established, appoint a nominating committee, which shall nominate not less than two (2) nominees to fill the vacancy.
2. The Board shall conduct a special election to fill the office within a reasonable period of time after the receipt of the notice of the vacancy.
3. The vacant position shall be filled by the majority vote of the membership and the president-elect shall serve the remainder of the progressive terms of president-elect, President and Past President.
4. Membership shall be notified of the appointment.

IMMEDIATE PAST PRESIDENT

TERM OF OFFICE: One year; at conclusion may not again serve on Board

ELECTED BY: AHRA Membership

RESPONSIBILITY:

The Immediate Past-President is a member of the AHRA Board of Directors, which is responsible for governing the association, and assuring that it succeeds in its mission. The affairs of the association are managed under the direction and supervision of its Board of Directors. The Board acts as a body and individual directors have no authority, unless the Board delegates it to them.

As directed by the Bylaws, the Immediate Past-President shall:

1. Perform the duties of President, in the absence of the President and President-Elect or their inability or refusal to act and when so acting, shall have the powers of and be subject to all the restrictions upon the President.

In addition to their duties as a member of the board, the Immediate Past-President is responsible to:

1. Prepare for and attend all meetings of the board.
2. Participate actively in strategic planning.
3. Serve as a resource of knowledge and counsel to executive staff, committees and other board members.
4. Assist in locating and developing funding sources for the association.
5. Review and respond to all action and information requests from executive staff.
6. Chair the Nominations Committee at the request of the President
7. Represent the association at the request of the President.
8. Serve on the Education Foundation Board as a Class I Director.

QUALIFICATIONS:

1. AHRA member
2. CRA in good standing
3. Served at least two years on the AHRA Board of Directors
4. Demonstrated leadership skills through a record of responsible service to the association
5. Knowledgeable about the programs and services of the association
6. Ability to communicate effectively in oral and written form
7. Demonstrated ability to exercise good judgment
8. Ability to be a good facilitator
9. Fair, reasoned, and impartial

MEETING REQUIREMENTS:

The AHRA board meets three to four times annually, with a summer meeting held at prior to the AHRA Annual Meeting, and fall, winter and spring meetings as determined by the President. Special meetings via conference call may be held when needed.

REPLACEMENT OF THE PAST PRESIDENT:

In the event of death, disability or resignation of the Past President, the President and President-Elect will decide if a replacement Past President is needed to fulfill the year's duties. If a Past President is needed, the President and President-Elect shall make nominations to the Board for appointment of a replacement Past President. The vacancy shall be filled within a reasonable period of time after receipt of the nominations, by vote of the Board.

PROCEDURE:

1. Upon the Board's receipt of notification of the death, disability or resignation of the Past President, the President and president-elect shall, within a reasonable period of time, prepare a list of not less than three (3) nominees to fill the vacancy and present the list of nominees to the Board. It is possible to nominate someone who has already served as Past President.
2. The vacant Past President position shall be filled by the majority vote of the Board within a reasonable period of time after the receipt of the notice.
3. Appointment of the Past President shall be for the remainder of the term.
4. Membership shall be notified of the appointment.

DIRECTOR

TERM OF OFFICE: Three (3) years,-with a maximum of two (2) three (3)-year terms in total on the AHRA Board of Directors unless the Director is elected to the office of President-Elect, in which case a third three (3)-year term on the Board of Directors is possible.

ELECTED BY: AHRA Membership

RESPONSIBILITY:

A Director is a member of the AHRA Board of Directors, which is responsible for governing the organization, and assuring that it succeeds in its mission. The affairs of the organization are managed under the direction and supervision of its Board of Directors. The Board acts as a body and individual directors have no authority, unless the Board delegates it to them.

As directed by the Bylaws, AHRA Directors shall:

1. Approve the goals and outcomes to be accomplished
2. Assure that the desired goals and outcomes are achieved and ensure that the association's resources necessary for achievement are available and used efficiently
3. Approve the budget and may retain and compensate such staff and legal counsel as it deems necessary to carry out the functions of the association.
4. Determine association policies and be accountable for AHRA's assets
5. Have authority to contract on behalf of the Association and may adopt such rules and procedures for the conduct of the business of the Association as it shall deem advisable
6. Have the authority to indemnify its directors, officers, employees and agents in accordance with law.
7. Have and exercise all other powers necessary or convenient to effect any or all of the purposes for which the Association is formed and may delegate any of its authority and responsibility unless specifically prohibited by these Bylaws or by law.

Directors are responsible to:

1. Prepare for and attend all meetings of the board.
2. Participate actively in association strategic planning including monitoring progress toward goals and altering direction in light of changing circumstances
3. Respect and maintain confidentiality of information and protocols for representation of AHRA in the community and with the media.
4. Vote on association policy and program issues.
5. Serve as a resource of knowledge, support and counsel to executive staff, committees and other board members.
6. Provide financial and programmatic oversight of the Association by monitoring and evaluating overall Association performance
7. Ensuring that the Association operates ethically and within applicable laws and regulations
8. Assist in locating and developing funding sources for the association.
9. Review and respond to all action and information requests from executive staff.
10. Represent the association at the request of the president.

QUALIFICATIONS:

1. Demonstrated leadership skills through a record of responsible service to the association
2. Knowledgeable about the programs and services of the association
3. Ability to communicate effectively in oral and written form
4. Demonstrated ability to exercise good judgment
5. Ability to be a good facilitator
6. Fair, reasoned, and impartial
7. Committed to serving the common interests of the membership
8. CRA preferred

MEETING REQUIREMENTS:

The AHRA board meets three to four times annually, with a summer meeting held prior to the AHRA Annual Meeting, and fall, winter and/or spring meetings as determined by the President. Special meetings via conference call may be held when needed. Attendance and preparation is expected.

REPLACEMENT OF A DIRECTOR:

In the event of a death, disability, or resignation of a Director, the President, president-elect, and Past President shall make nominations to the Board for appointment of a replacement director. The vacancy shall be filled within a reasonable period of time after receipt of the notice, by vote of the Board.

PROCEDURE:

1. Upon the Board's receipt of notification of the death, disability or resignation of a Director, the President, President-elect, and Past President shall, within fifteen (15) days after the notice, prepare a list of not less than three (3) nominees to fill the vacancy and present the list of nominees to the Board.
2. The vacant Director's position shall be filled by majority vote of the Board within thirty (30) days after the receipt of the notice.
3. Appointment of the Director shall be for the remainder of the term. Per the Board term limits in the Bylaws, this term will qualify as a full, three (3) – year term served. The Director who served the remainder of the term would be eligible for one additional three (3) – year term as a Director.
4. Membership shall be notified of the appointment.

AHRA POLICY REMOVING DIRECTORS FROM THE AHRA BOARD

INTRODUCTION:

The AHRA Board of Directors consists of not less than thirteen (13) nor more than seventeen (17) member elected directors and a Finance Director appointed by the Board. The Illinois Not-for-Profit Corporation statute requires member-elected directors to be removed by the members and Board-elected directors to be removed by the Board. Article V. of the AHRA bylaws provides that Directors may be removed from office with or without cause in accordance with policies and procedures established by the Board of Directors.

POLICY:

It is the policy of the Board of Directors that a director may be removed from office for failure to satisfactorily perform the duties of the office of director in compliance with the bylaws, policies, procedures and job descriptions governing the conduct of AHRA directors.

PROCEDURES:

Incoming board members shall be provided a general orientation program describing board member duties and responsibilities. Each board member shall be provided copies of the board policy and procedure manual, board member job description, the Illinois Not-for-Profit Corporation Statute, a conflict of interest policy, a code of conduct policy and other orientation materials.

Identification of unsatisfactory performance, which could lead to a director's removal, shall be the responsibility of the Board of Directors.

The AHRA President shall formally notify, in writing, any Board member who is not satisfactorily performing his or her assigned tasks and responsibilities as outlined in the Bylaws, job description, and other appropriate documents.

The notification shall be documented in writing using appropriate, formal performance improvement documentation or any other specific form developed by the board. The notice shall provide a written description of the unsatisfactory performance and describe appropriate remedial behavior. Continued unsatisfactory performance shall result in additional written notification to the Board Member.

After one (1) or more notices of unsatisfactory behavior within a twelve (12) month period, the President shall review all documentation relating to the Board Member's unsatisfactory performance and shall submit the same to the Executive Committee to determine whether or not to recommend removal of the Board Member to the full Board of Directors.

If removal is recommended in the case of a Board-appointed director, the director sought to be removed shall, prior to Board consideration of removal, be notified of the Executive Committee's recommendation and may be offered the opportunity to resign. Such notice shall include a statement of the grounds for removal. The director shall be removed upon a two-

thirds majority vote by the full board and shall be notified in writing of the decision of the board. Prior to the vote to remove by the Board, the director sought to be removed shall be given the opportunity to address the board and may be offered the opportunity to resign.

If removal is recommended in the case of a member-elected director, the director sought to be removed shall, prior to board consideration, be notified of the executive committee's recommendation and may be offered the opportunity to resign. Such notice shall include a statement of the grounds for removal. If the full Board recommends removal of a member elected director by a two-thirds majority vote, the membership shall be notified in writing at least 30 days prior to the Annual Meeting of the board's recommendation. The director shall be removed at a business session at the Annual Meeting, upon the affirmative vote of two-thirds of the members present in person. The director shall be notified in writing of the decision of the membership. Prior to the vote to remove, the director sought to be removed, shall be given the opportunity to address the membership.

FINANCE DIRECTOR

TERM: Three Years, with a maximum of two (2), three (3)-year terms in total on the AHRA Board of Directors unless the Finance Director is elected to the office of President-Elect, in which case a third three-year term on the Board of Directors is possible.

APPOINTED BY: Board of Directors

RESPONSIBILITY:

The Finance Director is a member of the AHRA Board of Directors, which is responsible for governing the organization, and assuring that it succeeds in its mission. The affairs of the organization are managed under the direction and supervision of its Board of Directors. The Board acts as a body and individual directors have no authority, unless the Board delegates it to them. The Finance Director serves as an officer in the role of Secretary-Treasurer of the AHRA and serves as a Class I Director on the AHRA Education Foundation board of Directors.

As directed by the Bylaws, AHRA Directors shall:

1. Approve the goals and outcomes to be accomplished; assure that the desired goals and outcomes are achieved and ensure that the association's resources necessary for achievement are available and used efficiently.
2. Approve the budget and may retain and compensate such staff and legal counsel as it deems necessary to carry out the functions of the association.
3. Determine association policies and be accountable for AHRA's assets.

Finance Director is responsible to:

1. Prepare for and attend all meetings of the board.
2. Participate actively in association strategic planning including monitoring progress toward goals and altering direction in light of changing circumstances.
3. Respect and maintain confidentiality of information and protocols for representation of AHRA in the community and with the media.
4. Vote on association policy and program issues.
5. Serve as a resource of knowledge, support and counsel to executive staff, committees and other board members.
6. Provide financial and programmatic oversight of the Association by monitoring and evaluating overall Association performance.
7. Ensuring that the Association operates ethically and within applicable laws and regulations.
8. Assist in locating and developing funding sources for the Association.
9. Review and respond to all action and information requests from executive staff.
10. Represent the Association at the request of the president.

Additionally, the Finance Director shall:

1. Serve as chairperson of the Finance Committee
2. Manage, with the Finance Committee,
 - a) The Board's review of and recommendations regarding the annual audit report, future fiscal projections and annual financial reports

- b) Oversight of investment funds to insure appropriate allocations and use of funds
 - c) Review and make recommendations about the proposed annual operating budget
 - d) Recommendations of fiscal policies and procedures to the Board of Directors
 - e) Review monthly financial statements
3. Generally oversee record keeping of meetings, policies, and any other records required by law
 4. May certify the Bylaws, resolutions of members, the board of directors and/or committees and other documents as true and correct copies
 5. Review policies related to AHRA finances and make recommendations for modification, addition and/or deletion.

QUALIFICATIONS:

1. AHRA member in good standing
2. CRA Preferred
3. Five years of budgetary responsibilities
4. Experience in interpreting and reporting financial information
5. Experience with and understanding of financial investments
6. Demonstrated leadership skills through a record of responsible service to the Association
7. Knowledgeable about the programs and services of the Association
8. Ability to communicate effectively in oral and written form
9. Demonstrated ability to exercise good judgment
10. Ability to be a good facilitator
11. Fair, reasoned, and impartial
12. Committed to serving the common interests of the membership

MEETING REQUIREMENTS:

AHRA's Finance Committee generally meets monthly via conference call. The AHRA Board meets three times annually, with a summer meeting held prior to the AHRA Annual Meeting, and fall & spring meetings as determined by the president. Special meetings via conference call may be held when needed.

REPLACEMENT OF THE FINANCE DIRECTOR:

In the event of a death, disability, or resignation of the Finance Director; or removal of the Finance Director by a majority vote of the Board of Directors, the Finance Director Nomination Committee, comprised of the Chief Executive Officer, President, President-Elect, and immediate Past President, shall prepare a call for nominations which will be distributed to the AHRA Board of Directors to identify prospective candidates for the open position(s) and the AHRA Board shall appoint the new Finance Director.

PROCEDURE:

1. Upon the Board's receipt of notification of the death, disability or resignation of the Finance Director, the Finance Director Nomination Committee (hereafter, Committee) shall prepare a call for nominations which will be distributed to the AHRA Board of Directors to identify prospective candidates for the open position(s), within a reasonable period of time.

2. Within twenty-five (25) days after the notice, the Finance Director Nominations Committee will prepare a list of not less than two (2) nominees to fill the vacancy and present the list of nominees to the Board.
3. The vacant Finance Director's position shall be filled by majority vote of the Board within a reasonable period of time after the receipt of the notice.
4. Appointment of the Finance Director shall be for the remainder of the term. The replacement Finance Director would serve the remainder of the term and be eligible for one (1) additional three (3) – year term.
5. Membership shall be notified of the appointment.

APPOINTMENT OF THE FINANCE DIRECTOR

INTRODUCTION:

Article V of the Bylaws, “Board of Directors: Composition,” provides that a Finance Director be appointed by the Board of Directors. The Finance Director serves a three-year term or until his/her successor has been appointed and assumes office. The Finance Director is eligible to serve two (2) three-year terms. Please refer to policy 1120 to see board term limits.

POLICY AND PROCEDURES:

Nominations:

The Finance Director Nomination Committee (hereafter, Committee), comprised of the Chief Executive Officer, President, President-Elect, and immediate Past President, shall prepare a call for nominations which will be distributed to the AHRA Board of Directors to identify prospective candidates for the open position(s).

Slate of Nominees:

The Committee will verify willingness to serve and review the qualifications of prospective candidates. It will nominate at least two (2) candidates for the Finance Director position.

Appointment:

The appointment of the Finance Director shall be by written ballot. Board Members will vote for one (1) candidate. The nominee receiving the highest number of votes shall be appointed. The President shall vote only in the event of a tie and shall cast the deciding vote.

Notification of Candidates and the Membership:

The President or Chief Executive Officer shall advise each candidate of the results, report the results to the membership in appropriate AHRA media and at the first business session of the Annual Meeting.

FINANCE COMMITTEE RESPONSIBILITIES

TERM OF OFFICE: Three (3) years, with a maximum of two (2) three (3)-year terms in total on the AHRA Finance Committee unless the Director is elected to the office of President-Elect, in which case a third three (3)-year term on the Finance Committee is possible.

APPOINTED BY: AHRA President and the Finance Director from a list of candidates submitted by interested board members. The committee members are selected after an interview process with the Finance Director and the Current President.

COMPOSITION:

The Finance Committee shall include the following:

1. Finance Director - Chair
2. AHRA President
3. AHRA President-Elect
4. 2-3 members AHRA Board of Directors: effort will be made to include both 1st term and 2nd term Board members

Support Staff

1. AHRA Executive Director
2. AHRA Account Coordinator

COMMITTEE MEMBER QUALIFICATIONS:

1. Committee members should have a strong background in accounting, finance, or business or a strong desire to develop these skills.
2. While not required, preference will be given to CRAs in good standing

RESPONSIBILITIES:

The Finance Committee:

1. coordinates the board's financial oversight responsibilities by recommending policy to the board and monitoring its implementation;
2. monitors the organization's financial records by overseeing the creation of accurate, timely and meaningful financial statements to be presented to the board;
3. reviews the annual budget and recommends it to the full board for approval;
4. monitors budget implementation and financial procedures;
5. monitors budget assets;
6. monitors compliance with federal, state, and other reporting requirements;
7. helps the full board understand the organization's finances;
8. monitors and oversees the performance of AHRA's investment advisor and investment manager; and
9. recommends the auditor for full board approval and provides board oversight of the financial audit.

MEETING REQUIREMENTS:

AHRA's Finance Committee generally meets monthly via conference call. The AHRA Board meets three times annually, with a summer meeting held prior to the AHRA Annual Meeting, and fall & spring meetings as determined by the president. Special meetings via conference call may be held when needed.

Key Responsibilities	Schedule
Monitors AHRA's financial records and review financial statements.	Monthly
Monitor investment fund progress and review/update investment policy.	Quarterly
Provide progress reports and revisions as needed to Finance Plan.	Quarterly
Review of annual audit process/results, including review of Form 990, <i>Return of Organization Exempt from Income Tax</i>	Spring
Review AHRA staff 401(K) plan.	Spring
Provide Finance-related education at new board member orientation	Summer
Reviews the annual budget and make recommendations to the board for approval.	Fall
Review strategic program P&Ls and present to the board, i.e. Spring, Annual and Fall meetings, certification program (CRA), Audioweb, etc.	Fall

INVESTMENT POLICY

This investment policy is set forth so there is a clear understanding of the investment policy, guidelines and objectives of the American Healthcare Radiology Administrators (AHRA) long term investments as established by the Board of Directors. This policy statement also provides the investment advisors and portfolio managers with an understanding of the guidelines, limitations, direction, and performance expectations that the Board believes are most appropriate for the long-term investments of the AHRA.

It is the intent of the Board that this plan be sufficiently specific to be meaningful, but also flexible enough to be practical. The engagement and termination of the investment advisor or portfolio manager is to be done with the approval of the Board of Directors.

The AHRA is a not-for-profit corporation and is tax-exempt under Internal Revenue Code 501(c) 6. The AHRA desires a strong and liquid balance sheet and receives revenue from various sources including operations, membership dues, and grants. The AHRA's future outlook is one of expansion in membership and in service offerings, which are principal sources of revenue.

It is the practice of the Board of Directors that the long-term investments of the AHRA grow over time. It is also the goal of the AHRA that, on an annual basis, any revenue in excess of expenses be converted to long-term investments. Once the total assets in long-term investments reaches a level of 100% of the annual operating budget, the AHRA may consider using investment income to provide additional services to its membership. The AHRA will always maintain a balance in a checking account to meet operating requirements. Any decision to move assets from long-term investments to operation revenue requires approval of the Board of Directors.

Within the specific guidelines outlined below, the investment advisers and portfolio managers may exercise full investment discretion. Subject to restrictions that may appear in these documents and amendments or revisions thereto, such discretion includes the choice of and diversification of assets. The investment advisers have been directed to exercise discretion for the exclusive benefit of the AHRA, and with the care, skill, prudence and diligence that a prudent man acting in a similar capacity and familiar with such matters would use in the conduct of an enterprise of similar characteristics and aims.

Capital Markets Return Expectations:

The specific investment goals below are based on the following expectations of return for the capital markets:

<u>Asset Class</u>	<u>Expected Return</u>
Large Stocks (S&P 500)	10.70%
Intermediate Govt. & Corporate Bonds	5.50%
90 Day T-Bills	3.80%
CPI	3.10%

Investment Objectives:

Assets should be managed as a Balanced portfolio comprised of domestic equities, domestic fixed assets and cash investments to be further outlined in this statement. It should be managed in a moderately conservative fashion defined by:

1. Expected rates of total return
2. Diversification
3. Expected return volatility

Primary Objective:

Growth Plus Income: The asset value of the account, exclusive of contributions or withdrawals, should grow in the long run in line with the commonly quoted stock and bond market benchmarks.

Investment Goals:

Target Returns: Over any rolling five-year period, the portfolio should equal or exceed the return of a blend of 60% of the S&P 500 Index and 40% of the Lehman Brothers Intermediate Government/Corporate Bond Index. This return should be generated while incurring an appropriate level of risk consistent with the above-mentioned blend. Risk will be measured by failure to meet targeted return. Relative to any market declines, if they occur, it is expected that the risk of loss in the account be no greater than the loss incurred by the above-mentioned blend over any given calendar year.

Income Requirements:

There are no initial income requirements.

Investment Guidelines:

Portfolio managers registered with the Securities and Exchange Commission or those exempted from the registration requirements by the Investment Advisors Act of 1940 may be given full discretion on investments made for the AHRA, subject to restrictions set forth in this policy. Investment decisions must be consistent with those of a prudent investor. All investments must be marketable and have a readily available market value. AHRA desires to achieve Balanced Asset Allocation as reflected below:

<u>Investment Class</u>	<u>Long-term Target</u>	<u>Allowable Range</u>
Equity	50%	45% - 60%
Fixed Income	50%	40% - 55%
Cash Equivalents	0%	0 % - 5%

Equity Investments:

The target allocation of the portfolio for stocks is 50%. At any given time equity investments may range between 45% - 60%. Investment advisers may purchase for the portfolio:

1. Common stocks
2. Mutual Funds

3. American Depository Receipts (ADRs)
4. Preferred stocks

Equity investments should be diversified across economic and industry sectors and individual issues. The equity portion of the portfolio should consist of companies with an average market capitalization of at least two billion dollars, and a minimum market capitalization of five hundred million dollars. Issues must be listed on the New York Stock Exchange, American Stock Exchange or traded and quoted on the NASDAQ over-the-counter market. Common stocks should have one or more of the following characteristics:

1. An established company
2. A history of growing dividends
3. A history of consistent earnings growth
4. Quality balance sheet

Investments into individual issues should represent no more than 5% of the equity portion of the portfolio at cost. Investments into any economic sector should represent no more than two and one-half times the weighting of the S&P 500 weighting. At least 75% of all S&P 500 economic sectors must be represented at all times.

Fixed Income Investments:

The target allocation for fixed income investments is 50%. At any given time, fixed income investments may range between 40% - 55%. Investments into individual issuers should represent no more than 10% of the total portfolio at cost. Direct U.S. Treasury obligations are exempted from this limitation. U.S. Government obligations and those of its agencies may be purchased (see restrictions). The majority of corporate obligations, including convertible bonds, should be issues of companies rated A or better by Standards and Poor's. Each individual issue should have a readily liquid market value as represented by an initial issue size of one hundred fifty million dollars. Maturities should not exceed ten years.

Short Term Investments:

Short-term investments should be kept to a minimum. When cash becomes available it may be invested in Money Markets instruments, Certificates of Deposit, U.S. Treasury Bills, and Commercial Paper rated A-1 by Standard & Poor's. Investment advisers shall make every attempt to invest in the highest yielding short-term instruments consistent with the other objectives set forth in this document. No more than 10% of the portfolio at cost may be invested in any individual short-term investment issue, other than U.S. Treasury Bills or Money Market funds.

Restrictions:

The adviser may not purchase:

1. Option contracts
2. Derivative securities
3. Futures contracts
4. Collateralized mortgage obligations (CMOs)

5. Corporate Bonds rated less than A by Standard and Poor's except for mutual funds where the average rating is A or better.

The adviser may not sell:

1. Option contracts
2. Derivative securities
3. Futures contracts
4. Collateralized mortgage obligations (CMOs)

Proxy Voting:

The following policies and procedures will be followed with respect to this portfolio:

1. Investment advisers or portfolio managers engaged by the AHRA will vote proxies.
2. Proxy voting practices of investment advisers and portfolio managers will be consistent with other policies contained herein.
3. Investment advisers will furnish the AHRA annually, an outline of the actions taken over the prior year by the adviser and portfolio manager in the voting of AHRA's proxies.

Investment Performance Review:

The portfolio's results will be measured and reviewed quarterly. Total portfolio performance will be measured against:

1. The total expected return on the account net of all fees will exceed the increase in the Consumer Price Index by 3%.
2. The total expected return on the equity portion shall exceed the Standard & Poor's 500 over a rolling period of three years.
3. The target return on the investment portfolio will be an annualized nominal rate of total investment return net of any fees of 8.50%.

Grounds for Terminating Investment Adviser or Portfolio Manager Agreements:

1. Under performance of the stated expectations of the portfolio for the three – five year market cycle. Material change of investment decision makers of the investment adviser or portfolio manager.
2. Material change in the investment philosophy or strategies of the investment adviser or portfolio manager.
3. Violation of any policy set forth in this document.
4. Election of the Board of Directors for any reason.

Communications:

The following will be provided by the investment advisor:

1. Written confirmation of each transaction.
2. Monthly statement of account holdings and values for that period.
3. Quarterly, independent performance evaluation measuring risk, relative returns to stated objectives, and asset allocation.
4. Conference calls with the Finance Committee as requested.
5. Additional reports as requested.

6. Minimum of one personal presentation per year to the Board of Directors on the status and performance of the account.

All investments are to be made in a prudent manner. Investments shall be made in a fashion consistent with the objectives set forth in this policy and with the investment advisor and portfolio managers published methods of investing in stocks, bonds, and cash instruments. Any deviation from prudent guidelines set forth herein or from the investment advisor or portfolio managers own policies shall be brought to the attention of the AHRA immediately.

The AHRA expects the investment advisors to cooperate in supplying information on internal personnel changes, changes in ownership, changes in investment philosophy of the advisor and portfolio manager or on any factors potentially affecting the efficient performance of their duties.

The Chief Executive Officer and Finance Director will report to the AHRA Board of Directors on the investment portfolio on a quarterly basis. The designated contact persons for the account will be the Finance Director and the Chief Executive Officer. This policy shall be reviewed annually by the Finance Committee to assure that it is consistent with AHRA's mission and financial condition. Recommendations for change shall be made to the Board of Directors for action.

APPOINTMENT OF AHRA EDUCATION FOUNDATION CLASS II DIRECTORS

INTRODUCTION:

Article IV of the AHRA Education Foundation Bylaws, “Board of Directors – Composition – Class II Directors” provides that the AHRA Board of Directors appoint two (2) AHRA members who are not current AHRA officers, directors, task force or team leaders. AHRA Education Foundation Directors serve a three (3) year term or until their successors have been elected or appointed and assume office.

POLICY AND PROCEDURES:

Nominations:

AHRA’s Nomination Committee shall annually identify the contributions of the Class II Directors then in office to the AHRA Education Foundation, and verify their ability and willingness to continue to serve. In the event a Class II Director is unwilling or unable to serve another term in office the Committee shall prepare a call for nominations which will be distributed to the AHRA Board of Directors to identify prospective candidates for the open position(s) not less than 90 days prior to the Annual Meeting. The call for nominations should specify the knowledge, skills and abilities desired in candidates for the AHRA Education Foundation.

Slate of Nominees:

The Team will verify willingness to serve and review the qualifications of prospective candidates in concert with the needs and priorities of the AHRA Education Foundation. It will nominate at least one (1) candidate for each of the appointed Director positions to be filled.

Appointment:

The appointment of the AHRA Education Foundation Class II Directors shall be by written ballot until another medium is deemed appropriate. Board Members will vote for one (1) candidate for each position. The nominee receiving the highest number of votes shall be appointed. The President shall vote only in the event of a tie and shall cast the deciding vote.

Notification of Candidates and the Membership:

The President or Chief Executive Officer shall advise each candidate of the results, notify the Chair of the AHRA Education Foundation, and report the results to the membership in appropriate AHRA media.

EXECUTIVE COMMITTEE

POLICY:

The Executive Committee may act for the Board of Directors pursuant to delegation of authority by the Board of Directors and shall be responsible for the day-to-day operations of the Association, in accordance with policy established by the Board of Directors.

COMPOSITION:

The Executive Committee shall include the following:

1. Current AHRA President- Chair
2. AHRA President-Elect
3. AHRA immediate Past President
4. AHRA Finance Director
5. AHRA CEO
6. 2, not more than 3, members AHRA Board of Directors

TERM OF OFFICE: Director members: 1 year term, may be re-elected; Ex-officio members: mirrors board term

PROCEDURE: President, President-elect, immediate Past President, Finance Director, CEO are considered ex-officio members. Upon installation of the new board, interested Directors may submit their name to the President for consideration. Election of new members to be held as soon as possible after installation of new board.

RESPONSIBILITIES:

1. In the event of an emergency situation, the executive committee has the authority to meet and make decisions on behalf of the board as a whole.
2. The executive committee is responsible for evaluating and determining the compensation for the chief executive.
3. The executive committee will consider approval of endorsement requests through a review and approval process. This includes a full description of the manner in which the name and/or logo will be used and the frequency of such use and make recommendations to the AHRA Board. *(see Policy 2100: Endorsements: The Use Of AHRA's Name and/or Logo By Commercial Entities)*
4. The executive committee shall review all documentation relating to the Board Member's unsatisfactory performance to determine whether or not to recommend removal of the Board Member to the full Board of Directors. *(see Policy 1170: AHRA Policy Removing Directors From the AHRA Board)*
5. In the event the board receives unsolicited liaison requests from individuals, groups or organizations, the Executive Committee will convene to decide on appropriate participation and representation. *(see Policy 1210 Organizational Liaisons)*

POLICIES AND PROCEDURES MANUAL TASK FORCE

POLICY:

The President Elect is responsible for the yearly review of the Policies and Procedures Manual. Every 4-5 years, or as needed, a task force will be formed to evaluate the manual. The task force will make recommendations to the AHRA board for modification, addition and/or deletion.

The President shall appoint 2-3 directors who, along with a staff liaison, will complete a thorough evaluation of the manual.

STRATEGIC PLANNING TASK FORCE

POLICY:

The Strategic Planning Task Force is a sub-committee of the Board, appointed by the President. The task force reports directly to the Board of Directors and enables the AHRA to create and achieve its vision by developing and facilitating a dynamic and responsive planning process

RESPONSIBILITIES:

1. Review and update the Strategic Plan annually
 - a) Review future assumptions for relevancy
 - b) Review current trends; identify emerging trends; eliminate irrelevant trends
 - c) Identify potential strategic issues (i.e. threats and weaknesses)
 - d) Facilitate/assist with mega-issue process
2. Recommend a model(s) for prioritization of goals and objectives, ensuring Operational Plan is consistent with goals and objectives
3. Work with the Finance Committee and Chief Executive Officer as needed to ensure there is a rational link between strategic priorities and financial planning and budgeting
4. Recommend periodic outside consultation (i.e. Tecker presentation to the AHRA and EF Boards)

CONFLICT OF INTEREST POLICY

Introduction:

AHRA's officers, directors, team and committee members have a fiduciary responsibility to act solely in the best interest of AHRA and not for their own direct or indirect personal benefit, in performing their volunteer duties. This Conflicts of Interest Policy is designed to assist AHRA in identifying actual, and potential, conflicts of interest and to provide guidance for their resolution.

Definition:

A conflict of interest may occur when officers, directors, team, or committee members participate in decision-making on an issue for AHRA or in other AHRA volunteer activity, while concurrently having other business, professional, or personal interests that may or could influence the ability of the member to exercise objectivity in the decision making process on the issue or may or could impair the member's ability to otherwise perform his or her volunteer responsibilities in AHRA's best interest. The AHRA Board of Directors recognizes that it is not sufficient for the individual who has a conflict of interest to merely be aware of the conflict and attempt to act in AHRA's best interests despite the conflict. Where a conflict of interest exists, the individual must actively identify and disclose the conflict and resolve it in cooperation with AHRA.

Policy:

A person while serving AHRA as an officer, director, team, or committee member shall avoid each and every conflict between their own respective interests and the interests of AHRA in all actions taken by such person on behalf of AHRA. All officers, directors, team, and committee chairs shall be required to sign a Conflict of Interest Statement each year and timely update the same, declaring any business, professional, or personal interests that may or could influence the ability of the person to exercise objectivity in the decision making process on an issue for AHRA or could impair the member's ability to perform his or her volunteer responsibilities in the best interest of the AHRA.

All committee chairs shall discuss AHRA's conflict of interest policy with all committee members when the committee first convenes.

It is the decision of AHRA, not the individual volunteer, to decide how serious and immediate a conflict is, and to decide on the best action for the volunteer to undertake on behalf of AHRA, including but not limited to disclosure, recusal from decision making, and/or resignation from the volunteer position.

To fulfill the volunteer's fiduciary obligation, the volunteer must disclose the conflict or potential conflict, and accept and follow the decision of AHRA as to the resolution of the conflict or potential conflict as determined by the Board of Directors.

Alternatives for addressing conflict of interest situations:

1. **DISCLOSURE:** Disclosure is the minimum action a volunteer must undertake when faced with a conflict. A conflict that is conditional, qualified or only potential must be disclosed to the AHRA. The volunteer must pledge to remain objective and neutral to it.
2. **RECUSAL:** A conflict that may or could influence the ability of the member to exercise objectivity in the decision making process on an issues for AHRA requires the volunteer to not only disclose the conflict but also to recuse himself/herself from involvement in decision-making on the matter.
3. **RESIGNATION:** A conflict that regularly and customarily, may or could influence the ability of the member to exercise objectivity in the decision making process on an issue or could regularly and customarily impair the member's ability to perform his or her volunteer responsibilities in the best interest of the AHRA requires resignation of the volunteer from the deliberating body as the only prudent way to avoid such conflicts.

The following actions illustrate examples of potential or actual conflicts of interest that should be avoided and disclosed when applicable pursuant to this policy. This list is not all inclusive and is intended to provide guidance to AHRA.

1. **Self-Benefit:** Use of your position in AHRA to promote your own interests or those of your family, including the use of confidential or privileged information obtained in the course of your being an AHRA volunteer, to obtain personal benefit or gain for yourself or family members.
2. **Improper Use of Influence:** Soliciting benefits for yourself or your family from an outside organization in exchange for using your influence with AHRA to advance the interests of that organization.
3. **Other business relationships and dealings:** Participating in approving contracts or other business transactions on behalf of AHRA with organizations in which you or your family having significant financial, economic or personal interests.
4. **Property transactions:** Directly or indirectly leasing, renting, trading, or selling real or personal property to or from AHRA.
5. **Use of AHRA property for personal advantage:** Using or taking AHRA resources, including facilities, equipment, personnel, and supplies, for private use or other unauthorized non-AHRA activities.
6. **Receipt of Gifts:** Personally accepting anything of value (unless nominal--generally \$100 or less), including payments, gifts, or loans from organizations or individuals that have contracts or other business pending with the AHRA or business occurring during the preceding two (2) years.

CODE OF CONDUCT

Policy:

Board members and other volunteer leaders will adhere to an established code of conduct while actively serving on the board or as a leader in the organization (see also, policy #1170 Removing Directors from the AHRA Board).

Procedure:

The AHRA Code of Conduct Commitment Form will be signed and dated by any member accepting a nomination or appointment to a board position, any member who chairs a committee, serves as a liaison, or is a member of the annual meeting design team. Signed forms will be sent, received, and processed by AHRA staff. Active board members accepting new appointments (e.g. Director appointed to Finance Director) will not require an additional signed form.

Committee chairs shall discuss the Code of Conduct policy with all committee members when the committee first convenes.

BOARD AND VOLUNTEER REIMBURSEMENT

INTRODUCTION:

In order to foster participation by AHRA members who wish to be active volunteer participants in the activities of the association, the AHRA Board recognizes the need to support costs associated with such volunteerism. As part of its responsibility to be a steward of the resources of the association, the AHRA Board has established categories of expense reimbursement. The AHRA Board is committed to assuring that the travel needs of the organization are managed effectively and in the least costly manner.

GENERAL POLICIES:

1. Direct Bill to AHRA: Whenever possible, AHRA arranges for expenses to be direct billed to AHRA in order to minimize the out-of-pocket expenses incurred by board members and volunteers. Hotel and other accommodations for group meetings will be made through AHRA's meeting planner.
2. Hotel Accommodations:
 - a) Double occupancy rooms: AHRA provides reimbursement for hotel accommodations based on double occupancy by two board members or AHRA volunteers participating in an official AHRA activity.
 - b) Single occupancy rooms: May be requested by a board member or volunteer who is responsible to pay one-half the room and tax charge per day. In the event a board member or other volunteer is representing AHRA at an activity in which other AHRA volunteers are not present in an official capacity, single occupancy will be provided.
 - c) Board members will receive single occupancy rooms for the Annual Meeting.
 - d) The AHRA President shall be permitted to have a single room at all Board meetings at AHRA's expense.
 - e) In-room movies, valet services, laundry and other services of a personal nature are not reimbursed by AHRA.
3. Meal Functions:
 - a) Spouses or other guests who participate in evening or special function meals will be charged the average per person price for that meal.
 - b) All other meals will be the responsibility of the spouse or other guest.
4. Air and/or Comparable Travel:
 - a) All AHRA air travel must be booked at the combination of the lowest coach fare available and reasonable travel schedules. To take advantage of the best discounted fares, AHRA travelers are strongly encouraged to make travel arrangements a minimum of 21 days in advance.
 - b) Car rental in lieu of air travel will be reimbursed at the lower of the price of the car rental plus gas or the lowest airfare. Travelers shall compare the cost of car rental with the mileage reimbursement for personal automobile use and select the lower cost of the two options. Automobile mileage will be reimbursed at established AHRA rates.
 - c) Changes to air travel or hotel accommodations made to accommodate the needs of AHRA which result in penalties or additional fees will be reimbursed. Changes to air travel or hotel accommodations made for the convenience of the traveler are the responsibility of the traveler.

5. Travel Between Home and Airport and/or Airport to Hotel:
 - a) For roundtrip travel from home or work to the airport, AHRA will pay for the lesser of: mileage plus parking; shuttle service; or cab fare.
 - b) For roundtrip travel from the airport to the hotel, AHRA will pay for shuttle service or cab fare. Shuttle service is preferred, except when the cost for cab service is shared by multiple AHRA volunteers on official AHRA business.
6. Reimbursement Request Form: Travel expense reimbursement requests must be submitted to AHRA on the AHRA Expense Reimbursement form within thirty (30) days after the expense has been incurred. Original receipts, invoices, or other appropriate documentation of expenses must be attached. For travel booked online, an e-mail confirmation is acceptable. Reimbursement forms are specific to the activity and can be requested from the AHRA office as needed.

SPECIFIC SITUATIONS:

Board Members:

1. Board Meetings: AHRA provides coach air or other comparable land transportation, two to three nights' double occupancy lodging depending upon the length of the meeting, meals, and roundtrip transportation to the airport and hotel, as described.
2. Annual Meeting and Exposition: Outgoing and incoming AHRA board members are eligible to receive (unless the members' institution will pay):
 - a) round trip coach airfare
 - b) waiver of registration
 - c) single occupancy hotel accommodations not to exceed the number of nights required by the member to facilitate completion of the board member's responsibilities at the AHRA Annual Meeting. Board members are encouraged to share rooms with other Board members during the Meeting.
3. Meal Reimbursement: AHRA recognizes that meals during travel are sometimes required, and may be more costly than a meal the individual might routinely have if they were not traveling. AHRA will reimburse reasonable expenses for such meals for board members and other volunteers. AHRA will not reimburse meal expenses when there is a scheduled AHRA meal function (e.g., breakfast at a conference, group dinner when the individual chooses not to participate, etc.)
4. Conference Registration Fee Waiver: Board members who are local to an educational program and wish to "drop in" to the meeting, but not attend the educational sessions or other functions, shall contact AHRA's Chief Executive Officer in advance of the event and no registration fee will be required.

Annual Meeting Design Team:

1. Team Meetings: AHRA provides Annual Meeting Design Team members with coach air or other comparable land transportation; double occupancy lodging depending upon the length of the meeting, meals, and roundtrip transportation from home or work and the airport to the hotel, as described.
2. Annual Meeting:

- a) Registration: AHRA provides complimentary registration for Annual Meeting Design Team members for AHRA's Annual Meeting and Exposition.
- b) Lodging: Annual Meeting Design Team members are encouraged to share rooms with another Annual Meeting Design Team member during the Annual Meeting. Team members shall be permitted single occupancy when, in the determination of the Annual Meeting Team chair, such single occupancy is deemed necessary or appropriate, and is within budgetary guidelines of the Annual Meeting.
- c) Transportation and Other Expenses: AHRA provides Annual Meeting Design Team members with coach air or other comparable land transportation, double occupancy lodging depending upon the length of the meeting, meals, phone cards upon request, and roundtrip transportation from home or work and the airport to the hotel, as described.

Conference Design Team:

- 1. Registration: AHRA provides complimentary registration for Design Team members for AHRA's Conferences.
- 2. Lodging: Conference Design Team members are encouraged to share rooms with another Design Team member during the conference. If team members chose single occupancy, they will be responsible for ½ the room and tax.
- 3. Transportation and Other Expenses: AHRA provides Design Team members with coach air or other comparable land transportation; double occupancy lodging depending upon the length of the meeting, meals, and roundtrip transportation from home or work and the airport to the hotel, as described.

Other Volunteers (i.e. team leaders or committee chairs, award winners, special guests):
General reimbursement policies apply.

SECTION 2:

Committee Related Policies and Procedures

ANNUAL MEETING DESIGN TEAM

The Annual Meeting Design Team (AMDT) fulfills an active and important role in the planning, preparation and operation of the Annual Meeting and Exposition. All team members are to act professionally and positively represent the AHRA during the week of the Annual Meeting. The AMDT works collaboratively the AHRA Chief Executive Officer, AHRA staff and contracted conference planning staff, under the direction of the AHRA President and Board of Directors. No individual authority is implied, except that which is delegated by the AMDT Chair. Selection as on-site team member is not a guarantee of transition onto the AMDT.

COMMITTEE FORMATION

The President shall appoint a Design Team Chair, who will serve a one-year term. The chair shall appoint at least 8 team members who will serve one-year terms. The terms should be staggered for continuity. Team members are eligible for re-appointment to one additional term. All terms begin at the Annual Meeting and end at the following year's Annual Meeting.

Title	Term Length	Term Year	Eligible for 2 nd term?
Chair	1 year term	Annual Meeting- Annual Meeting	No
Member-1 st year	1 year term	Annual Meeting – Annual Meeting	Yes
Member-2 nd year	1 year term	Annual Meeting- Annual Meeting	No, may be appointed Chair
Onsite Team Member	1 year term	Spring team meeting- Annual Meeting	May be appointed as a team member, not guaranteed

EXPECTATIONS

The Team Chair is expected to:

1. Attend all meetings of the Annual Meeting Design Team.
2. Participate actively in the planning of the Annual Meeting.
3. Provide leadership to the team members during planning meetings and onsite at the annual meeting.
4. Along with suggestions from AHRA and conference planning staff, select team members, regular and on-site, for the annual meeting.
5. Serve as a knowledge resource for the AMDT by providing insight into previous meetings.
6. Mentor new AMDT Members as they become familiar with their role.
7. Provide updates, as requested, to the AHRA President and Board of Directors.
8. Update association membership on progress of annual meeting planning.

The Team Member is expected to:

1. Attend all meetings of the Annual Meeting Design Team.

2. Participate actively and enthusiastically in the planning and operation of the Annual Meeting.
3. Contribute to the content of the Annual Meeting through the review of presentation proposals, interviewing of potential speakers, and the selection of both keynote and breakout speakers.
4. Serve as a knowledge resource for the AMDT in identifying areas where content improvement or insight is needed.
5. Be the visible ambassadors for the membership and exhibitors in answering questions concerning the annual meeting.
6. Assist with coordination and management of volunteers being used for various functions at the annual meeting.
7. As assigned, management of a designated session or workshop location.
8. Meeting, greeting and engaging members, especially but not exclusively those who are first time attendees.
9. On-site team members shall meet all expectations of regular AMDT Members.

Team members must recognize the importance of membership on the AMDT. Team members are strongly encouraged to serve until the completion of their appointed term. Resignation at installation could be required if elected or appointed to another position.

Team members are required to be on site at the annual meeting from the day prior to the official start date of the meeting until the evening of the closing date.

DUTIES AND QUALIFICATIONS

AMDT Chair:

1. AHRA member in good standing.
2. Active member of the AMDT, who has demonstrated by participation and actions the leadership skills necessary to lead this team.
3. Preference may be given to those who have served in leadership capacity on previous committees or task forces.
4. Ability to respond constructively to e-mail communication in a timely fashion.
5. Expected to fulfill all duties and qualifications as specified in the AMDT Member Position Description.
6. Ability to make clear suggestions and if necessary, firm decisions to move the agenda of the AMDT forward.
7. Must have ability to positively and proactively enforce discipline for team.
8. Must strictly adhere to AHRA Code of Conduct – please refer to AHRA Policy #1415 – Code of Conduct.

The Annual Meeting Design Team Chairperson must sign the AHRA Code of Conduct and Conflict of Interest forms at the beginning of their terms. The AHRA office is responsible for obtaining the signature/s and keeping the document on record.

AMDT member and onsite member:

1. AHRA member in good standing.

2. Demonstrated ability, either as a volunteer at previous annual meeting(s) or conference(s), or as an on-site team member, in working with Design Team members in fulfilling delegated role, and to provide enthusiastic participation in carrying out that assignment.
3. Preference may be given to those who have served as team members on previous committees or task forces.
4. Ability to respond constructively to e-mail communication in a timely fashion.
5. Team members are expected to be outstanding and enthusiastic ambassadors for the AHRA during annual meeting and term.
6. Respect and give fair consideration to diverse and opposing viewpoints. Respect principles of fair play and procedural fairness. Work with practical consensus.
7. The Annual Meeting Design Team Members must sign and adhere to the AHRA Code of Conduct and Conflict of Interest forms at the beginning of their terms. The AHRA office is responsible for obtaining the signature/s and keeping the document on record.

MEETING REQUIREMENTS

Meetings for the AMDT are held three times during the course of the year, generally occurring shortly after the previous annual meeting, during the fall/winter, and a final spring meeting at the annual meeting location. Meeting schedule is provided upon selection as Team Chair and distributed to all Team Members, with reminders given at least 45 days prior to meeting. Team Chair should review these dates prior to final acceptance of appointment. In addition, e-mail communication is extensively utilized and constructive participation and leadership is expected. On-site members (OSAMDT) are expected to attend spring team meeting.

At the request of the AHRA President, the Team Chair may be invited to conference in or attend an AHRA Board of Directors meeting to provide informational update as to progress and planning of the Annual Meeting.

CONFERENCE DESIGN TEAM

Conference Design Team (DT) members fulfill an active and important role in the planning, preparation and operation of the Spring or Fall Conference. All team members are to act professionally and positively represent the AHRA during the conference. Conference Design Teams work collaboratively with AHRA Chief Executive Officer, AHRA staff, and contracted conference planning staff, under the direction of the AHRA President and Board of Directors. No individual authority is implied, except that which is delegated by the DT Chair.

COMMITTEE FORMATION

The President shall appoint a Design Team Chair, who will serve a one-year term. The chair shall appoint at least 4 team members who will serve one-year terms. The terms should be staggered for continuity. Team members are eligible for re-appointment to one additional term. All terms begin at the Spring or Fall conference and end at the following year's conference.

Title	Term Length	Term Year	Eligible for 2 nd term?
Chair	1 year term	Conference-Conference	No
Member-1 st year	1 year term	Conference-Conference	Yes
Member-2 nd year	1 year term	Conference-Conference	No, may be appointed Chair

EXPECTATIONS

The Team Chair is expected to:

1. Attend all meetings of the conference Design Team.
2. Participate actively in the planning of the conference.
3. Provide leadership to the team members during planning meetings and onsite at the annual meeting.
4. Along with suggestions from AHRA and conference planning staff, select team members, for the conference.
5. Serve as a knowledge resource for the conference DT by providing insight into previous meetings.
6. Mentor new conference DT Members as they become familiar with their role.
7. Provide updates, as requested, to the AHRA President and Board of Directors.
8. Update association membership on progress of conference planning.

The Team Member is expected to:

1. Attend all meetings of the Design Team.
2. Participate actively and enthusiastically in the planning and operation of the conference.

3. Contribute to the content of the conference through the review of presentation proposals, interviewing and selection of speakers..
4. Serve as a knowledge resource for the DT in identifying areas where content improvement or insight is needed.
5. Be the visible ambassadors for the membership and exhibitors in answering questions concerning the conference.
6. Assist with coordination and management of volunteers being used for various functions at the conference.
7. As assigned, management of a designated session or workshop location.
8. Meeting, greeting and engaging members, especially but not exclusively those who are first time attendees.

DUTIES AND QUALIFICATIONS

Chair:

1. AHRA member in good standing.
2. Active member of the conference DT, who has demonstrated by participation and actions the leadership skills necessary to lead this team.
3. Preference may be given to those who have served in leadership capacity on previous committees or task forces.
4. Ability to respond constructively to e-mail communication in a timely fashion.
5. Expected to fulfill all duties and qualifications as specified in the conference DT Member Position Description.
6. Ability to make clear suggestions and if necessary, firm decisions to move the agenda of the conference DT forward.
7. Must have ability to positively and proactively enforce discipline for team.
8. Must strictly adhere to AHRA Code of Conduct – please refer to AHRA Policy #1415 – Code of Conduct.

The Spring or Fall Conference Design Team Chairperson must sign the AHRA Code of Conduct and Conflict of Interest forms at the beginning of their terms. The AHRA office is responsible for obtaining the signature/s and keeping the document on record.

Team Members:

1. AHRA member in good standing.
2. Preference may be given to those who have served as team members on previous committees or task forces.
3. Ability to respond constructively to e-mail communication in a timely fashion.
4. Team members are expected to be outstanding and enthusiastic ambassadors for the AHRA during the conference and term.
5. Respect and give fair consideration to diverse and opposing viewpoints. Respect principles of fair play and procedural fairness. Work with practical consensus.
6. DT Members are expected to adhere to AHRA Code of Conduct – please refer to AHRA policy #1415 – Code of Conduct. Failure to do so may lead to dismissal from DT.

Team members must recognize the importance of membership on the design team. Team members are strongly encouraged to serve until the completion of their appointed term.

Team members are required to be on site at the conference from the day prior to the official start date of the meeting until the evening of the closing date.

MEETING REQUIREMENTS

Conference calls for the DT are held 3-5 times during the course of the year, generally occurring shortly after the previous meeting, throughout the speaker selection process, and a final conference call 4-6 weeks prior to the event. Conference calls are scheduled with input of DT Chair and members, as active participation in all conference calls is vital to the success of the conference. In addition, e-mail communication is extensively utilized and constructive participation and leadership is expected. At the request of the AHRA President, the Team Chair may be invited to conference in or attend an AHRA Board of Directors meeting to provide informational update as to progress and planning of the conference.

CURRICULUM COMMITTEE

POLICY:

The mission of AHRA's Curriculum Committee is to provide guidance, advocacy and supervision to ongoing educational programs by ensuring and validating that the curriculum is academically sound, comprehensive and responsive to the evolving needs of imaging management professionals; consistent with AHRA's core ideology.

The Curriculum Committee will provide oversight to programs with specific, desired learning outcomes that will be repeated on a regular basis (e.g. Leadership Institute Tracks, CRA Prep course, etc.) to ensure consistent quality educational content for participants.

The Committee, a multidisciplinary team consisting of imaging management professionals, will recommend new courses/sessions and/or modifications to courses or curriculum to the AHRA Board of Directors for approval.

COMMITTEE FORMATION

The President shall appoint a Committee Chair from the ranks of the Committee, who will serve a two-year term. The chair shall appoint 3-4 team members who will serve two-year terms. An additional committee member shall be appointed by the Education Foundation Board of Directors. All members are eligible for re-appointment to one additional term.

Title	Term Length	Term Year	Eligible for 2nd term?
Chair	2 year term	January-December	Yes
Member-1 st year	2 year term	January-December	Yes
Member-2 nd year	2 year term	January-December	No, may be appointed Chair
EF Appointed Member	2 year term	January-December	Yes

RESPONSIBILITIES

1. The Curriculum Committee will assist in the development and assessment of educational content in accordance with the vision, philosophy and objectives of the Imaging Leadership Institute and CRA Prep Program
2. The Curriculum Committee will develop content criteria to ensure that variation in faculty/speakers will not adversely affect intended learning objectives/outcomes
3. The Curriculum Committee will consider possible actions to encourage creativity, flexibility, and innovation in curriculum development
4. The Curriculum Committee shall have the authority to table decisions about curriculum changes in order to assess the impact on desired outcomes
5. The Curriculum Committee, through the AHRA staff, shall provide financial analyses to the Board in order to support recommended programs, modifications, enhancements, etc.

6. The Curriculum Committee shall develop policy concerning curriculum appropriateness as needed and offer recommendations to the AHRA board

QUALIFICATIONS:

Chair: The committee chair will be a member of the Association appointed by the President. The appointee will have served the committee for at least one year and will have met the qualifications of a curriculum committee member. CRA is preferred.

Member: Individuals serving the committee will be members of the Association appointed by the Committee Chair. The appointees should also have experience in public speaking and/or editing/writing or teaching. CRA is preferred.

RESPONSIBILITY:

The Committee Chair is responsible to:

1. Prepare for and facilitate all meetings of the Curriculum Committee.
2. Prepare updates and/or report to the AHRA board of directors
3. Fairly delegate tasks and action items to team members, staff, etc.
4. Oversee speaker certification process; provide speakers with course evaluation scores; notify speakers of certification results
5. Participate actively in discussions and action planning including monitoring progress toward goals and altering direction in light of changing circumstances.
6. Respect and give fair consideration to diverse and opposing viewpoints
7. Work collaboratively with AHRA office staff, meeting consultants and design teams.
8. Serve as a resource of knowledge, support and counsel to the AHRA board of directors.
9. Assist in identifying future committee members.
10. Review and respond to all action and information requests from the AHRA board of directors and/or committee chair.

The Curriculum Committee Chairperson must sign the AHRA Code of Conduct and Conflict of Interest forms at the beginning of their terms. The AHRA office is responsible for obtaining the signature/s and keeping the document on record.

Committee members are responsible to:

1. Prepare for and attend meetings and conference calls.
2. Participate actively in discussions and action planning including monitoring progress toward goals and altering direction in light of changing circumstances.
3. Respect and give fair consideration to diverse and opposing viewpoints
4. Work collaboratively with AHRA office staff, meeting consultants and design teams.
5. Serve as a resource of knowledge, support and counsel to the AHRA board of directors.
6. Assist in identifying future committee members.
7. Review and respond to all action and information requests from the AHRA board of directors and/or committee chair.

EDITORIAL REVIEW BOARD

The Editorial Review Board contributes to the publication of the Association Journal: *Radiology Management*, by reviewing, writing and soliciting articles.

COMMITTEE FORMATION

The Editor-in-Chief serves as Chairperson of the Editorial Review Board for a three-year term and can serve a maximum of two (2) - three (3)-year terms concurrent with the AHRA fiscal year. The President appoints the Editor-in-Chief. Members of the Editorial Review Board shall serve a two-year term, and can serve a maximum of two (2), two (2) -year terms. They are appointed by the Editor-in-Chief based on the calendar year.

Title	Term Length	Term Year	Eligible for 2 nd term?
Editor-in-Chief	3 year term	January-December	Yes
Member-1 st year	1, 2 year term	January-December	Yes
Member-2 nd year	1, 2 year term	January-December	No, may be appointed Editor-in-Chief

QUALIFICATIONS:

Editor-in-Chief: The Editor-in-Chief is a member of the Association appointed by the President. Prior to serving as Editor-in-Chief, it is preferred, the appointed member have experience through service on the Editorial Review Board. The appointed member must be a current AHRA member in good standing. The appointee should also have a demonstrated ability to write and a history of being published.

Members: Editorial Review Board members must be current AHRA members in good standing. Some previous writing or editorial experience is preferred

RESPONSIBILITIES

The Editor-in-Chief is responsible for the direction, control and function of the Editorial Review Board. It is, therefore, his or her responsibility to see that the Review Board carries out the charges for the publication of the AHRA journal: *Radiology Management* and any special projects assigned to the Editor-in-Chief or the Editorial Review Board by the AHRA Board of Directors.

The Editor-in-Chief works in collaboration with the Association or contracted staff to achieve the following functions:

1. Serves as Chairperson of the Editorial Review Board
2. Appoints persons to serve on the Editorial Review Board
3. Provides feedback to staff liaison for inclusion in quarterly board reports.
4. Soliciting, reviewing and accepting or rejecting articles and features for publication in the journal in collaboration with the staff liaison consistent with mission of Radiology Management and the Mission and Vision of AHRA.

5. Spearheads the writing awards process in accordance with the writing awards policy and procedure.
6. Recruiting and assisting contributing writers whose terms run on an annual basis.
7. Responsible for writing the editor-in-chief's column for each issue.
8. Acts as an ambassador for Radiology Management and contributes to the development of the editorial plan.

The Editor-in-Chief must sign the AHRA Code of Conduct and Conflict of Interest forms at the beginning of their terms. The AHRA office is responsible for obtaining the signature/s and keeping the document on record.

The Editorial Review Board, in collaboration with staff or contractors:

1. Participates in the solicitation, review, and recommendation of articles and features for publication in Radiology Management. They will follow generally accepted publishing practices and guidelines, which also meet the mission and vision of AHRA.
2. The Editorial Review Board will review manuscripts submitted for publication in the journal, identifying:
 - a) Appropriateness
 - b) Benefit to members
 - c) Timeliness of topic
 - d) Professional level of interest
 - e) Potential negative effects to the AHRA or *Radiology Management*
3. Each member will write at least one feature article or two columns during a single term
4. Participates in Review for annual Editorial Awards.
5. Contributing editors are not considered members of the Editorial Review Board. They will write a regular column.
6. The Editorial Review Board will be available to meet at least annually at the annual association meeting and on an adhoc basis. Meetings may be via conference call or in person.

MEMBERSHIP COMMITTEE

The purpose of the Membership Committee is to collaborate with the AHRA volunteer and professional leadership to provide the highest value to AHRA's membership and ensure their long-term retention in AHRA through the delivery of quality programs and services. The committee advises AHRA leadership on membership policies to ensure AHRA remains responsive to the needs of the members. The committee also oversees programs for the recruitment and retention of members.

COMMITTEE FORMATION

The President shall appoint a Committee Chair. The appointee will have served the committee for at least one year and must be an AHRA member in good standing. The Committee Chair serves a two year term, with a maximum of 1 term.

The chair shall appoint 5-6 committee members who will serve two-year terms, with a maximum of two terms. The composition of the committee is intended to represent the composition of AHRA membership and should include both tenured and new member volunteers. Committee members must be AHRA members in good standing. Committee members' appointments are made on a staggered basis.

Title	Term Length	Term Year	Eligible for 2 nd term?
Chair	2 year term	January-December	No
Member-1 st year	2 year term	January-December	Yes
Member-2 nd year	2 year term	January-December	No, may be appointed Editor-in-Chief

COMMITTEE RESPONSIBILITIES:

1. Increasing Membership. Recommending means for increasing AHRA's membership base such as working with AHRA staff to create and execute membership development campaigns.
2. Maintaining Membership. Identifying the needs of members and recommending the development of services to meet those needs.
3. Welcoming New Members. Recommending ways to acknowledge new members and to encourage participation in AHRA activities.
4. Identifying Nonmember Needs and Perceptions. Gathering information on and analyzing non-members' needs and perceptions of AHRA. Recommending ways to meet these needs to attract non-members to join AHRA

The Chair is responsible for all of the above and also:

1. Prepare for and facilitate all meetings of the Membership Committee.
2. Prepare updates and/or report to the AHRA board of directors
3. Fairly delegate tasks and action items to team members, staff, etc.

The Membership Committee Chair must sign the AHRA Code of Conduct and Conflict of Interest forms at the beginning of their terms. The AHRA office is responsible for obtaining the signature/s and keeping the document on record.

MEMBER RECOGNITION TEAM (APPROVED DECEMBER 2016)

The AHRA's Member Recognition Team (MRT) is responsible for the oversight and selection of AHRA's awards, scholarships, and member recognition.

COMMITTEE FORMATION:

The President shall appoint a Committee Chair from the ranks of the Committee, who will serve a one-year term. The chair shall appoint 3-4 team members who will serve one-year terms. The terms should be staggered for continuity. Team members are eligible for re-appointment to one additional term. All terms follow the calendar year, beginning on January 1, and ending on December 31. A staff liaison will be assigned to the committee.

Title	Term Length	Term Year	Eligible for 2 nd term?
Chair	1 year term	January-December	No
Member-1 st year	1 year term	January-December	Yes
Member-2 nd year	1 year term	January-December	No, may be appointed Chair

RESPONSIBILITIES:

1. Reviews Fellow applications to verify applicant eligibility
2. Selects recipients of the
 - a. AHRA Awards for Excellence
 - b. Osborn Scholarships
 - c. Broadley Scholarships
 - d. Annual Meeting Scholarships
 - e. AHRA/Toshiba Putting Patients First grant program
 - f. CRA Exam Scholarships
3. Suggests ways AHRA can better recognize deserving members or improve its existing awards and processes

TEAM MEMBER EXPECTATIONS

1. Participate in all decisions/conference calls
2. Review applications and nominations
3. Make award recommendations and select award recipients within established award selection criteria and timelines

AHRA STAFF RESPONSIBILITIES:

1. Review and revise all Award application forms
2. Coordinate MRT Conference calls
3. Assure effective promotional efforts are conducted for all awards
4. Process applications
5. Maintain effective communication of information to members
6. Inform AHRA and AHRA EF representatives for awards notification
7. Produce invitations and awards for recipients

8. Approve expense reports related to MRT
9. Update annual meeting script for award presentations
10. Coordinate Award Reception at AHRA Annual Meeting

The Membership Recognition Team Chair must sign the AHRA Code of Conduct and Conflict of Interest forms at the beginning of their terms. The AHRA office is responsible for obtaining the signature/s and keeping the document on record.

NOMINATIONS COMMITTEE

The Nominations Committee is responsible for providing the best possible slate of qualified candidates for the elected offices of President-elect and the elected Directors.

COMMITTEE FORMATION

The committee shall consist of at least (5) members who have served the association in a significant capacity, a majority of whom are not current Board members. No member of the Nomination Team shall be a candidate for office. The Immediate Past President will serve as the Committee Chair. If that person is unable or unwilling to fill the role, the current President shall appoint the Committee Chair. A staff liaison will be assigned to the committee.

The Committee Chair, in collaboration with the President Elect shall, submit a slate of prospective Committee members to the Board for consideration and approval at, or prior to, the fall board meeting.

Committee members, including the Chair, serve a one (1) year term. Committee members are eligible for re-appointment to one additional term. The terms should be staggered for continuity. All terms follow the calendar year, beginning on January 1, and ending on December 31. A staff liaison will be assigned to the committee.

Title	Term Length	Term Year	Eligible for 2nd term?
Chair	1 year term	January-December	May return as committee member for an additional 1 year term
Member-1 st year	1 year term	January-December	Yes
Member-2 nd year	1 year term	January-December	No

RESPONSIBILITIES

The Nominations Committee is responsible for identifying, recruiting, and nominating potential board members, as well as, reviewing nominations submitted by the members at large. The Nominations Committee will determine overall qualifications of all prospective candidates.

Candidates' current commitments to the AHRA in key volunteer leadership roles will be considered in the overall nominations process.

The committee will verify willingness to serve and review the qualifications of prospective candidates. Committee members will interview nominees as assigned. The number of interview assignments is dependent on the number of eligible nominations received. Assignments are distributed by the Chair. Due to the stature of the position, all nominees for President-Elect are interviewed by each committee member.

It will nominate at least two (2) candidates for the office of President-elect and not less than two (2) candidates for each of the elected Director offices to be filled.

TEAM MEMBER EXPECTATIONS

1. Identify potential nominees and encourage their participation.
2. Participate in all conference calls/decisions.
3. Review and interview assigned nominees. Be prepared to share interview results with the rest of the committee.
4. Work with entire committee to recommend candidate slate for board approval. The recommended election slate should be representative of AHRA membership.

Key Responsibilities	By	Schedule
Review current for vacancies and re-election eligibility	Liaison/CEO/Chair	December
Call for Nominations	Staff Liaison	January
Initial Conference Call	Entire Committee	January
Work with Nominees-send and collect nominee interest forms.	Staff Liaison	February
Interviews assigned	Chair	February
Candidate Interviews	Entire Committee	4-5 weeks after assignment
Check-in Conference Calls and Emails	Entire Committee	as needed
Final Selection Call	Entire Committee	4-5 weeks after interview process begins
Recommendation submitted to board for approval	Chair	Spring board meeting
Nominees contacted	Chair	As soon as possible after board meeting
Election	Staff Liaison	Spring

SCHEDULE

The Nominations Committee meets via conference call. The number of calls is determined by the amount of eligible nominees, and the preference of the committee.

RAPID REVIEW COMMITTEE

FUNCTION:

The Rapid Review Committee is responsible for reviewing continuing education requests for programs and media of technical content submitted to AHRA's Rapid Review program.

TERM:

Reviewers may serve a two (2) year term and can serve a maximum of two (2), two year terms concurrent with the AHRA fiscal year. Reviewers are recruited by the Rapid Review Coordinator, based on volunteer interest.

QUALIFICATIONS:

1. Members of the Rapid Review Committee shall be individuals with technical expertise and/or credentials in accordance with ARRT guidelines.
2. Prospective volunteers should have the following
 - a. technical expertise/credentials as listed above
 - b. email or fax accessibility to assure 48-hour turnaround
 - c. time to review multiple programs and media on a consistent basis
3. Prospective volunteers must submit CV to Staff Liaison to keep on file

REQUIREMENTS:

Committee members review continuing education requests for programs and media of technical content submitted to AHRA's Rapid Review program. In order to achieve this goal the reviewer:

1. Is required to review multiple programs and media on a consistent basis, with a minimum number of reviews required during their two year term.
2. Must be available via email. The majority of the communication will take place via email, occasionally reviewers will be required to meet via conference call.
3. Is required to review assigned materials in accordance with ARRT criteria for the approval of category A continuing education credits.

Rapid Review Committee members must sign the AHRA Code of Conduct and Conflict of Interest forms at the beginning of their terms. The AHRA office is responsible for obtaining the signature/s and keeping the document on record.

REGULATORY AFFAIRS COMMITTEE

The mission of AHRA's Regulatory Affairs Committee is to use a systematic approach to evaluate proposed legislation, regulations and budget rules that impact medical imaging. The Committee may also evaluate alliances, partnerships, or coalitions. Existing arrangements will be evaluated annually to ensure that partnerships, alliances, or coalitions further the goals of the organization as stated in the Strategic Plan. All alliances, partnerships or coalitions must include activities to promote the goals of the AHRA.

As part of the healthcare community and consistent with the goals of our Strategic Plan, AHRA seeks to expand industry awareness and impact the creation and implementation of regulatory rules about the role of medical imaging management through participation and interaction with a variety of organizations and alliances. As healthcare reform continues to be a critical issue for our members, AHRA wishes to participate in efforts to influence government regulations and policies on such issues as reimbursement, regulatory and quality requirements. AHRA resources may be required to attend meetings and other supportive roles.

The Board of Directors must review any formal position statement or other official document outlining the opinion, will, or intent of the association before it is considered adopted and shared with external organizations, partners and/or stakeholders.

COMMITTEE STRUCTURE

The President shall appoint a Committee Chair and Vice-Chair. The appointees will have served the committee for at least one year and must be an AHRA member in good standing. The Committee Chair and Vice-Chair serve a three year term, with a maximum of 2 terms. The chair shall appoint no more than 4 team members who will serve two-year terms, with a maximum of 2 terms. All terms follow the calendar year, beginning on January 1, and ending on December 31. All members must be AHRA members in good standing. Committee members' appointments are made on a staggered basis.

Title	Term Length	Term Year	Eligible for 2nd term?
Chair	3 year term	January-December	Yes
Vice-Chair	3 year term	January-December	Yes
Member-1 st year	2 year term	January-December	Yes
Member-2 nd year	2 year term	January-December	May be appointed Chair/Vice-Chair

RESPONSIBILITIES:

1. Serve as coordinator and facilitator of AHRA's activities in matters pertaining to regulatory affairs.
2. Work in conjunction with the staff liaison to provide information to the membership.

The Chair is responsible for all of the above, as well as:

1. Prepare for and facilitate all meetings of the Regulatory Affairs Committee.
2. Prepare updates and/or report to the AHRA board of directors
3. Fairly delegate tasks and action items to team members, staff, etc.

Regulatory Affairs Committee members must sign the AHRA Code of Conduct and Conflict of Interest forms at the beginning of their terms. The AHRA office is responsible for obtaining the signature/s and keeping the document on record.

Section 3:
Administrative Policies and Procedures

ALLOCATION OF UPGRADES AND AMENITIES

INTRODUCTION:

Allocations for upgrades or complimentary amenities are given to individuals within the organization. Upgrades are possible when and if the contract is negotiated with upgrades stipulated. Upgrades and/or amenities are not always offered and the amount differs per contract.

POLICY:

When upgrades are possible they will be allocated by order of procedure.

PROCEDURE:

Allocation of Upgrade Order

1. President
2. Chief Executive Officer
3. Annual Design Team Chair (The design team chair will receive suite upgrade if the suite is in the primary hotel. It is imperative that the Annual Design Team Chair be in close proximity to the events taking place.)
4. President-Elect
5. Chair – Education Foundation
6. Finance Director
7. Past President
8. Gold Award Recipient

SPEAKER CERTIFICATION POLICY

POLICY:

All speakers for AHRA's Leadership Institute Basic Management Program and CRA Exam Workshop will undergo a speaker certification process. AHRA's Curriculum Committee (hereafter referred to as "the Committee") will be responsible for awarding certification. Speakers failing to attain certification for the above programs are eligible to apply to speak at other AHRA offerings (i.e. general breakout sessions, etc.).

PURPOSE:

To validate and maintain the exceptional presentation skills required of faculty to ensure these educational programs remain at a consistently high quality.

PROCEDURE:

Using a 10-point evaluation summary tool, each speaker will be scored by a "reviewer" over four competency categories: conceptual skills, presentation skills, group facilitation skills and organizational skills. Meeting participants (audience) will evaluate the speaker's skills using AHRA's 5-point session evaluation tool. Speakers will be notified in advance when a reviewer will be present in their session.

Speakers are reviewed while presenting in the CRA Workshop OR the Basic Management Program. Speakers need only to become certified once and upon certification may volunteer to present sessions in either the CRA Workshop or the Basic Management Program.

When presenting a session that was not part of the certification process (i.e. volunteering for a different session) - two consecutive audience scores below 3.99 for the same session may necessitate re-certification – at the Committee's discretion.

Speakers will be notified in writing of the certification process results.

The certification process will proceed as follows:

1. Audience score of 4.0 or higher AND reviewer score of 8.0 or higher: speaker is certified and approved to present any topic at either the CRA Exam Workshop or the Basic Management Track
2. Audience score between 3.9 and 3.99 OR reviewer score of 7.8-7.99: speaker will be given feedback/constructive criticism from reviewer and asked to make changes to presentation. Eligible for a second review. Final outcome based on one of the following scenarios for the second review:
 - a) If the speaker's score increases, they can continue as follows:
 - i) If the score increases but is still within the provisional range (3.9-3.99 for audience score and/or 7.8-7.99 for reviewer score), the speaker may have a 3rd review
 - ii) If the score increases to a level of 4+ for the audience and 8+ for the reviewer, certification is awarded.

- b) If the speaker's scores decrease on the second try, they are no longer eligible for certification.
- 3. Audience score below 3.9 OR reviewer score below 7.8: if the speaker wants to be re-evaluated, they must submit a report to the Committee detailing the changes/improvements they would implement to improve the session. Opportunity to be re-evaluated is at the discretion of the Committee.

ANNUAL MEETING SPEAKER COMPENSATION

INTRODUCTION:

It is the intent of the AHRA Board of Directors that the organization provide sufficient financial incentives to attract speakers who will enhance and maintain the AHRA Annual Meeting's reputation for excellence. No additional compensation will be made to AHRA Board members.

POLICY:

Speakers are provided compensation based upon the category they qualify for as follows:

Category I:

Definition: Category I speakers are any employee of a vendor or individuals who are consultants (regardless of AHRA membership status) who are speaking on a topic related directly to their business.

Eligible for: in-kind sponsorship recognition as described in the most current AHRA Annual Meeting sponsor benefit list. No compensation of any kind is provided.

Category II:

Definition: AHRA members, non-members, and vendor/consultants speaking on a topic not directly related to their business.

NOTE: Second or additional speakers for sessions ≤ 90 minutes are not eligible for compensation of any kind with the exception of Learning Intensive speakers, who are eligible to receive airfare and hotel accommodations or an honorarium as described below only.

Eligible for:

1. Waiver of registration **AND EITHER**
2. The lowest coach air fare (or the cost of auto mileage, auto rental, bus or train travel comparable to or lower than coach air fare), reasonable transportation to and from the hotel and one night's hotel accommodations for each day the speaker is presenting **OR**
3. An honorarium as follows:
 - a) Single session of 60 or 90 minutes = \$400.00
 - b) Learning Intensive = \$500.00
 - c) Any repeat of the same session = additional \$100.00

NOTE: AHRA does not provide reimbursement for meal, telephone, or other personal services (i.e. movies) to individuals qualifying for categories I and II.

Category III:

Definition: Professional Speakers

Eligible for: Such compensation as may be negotiated by the Annual Meeting Design Team, meeting planners or staff.

ASSOCIATION SHARED MEETING PROCEDURE

POLICY:

AHRA supports the concept of sharing resources with other professional associations to produce education meetings which provide mutual benefits to both associations.

PROCEDURE:

The following items stem from a collection of ideas centered around two or more organizations' need to conduct a meeting at the same time, place and with shared resources. In certain instances, a similar organization brings added value to another association's gathering by sharing specific services. For meeting planners and hotel/convention service representatives, a strong desire remains apparent to interact with one centralized party in lieu of multiple fragmented parties. The spirit of collaboration has led to the host/guest(s) conjoint meeting concept.

1. The host organization acts as provider of services or may enlist an agent to act on their behalf.
2. Final responsibility for contracts and arrangements remain with the provider of service.
3. All payments shall be made to or by the provider of service.
4. The host organization determines the general meeting location, date, annual theme, and general operational protocols.
5. The host and guest organization's formal meeting requirements are respected and accommodated.
6. Each organization determines the meeting content for its members/attendees and coordinates the overall agenda.
7. The guest organization determines meeting substance for its members.
8. An attendee may attend any presentation regardless of membership with the exception of private business sessions or award functions.
9. Host and guest meeting lengths are established to maximize time efficiency.
10. The host organization arranges for continuing education credits, as mutually agreed upon.
11. Each organization promotes the meeting in their own venue.
12. Each organization raises funds in its own venue and contributes to the provider of service for proper contributor recognition and budget allocation.
13. Meeting promotion outside organizational venues is arranged by the provider of service with respect to the needs of each organization.
14. Each organization shares in financial risk, according to the following:
 - a) Meeting attendees may register for one, two, three, four, and five days of the meeting with a fee for each day or a combination. At the time of registration, each attendee indicates that he/she is a member of one or more of the sponsoring organizations or not.
 - b) The number of days per attendee per organization is calculated for revenue/loss sharing.
 - c) The total net profit/loss is calculated and divided by the number of days per attendee per organization.

- d) Compensation to the guest organization is calculated by multiplying guest membership days by the net profit and loss.
- e) Profits (or losses) paid to (or paid by) the guest organization within two months after close.
- f) Host organization retains net profit/loss for attendees who register as a non-member of any sponsoring organization.

CHIEF EXECUTIVE OFFICER PERFORMANCE EVALUATION

Purpose:

To evaluate and assess performance, measure goals and outcomes against the organization's strategic plan in order to provide a fair and objective method for determining wage adjustments and incentive bonuses for the AHRA Chief Executive Officer

Procedure:

The Chief Executive Officer performance review cycle will be based on the AHRA fiscal year (January – December). Base salary wage adjustments, if applicable will become effective May 1st of each fiscal year. Incentive bonuses, if applicable, will be calculated based on goal attainment using a board approved weighted scorecard, and will be issued as a one-time payment upon board approval.

Establishing the Chief Executive Officer Salary Range:

The salary range for AHRA's Chief Executive Officer is determined by using information provided in the most current Association Executive Compensation and Benefits Study published by the American Society of Association Executives (ASAE). The range is created by referencing data from selected groups/tables in this study. The "Individual Member Organization" (IMO) group and total compensation figures are used for comparison.

An overall average of the following key categories are used to establish the average/midpoint of the salary range:

1. Size of budget : \$2.5M - \$5M
2. Staff size: 11-20
3. Geographic scope: National (US only)
4. Metropolitan area: Boston (not always available)

The salary range should be evaluated on a regular basis to insure it remains competitive using the Association Executive Compensation and Benefits Study or other relevant source. Since this is an executive level position, the range should be fairly wide; the range spread should be 60-65%.

Compensation Ratio:

Market adjustments/cost of living adjustment are made based on the following:

Current Base Salary

- | | |
|------------------------|---------------|
| 1. At Minimum | 5% increase |
| 2. Between Min and Mid | 4% increase |
| 3. At Mid Point | 3% increase |
| 4. Between Mid and Max | 2.5% increase |
| 5. At Maximum | 1% increase |

Note: At maximum will yield one-time pay out at 1% of current base salary. Base salary will not be adjusted.

Incentive Bonus:

The Board may, after review of Chief Executive Officer’s goal attainment summary, award the Chief Executive Officer an annual monetary bonus based on performance. The annual bonus may not exceed 10% of the current base salary. Any bonus award shall require at least 75% approval of the Board Members voting and shall not become a part of the Chief Executive Officer’s annual base salary.

Discretionary Awards:

The board may, at its discretion, provide up to an additional 2% increase to the Chief Executive Officer bonus to offset mitigating circumstances beyond the control of the Chief Executive Officer (e.g. board shifts priorities mid-year, unexpected industry changes, etc.). Any discretionary award shall not extend the total bonus beyond the 10% maximum and shall require at least 75% approval of the Board Members voting.

AHRA Chief Executive Officer Assessment Timeline

Nov – Dec	Chief Executive Officer: develops and submits goals for the coming fiscal year (Jan – Dec) to President or designee on Chief Executive Officer Assessment Form for Performance Management with threshold, target and maximum measures to the President by January 2. Executive Committee: reviews goals, targets and weightings for the coming year – goals are correlated with strategic plan and budget proposal and approved by January 31.
Jan – Feb	President or designee: President or designee distributes assessment tool/survey, and concomitant tools (i.e. staff satisfaction, board satisfaction) to all Board and EF members, staff and selected volunteers for previous year assessment. Results/tabulations calculated within 4 weeks.
Mar – Apr	Chief Executive Officer: submits a report of accomplishments/scorecard from the past fiscal year by March 15, understanding that all financial goals could change with outcome of external audit. President or designee: survey results/tabulations, to Finance Committee for correlation with audited financial report. Finance Committee recommends incentive adjustment(s) to the Executive Committee. President or designee also recalculates salary range with ASAE compensation survey results, calculates bonuses, prepares for performance discussion with Board/Executive Committee at Spring Board meeting.

Executive Committee or President: reviews performance outcomes with CEO, incentives awarded as indicated (Spring Meeting or via conference call).
Raises become effective May 1.

Jul – Aug

Board and Chief Executive Officer: performance expectations and goals for the coming year discussed within the context of the strategic plan and prior to budget preparation

EMERITUS MEMBERSHIP

INTRODUCTION:

Since a 1986 Bylaws change, AHRA has recognized the contributions of its members by having an Emeritus Membership category.

POLICY:

The Board of Directors of the Association shall award Emeritus Membership status to members who meet defined eligibility standards.

PROCEDURE:

1. All existing Emeritus Members, prior to July 31, 2008, shall maintain this status, but must renew their membership annually.
 - a) Renewal applications are sent to members 60-90 days before membership expiration
2. Emeritus status shall be granted after July 31, 2008, as follows:
 - a) The Emeritus candidate must apply for this status in writing to the Board of Directors of the Association. This includes completing the ***Emeritus Membership Application*** form. (attached)
 - b) The candidate must have fifteen (15) years of AHRA membership at the time of the request.
 - c) The candidate will be eligible for Emeritus status only if no longer employed in the healthcare industry.
3. Emeritus members shall pay no membership dues, but will be expected to renew their membership annually during the AHRA membership renewal campaign.
4. Benefits of Emeritus members include:
 - a) Annual Membership Directory and ***Link*** at no cost.
 - b) Reduced subscription fee (equal to ½ the regular subscription rate) for ***Radiology Management***.
 - c) Additional 10% discount off member prices for other select products (e.g.: books, monographs, etc.)
 - d) One free AHRA conference or seminar per calendar year.

Emeritus members may not vote, hold office, participate in any ad hoc or standing committees, or be a regular, featured columnist in any publication

ENDORSEMENTS: THE USE OF AHRA'S NAME AND/OR LOGO BY COMMERCIAL ENTITIES

INTRODUCTION:

AHRA is frequently approached by a variety of corporations and organizations interested in its endorsement of programs, products and/or services offered by the organization. For the purposes of this policy, an endorsement is defined as the explicit use of AHRA's name and/or logo in association with a specific commercial entity or a specific product or service offered by a commercial entity in return for a monetary contribution. This definition excludes AHRA's participation in affinity programs, corporate sponsorship of AHRA programs and services, partnerships and collaborative efforts between AHRA and other associations and/or corporations.

Guidelines:

1. The Executive Committee will consider approval of endorsement requests through a review and approval process. This includes a full description of the manner in which the name and/or logo will be used and the frequency of such use and make recommendations to the AHRA Board.
2. AHRA reserves the right to final approval of all uses of AHRA's name and logo.
3. Within program content there cannot be any promotion of a given company's products or services.
4. Greater consideration will be given to endorsement of educational products, with avoidance of endorsement of equipment.
5. AHRA must always have the option to exercise an "out clause."
6. AHRA and the corporate entity must satisfy all applicable legal standards, including consumer laws prohibiting false advertising, unfair and/or deceptive trade practices and consumer fraud.
7. The commercial entity that requests use of our logo must be in good standing with the AHRA, not having any outstanding balances or open issues with the association.

GOLD AWARD RECIPIENT SELECTION PROCESS

POLICY:

The AHRA Gold Award is the highest honor the organization can bestow upon one of its members. The award is given to one or more members who have made significant contributions to the profession of radiology or other areas of healthcare administration.

PROCEDURE:

Nomination Process:

Nominations for the Gold Award come from the membership; any member may nominate. Nominations must be made in accordance with the instructions on the nomination form. Particular attention must be paid to the date when nominations must be received. Nominations received after the specified date will not be considered.

Member Recognition Team Responsibility:

It is the responsibility of the Gold Award Selection Task Force to solicit and receive nominations and to evaluate each nominee's accomplishments. The Team submits a report of the findings to the Board of Directors recommending the nominee (s) as candidate for the Gold Award or reporting that no nominee was selected. Nominees who receive a majority vote of approval by the Team are recommended to the AHRA Board of Directors.

Board of Directors Responsibility:

The Board of Directors reviews the recommendation of the Gold Award Selection Task Force and votes on the selection. The nominations must be approved majority vote of the Board. The President notifies the Gold Award recipient. The Gold Award is presented at the AHRA Annual Meeting.

Selection Guidelines:

Criteria to be considered in selecting Gold Award candidates include:

1. Elected offices held
 - a) Voting members of the current board are not eligible for consideration
2. Appointments held
3. Publications related to radiology and management
4. Lectures and presentations related to radiology and management
5. Memberships in professional organizations other than the AHRA
6. Fellow status in the AHRA
7. Significant contributions to the AHRA and professions of radiology and healthcare administration including activities which:
 - a) benefit any or all levels of AHRA
 - b) move the Association forward
 - c) elevate the professions of radiology and healthcare administration
 - d) useful to the membership of the organization and the profession

- e) A “significant contribution” may be an aggregate of numerous projects, committee chairs, publications, and presentations and/or significant participation over a period of years. Although the number of years is not specified, service over a number of years enhances the perception of a significant contribution.

Gold Award Selection Task Force members are not eligible for the Gold Award.

Responsibilities of the Gold Award Selection Task Force Staff Liaison:

The task force works with the AHRA staff liaison to ensure that the following activities are completed in a timely fashion:

1. Reviewing the Gold Award nomination form, making necessary changes and forwarding to AHRA for printing and mailing.
2. Receiving nominations prior to the deadline.
3. Screening nominees for eligibility.
4. Acknowledging each nomination to the nominator.
5. Preparing a portfolio of nominations for each team member to include the following for each candidate:
 6. a copy of the membership application and (if applicable) Fellows application
 7. a copy of the candidate’s curriculum vitae
 8. copies of nomination forms
 9. a copy of selection guidelines and Gold Award worksheets
10. Forwarding files to task force members in a timely manner.
11. Contacting all nominators with selection results.
12. Consulting with the task force and preparing an executive summary for highlighting the major accomplishments of the nominee.
13. Coordinating the Gold Award announcement in Link and the presentation of the Gold Award to the recipient (s) at the AHRA Annual Meeting.

Executive Summary for Board Presentation:

The executive summary of Gold Award recommendation to the AHRA Board of Directors shall contain definitive information to enable the decision of the Board. Gold Award nominee recommendations should include:

1. Activities at the National, regional or local level(s)
2. Results of nominee’s accomplishments that have moved the organization forward
3. Results of the nominee’s activities that have elevated the professions of radiology and healthcare administration
4. Results of the contributions in being useful to the membership and the profession
5. Evidence to support the nominee from AHRA members through the nomination process

ORGANIZATIONAL LIAISONS

TERM: determined in collaboration with liaison organization

APPOINTED BY: President

POLICY:

In keeping with AHRA's core values of professionalism and collegiality, AHRA maintains amiable relations with a number of industry related associations. Invitations are extended to the association staff and volunteer leadership to attend AHRA's Annual Meeting. AHRA encourages open communication between the associations for the betterment of the profession.

The Board will routinely evaluate our association relations for potential liaison opportunities. Liaison relationships will be considered for professional organizations whose goals and objectives directly align with the AHRA Mission and Vision or where specific AHRA initiatives may be advanced through collaboration. Liaison relationships will be approved by the Board and should be established at the highest possible level of the organization, to gain access to influencers and decision makers. The liaison will represent AHRA's position or member interests, as defined by the AHRA Board. Liaisons also monitor and report on organizational activities, exchange information and seek opportunities for cooperation, including but not limited to:

- Advocacy initiatives
- Jointly prepared or endorsed position papers, white papers, guidelines, or clinical publications
- Joint committees
- Jointly sponsored education programs
- Information sharing
- Other common goals

Factors for liaison consideration:

1. Description of proposed liaison or collaboration, including purpose and how it relates to specific AHRA goals and strategies
2. Organization's mission, membership, and goals related to the envisioned outcome
3. Which organization has initiated the request for a liaison and will it be reciprocal
4. Advantages of partnering with this organization
5. Expectations
6. Anticipated costs (if any)
7. The other organization's mission, goals and program are in accordance with AHRA's mission and values
8. Has a well-defined purpose, outcomes and a mechanism for managing interactions, reporting and review

9. The anticipated benefits of working collaboratively are either an accelerated time frame, broader impact, added resources, influence or enhanced credibility
10. Any possible incremental administrative burden is commensurate with potential benefits
11. Processes are consistent with AHRA policy and procedures
12. Potential conflicts of interest are disclosed and resolved satisfactorily

PROCEDURE:

1. As a liaison, the member will represent the Association on occasions involving communication with their assigned organization or association.
2. The Standard Report of Liaison Activities to the AHRA Board of Directors should be completed by each liaison and submitted to the Chief Executive Officer within thirty (30) days of the liaison activity. The report will be reviewed and discussed by the Board at the next Board Meeting.
3. The continuing relationship of the liaison activity will be evaluated by the Board on an Annual basis.
4. The Board of Directors should routinely seek input and suggestions from the membership about potential liaison opportunities. The Board might also receive unsolicited requests from individuals, groups or organizations. Any requests for additional liaison relationships will come to the Chief Executive Officer and/or the President. Organizational collaboration will be determined by the Board.

The Organizational Liaison must sign the AHRA Code of Conduct and Conflict of Interest forms at the beginning of their terms. The AHRA office is responsible for obtaining the signature/s and keeping the document on record.

AHRA is open to establishing ad hoc collaboration as needed.

AHRA ORGANIZATIONAL LIAISON JOB DESCRIPTION

Official liaison relationships may be established with any professional organization that shares a common mission and goals with AHRA, or where specific AHRA initiatives may be advanced through collaboration. Liaison relationships will be approved by the Board and should be established at the highest possible level of the organization, to gain access to influencers and decision makers. The liaison will represent AHRA's position or member interests, as defined by the AHRA board. Liaisons also monitor and report on organizational activities, exchange information and seek opportunities for cooperation, including but not limited to:

- Advocacy initiatives
- Jointly prepared or endorsed position papers, white papers, guidelines, or clinical publications
- Joint committees
- Jointly sponsored education programs
- Information sharing
- Other common goals

Appointment: The appointed AHRA liaison must be a current AHRA member. Current or recent Board members will be considered first, unless criteria set forth by the other organization is not met. If at any time the liaison is unable to actively participate in the project or organization as appointed, they may notify the Board and ask to be relieved of the assignment, so that AHRA may identify a replacement. Liaisons are appointed by the President, with assistance from AHRA staff.

Responsibilities:

5. As a liaison, the member will represent AHRA on occasions involving communication with another assigned organization or association. Occasions should include but not be limited to good will and, if appropriate, during collaborative efforts of a project.
6. The liaison may attend meetings and participate in liaison organization conference calls if budgeted and deemed appropriate by the Board.
7. The Chief Executive Officer will assist the Board in evaluating cost per liaison and outcomes per liaison.
8. The Standard Report of Liaison Activities to the AHRA Board of Directors should be completed by each liaison, at least annually or within thirty (30) days of specific liaison activity. The report will include a recap of meetings, conference calls or other interactions with the liaison organization that have occurred during the last 6 months, their purpose and outcome.
9. The liaison should also express their opinions on how AHRA can best capitalize on participation to further its own goals and to benefits its members.
10. On occasion, as activities merit, the liaison may be asked to write a short report to AHRA members, for distribution in *Link*.
11. With each report, the continuing relationship of the liaison activity will be evaluated by the Board.

Communication: While the liaison is a representative of AHRA the individual may not communicate an opinion, position or decision in the name of the association without express prior consent or approval of the board of directors. For example, a request to sign on to a position statement or other public communication will need approval by the Executive Committee, on behalf of the board.

Reimbursement: Related travel expenses to necessary meetings as noted in the Volunteer Reimbursement Policy. Travel must be approved in advance.

General liaison activities of the association will be the responsibility of the Board of Directors. Prior to the first board meeting of the year, the President will review the current organizational liaisons and determine any necessary appointments needed. The liaison representative to each liaison organization could be various AHRA members chosen because of talent and/or interest.

ASSOCIATED SCIENCES REPRESENTATION

POLICY:

AHRA participates in planning and coordinating the Associated Sciences Workshops which are hosted by the Associated Sciences Consortium during RSNA.

PROCEDURE:

1. An official representative of the AHRA is appointed by the President and approved by the Board of Directors to sit on the Associated Sciences Consortium for a three-year term.
2. The representative shall attend all meetings of the Consortium, including planning meetings.
3. In planning for the annual workshop, the representative shall:
 - a) confirm all topics and speakers for which he or she is responsible and submit these to the Consortium Coordinator by April 15th
 - b) forward edited abstracts of presentations to the Coordinator by May 15th
 - c) submit all audio-visual requirements and any special requests by the lecturers to the Coordinator by July 1st
 - d) submit specifications of the AHRA exhibit booth to the AHRA Office by August 15th
4. The representative shall forward all records to their appointed successor within 15 days of the end of the appointment term
5. The representative is responsible for regular and timely reporting to the Board of Directors before each Board Meeting via the Chief Executive Officer. Reports should follow standard AHRA Board of Directors' Liaison reporting format and include the following information:
 - a) program planning
 - b) workshop critiques
 - c) faculty appointments
 - d) refresher courses
 - e) annual evaluations
 - f) requests for AHRA financial commitment
6. It is appropriate for the AHRA representative to accept the role of Consortium Coordinator or other assignments.
7. The representative has responsibility for participating or for recommending faculty from the AHRA membership to present Refresher Courses and/or other educational programs at the annual Associated Sciences Workshop sponsored by the Consortium.
8. The representative shall attend and represent the AHRA at the Triennial meeting of the Consortium and forward a report to the Board of Directors within 15 days after the meeting.
9. The representative shall serve as a conduit of press information to the AHRA for purposes of marketing the Associated Sciences offering in AHRA literature and periodicals.
10. The representative shall submit budget data to the Chief Executive Officer for approval by the Board, to ensure adequate funds for Associated Sciences Faculty and other expenses by April 15.
11. Annually the representative shall review the Organization Guide of the Associated Sciences and present recommended changes during the Consortium planning meeting.

12. The representative shall forward copies of all correspondence to the AHRA and President and provide regular updates.

The Associated Sciences Representative must sign the AHRA Code of Conduct and Conflict of Interest forms at the beginning of their terms. (Refer to AHRA policy #1415, Code of Conduct, and policy # 1400 Conflict of Interest). The AHRA office is responsible for obtaining the signature/s and keeping the document on record.

RETENTION OF ASSOCIATION RECORDS

INTRODUCTION:

Article V of the Bylaws “Authority and Responsibility”, provides, among other things, that the Board may adopt such rules and procedures for the conduct of the business of the Association as it shall deem advisable.

POLICY:

To further implement Article V of the Bylaws, “Authority and Responsibility”, and to establish an orderly and efficient system for the retention of the Association’s records, the Board adopts the following policy.

PROCEDURE:

The Chief Executive Officer shall implement and oversee the orderly retention and maintenance of the following records to be retained permanently:

1. Board of Director Records
 - a) Board of Director Meeting Minutes, motions and Board actions
 - b) Board of Director annual reports submitted to the membership
 - c) Corporate Bylaws and amendments
 - d) Policies and Procedures
2. Financial Records
 - a) Association annual budgets
 - b) Association yearly financial audit reports
 - c) Association federal tax returns
3. Annual Meeting Records
 - a) minutes of the Annual Meeting business sessions
 - b) Annual Meeting programs
4. Radiology Administration Certification Commission (RACC)
 - a) Minutes, Motions, and RACC actions
 - b) Annual Reports submitted to the membership
 - c) Policies and Procedures
5. Publications
 - a) Association monthly newsletters
 - a) Radiology Management or other official publications of the Association
 - b) Other publications
6. Incorporation Documents
 - a) Corporate charter and corporate charter amendments
 - b) Other corporate documents, including corporate Annual Reports, required to be filed with the Secretary of State of the state of incorporation, and such other states where the Association is authorized to do business.

Association records which shall be retained on a non-permanent basis:

1. Board of Director Committee/Team/Task Force reports shall be retained three (3) years after the fiscal year ending in the year when the report was completed.

2. Contracts: Annual Meeting housing agreements, speaker agreements and all contracts with third parties shall be retained ten (10) years after the end of the fiscal year where all work under the contract was completed.
3. CEU records prepared by the Association for its members shall be retained in accordance with continuing education approving agencies.
4. Tax Return Support Data: Association bank statements, canceled checks, support data for Association annual tax returns and invoices shall be retained ten (10) years after the date of the filing of the tax return.
5. Membership Records: Membership files shall be retained for ten (10) years.

The Board of Directors shall review this policy and procedure at least every three (3) years to insure that it best meets the needs of the Association.

WHISTLEBLOWER POLICY

General:

AHRA: The Association for Medical Imaging Management (the “AHRA”) Code of Ethics and Conduct (the “Code”) requires directors, officers and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of the AHRA, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

Reporting Responsibility:

It is the responsibility of all directors, officers and employees to comply with the Code and to report violations or suspected violations in accordance with this Whistleblower Policy.

No Retaliation:

No director, officer or employee who in good faith reports a violation of the Code shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the AHRA prior to seeking resolution outside the AHRA.

Reporting Violations:

The AHRA’s open door policy suggests that employees share their questions, concerns, suggestions or complaints with someone who can address them properly. In most cases, an employee’s supervisor is in the best position to address an area of concern. However, if you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor’s response, you are encouraged to speak with someone in the Business Office, the Chief Executive Officer or the President of the Board of Directors. Supervisors and managers are required to report suspected violations of this policy to the AHRA’s Chief Executive Officer or President of the Board of Directors, who have specific and exclusive responsibility to investigate all reported violations. For suspected fraud, or when you are not satisfied or uncomfortable with following the AHRA’s open door policy, individuals should contact the AHRA’s Chief Executive Officer or the President of the Board of Directors directly.

Responsibility for Resolution of Reported Matters:

The President of the Board of Directors and/or the AHRA’s Chief Executive Officer are responsible for investigating and resolving all reported complaints and allegations concerning violations of the Code. If a matter is reported to the Chief Executive Officer, he or she shall immediately notify the Board of Directors of any such complaint and work with the Board until the matter is resolved.

Accounting and Auditing Matters:

The Board of Directors shall address all reported concerns or complaints regarding corporate accounting practices, internal controls or auditing. If such an accounting or auditing matter is reported to the Chief Executive Officer, he or she shall immediately notify the Board of Directors of any such complaint and work with the Board until the matter is resolved.

Acting in Good Faith:

Anyone filing a complaint concerning a violation or suspected violation of the Code must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation of the Code. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality:

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Handling of Reported Violations:

The Chief Executive Officer or President of the Board of Directors will notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

STUDENT MEMBERSHIP POLICY

POLICY:

There will be a student member category. Student members shall have no voting rights and cannot run for office.

PROCEDURE:

To be eligible for AHRA's student membership rate the student will:

- Be enrolled in an accredited graduate degree program in Radiologic or Healthcare Sciences*
– OR –
- Be enrolled in an accredited undergraduate degree program in Radiologic or Healthcare Sciences
- Maintain a "B" average or above
- Be employed in a non-management position (part-time or full-time) OR be unemployed

* Enrollment in a business program such as MBA may also qualify for student membership provided the student holds a current registration in Imaging (i.e. RT(R), CNMT, RDMS, RVT, ARMRIT, etc.)

Note: A student membership is only valid for 3 years – student must submit proof of enrollment for each year along with GPA